

**Education and Families Committee****29 August 2016**

Children's Services Performance Report 3 Month / 1st Quarter 2016/17	
CS-17-16-F	
Director of Children's Services	Children's Services

1.0 Summary

- 1.1 This report summarises the activity and performance of the Children's Services for Quarter 1 of 2016/17, the three months up to the end of June 2016.

2.0 Decisions Required

- 2.1 That the Education and Families 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 Appendix A details the Projects and Actions for Children's Services. Appendix B shows Children's Services Performance Indicators to enable Committee to monitor service delivery. Council-wide sickness absences data, for comparison, is attached also in Appendix B. A summary of the number of complaints received and responded to is shown in Appendix C. The risk register at Appendix D sets out the strategic and operational risks to the activities of Children's Services.
- 3.2 Overview of Directorate Plan progress in Children's Services 2016/17 is that the majority of projects and actions are likely to meet the expected outcome. The timing of this report has given us the opportunity to include the Delivery Plan on Excellence and Equity in Scottish Education and the 1140 hours in Early Learning and Childcare. Our Directorate Priorities continue to reflect our commitment to ensuring the needs of the most vulnerable children in Shetland are met.

- 3.3 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 priority towards Young People (Our Plan 2016-2020):

“The new Anderson High School and Halls of Residence will have been built and will be providing an excellent learning environment as part of an efficient and effective schools service.

Children and Young People, particularly those from vulnerable backgrounds and in care, will be getting the learning and development opportunities that allow them to fulfil their potential.

Shetland Learning Partnership will be providing opportunities for young people to gain workplace experience and vocational qualifications while at school, giving them the skills they need to get jobs or continue into further education.

Vulnerable children and Young People.

Young people will feel that their voices are being heard by the council, having regular opportunities to have a say on the issues that affect them.

More children will be taking part in physical and cultural activities – developing healthy lifestyles to help them play a full and active part in Shetland community life.”

“Excellent financial management arrangements will make sure we are continuing to keep to a balanced and sustainable budget, and are living within our means”.

“People who use our services will experience excellent standards of customer care”.

“We will have found ways of filling our ‘hard to fill’ posts and increased the number of ways that Young People can join our work-force”.

“The needs of the most vulnerable and hard-to-reach groups will be identified and met, and services will be targeted at those that need them most.”

“More money will be going towards ‘spend to save’ initiatives, providing resources to fund innovative ways of working that save money but help us achieve our desired outcome”.

- 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 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 on target to meet the key actions from their Directorate Plan by the end of March 2017; others extend beyond that, but are on track with relevant milestones.
- 5.2 The Scottish Government has made improving education its top priority for this term of office. Children's Services must deliver on the agenda from Excellence and Equality in Scottish Education and close the attainment gap.

For further information please contact:
Helen Budge, Director of Children's Services
Tel: 01595 74 4064.
E-mail: helen.budge@shetland.gov.uk
Report Finalised: 18 August 2016

Appendices

- Appendix A – Projects and Actions
- Appendix B – Performance Indicators and Sickness Absences
- Appendix C – Complaints
- Appendix D – Risks Managed by Children's Services

Appendix A - Projects and Actions - Children's Services Directorate

Generated on: 18 August 2016

OUR PLAN 2016-2020





A) YOUNG PEOPLE



- 1) **New Anderson High School** The new Anderson High School and Halls of Residence will have been built and will be providing an excellent learning environment as part of an efficient and effective school service.


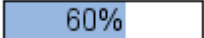

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP006 New Anderson High School	Project Management of new Anderson High School	New build completed on programme and on budget.	Planned Start	01-Jan-2013		Work progressing to scheule. The windows and the partitions are being installed. Project Management continuing during construction.	Children's Services Directorate
			Actual Start	01-Jan-2013			
			Original Due Date	01-Aug-2016	Expected success		
			Due Date	07-Sep-2017			
			Completed Date		Likely to meet or exceed target		

- 2) **Vulnerable Children and young people's opportunities** Children and young people, particularly those from vulnerable backgrounds, will be accessing the learning and development opportunities that allow them to best fulfil their potential.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP 137 Quality Improvement Framework	Continue to implement the agreed actions from the Quality Improvement Framework (previously the Schools Comparison Project)	Service Improvement in: Attainment Quality Assurance Effective use of resources.	Planned Start	31-Oct-2014		The Quality Improvement Framework will report to Education and Families Committee in detail in October. There are areas of the Shetland Learning Partnership which have been built into this area of work.	Children's Services Directorate
			Actual Start	01-Nov-2014			
			Original Due Date	31-Mar-2020	Expected success		
			Due Date	31-Mar-2020			
			Completed Date		Likely to meet or exceed target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP 138 Northern Alliance	Collaborate effectively in the Northern Alliance to improve aspects of Children's Services delivery.	Progress made in closing the attainment gap. Closer working on education policy.	Planned Start	01-Sep-2015		Head Teachers, Quality Improvement Officers, Executive Managers and the Director of Children's Services are all involved collaboratively in developing strands of the Northern Alliance including leadership, early literacy and tackling inequalities.	Children's Services Directorate
			Actual Start	16-Aug-2016	<div><div>20%</div></div>		
			Original Due Date	01-Jul-2020	Expected success		
			Due Date	01-Jul-2020			
			Completed Date		Likely to meet or exceed target		
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP 139 Excellence and Equity in Scottish Education	Implement locally the key priorities from the Delivery Plan.	Progress made in closing the attainment gap.	Planned Start	01-Jun-2016		Delivery Plan and timeline shared with all Head Teachers. Visit of Education Scotland planned for 22/23 August to audit workload.	Children's Services Directorate
			Actual Start	01-Jun-2016	<div><div>2%</div></div>		
			Original Due Date	01-Jul-2020	Expected success		
			Due Date	01-Jul-2020			
			Completed Date		Likely to meet or exceed target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP008 Schools Reconfiguration Project	Schools Reconfiguration Project	Statutory consultation completed on the proposed closure of the secondary department, or the discontinuation of Secondary 4 education at Whalsay School and Mid Yell Junior High School completed, the consultation report written and reported to Shetland Islands Council. Statutory consultation on the proposed closure of the secondary department, or the discontinuation of Secondary 4 education at Baltasound Junior High School will commence in August 2014, and at Aith Junior High School and Sandwick Junior High School in October 2015.	Planned Start	01-Jan-2014		Both Consultation Reports went to Education and Families Committee and to SIC in June 2016 and the decision was to not change the delivery of education at either school.	Children's Services Directorate
			Actual Start	23-Feb-2015	<div><div>100%</div></div>		
			Original Due Date	31-Aug-2016	Expected success		
			Due Date	31-Aug-2016			
			Completed Date	30-Jun-2016	Likely to meet or exceed target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP136 Inspection of Services for Children and Young People in Shetland Action Plan	Work with partners to ensure the agreed action plan for the inspection of services to children in Shetland is implemented.	All main points for action in the report implemented and improved evaluation of quality indicators.	Planned Start	05-Jul-2015		The action plan has been updated with the progress review which will be the focus of the visit commencing on 14 November by the Care Inspectorate team. The quality indicator which will be evaluated is "assessing and responding to risks and needs."	Children's Services Directorate
			Actual Start	05-Jul-2015			
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Likely to meet or exceed target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP 605 Establishing a Disability Sport Branch for Shetland	Work in partnership with Scottish Disability Sport, Disability Shetland and teachers of pupils with ASN to deliver a range of Sport and physical activities.	More and higher quality opportunities for ASN children and young people to participate in sport and physical activity.	Planned Start	15-Apr-2016		A multi-agency meeting was held in April 2016 led by Scottish Disability Sport, where there was agreement to establish a Disability Sport Branch in Shetland. A follow up meeting has been organised for September 2016.	Sport & Leisure
			Actual Start	15-Apr-2016	<div><div>45%</div></div>		
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Likely to meet or exceed target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP604 Bookbug	Support early literacy by delivering Bookbug to every child in Shetland.	All babies and young children have access to books and families share story and rhyme.	Planned Start	01-Apr-2016		2016-17 materials ordered and distribution organised. Extra training organised through Scottish Book Trust for partners and school staff to improve outreach.	Shetland Library
			Actual Start	01-Apr-2016	<div><div>25%</div></div>		
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Likely to meet or exceed target		

3) Shetland Learning Partnership

Shetland Learning Partnership will be delivering important opportunities for young people to gain workplace experience and vocational qualifications while at school, equipping them with the skills to enable them to get jobs or continue into further education.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP 140 Developing Young Workforce (DYW)	Developing Young Workforce – key recommendations will be taken forward through a Strategic Group.	Strategic regional group established and actions implemented. Foundation Apprenticeships will be further developed. A second cohort for 2016-2018 of the established two programmes will commence. A new programme, the Built Environment is to commence.	Planned Start	30-Apr-2016		The regional group has appointed three Chair people from industry to lead the implementation of Developing the Young Workforce in Shetland. There are now young people on the Foundation Apprenticeships for Care and Engineering. Additional Senior Phase Academy on Built Environment has commenced. All young people participating in these courses are offered a paid summer job with an Employer relevant to their course.	Children's Services Directorate
			Actual Start	30-Apr-2016	<div><div>20%</div></div>		
			Original Due Date	31-May-2018	Expected success		
			Due Date	31-May-2018			
			Completed Date		Likely to meet or exceed target		

4) Protecting vulnerable children and young people

Vulnerable children and young people in need of our care and support will be protected from harm.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP 141 Early Learning and Childcare	Develop the provision early learning and childcare to meet national requirements.	Shetland to be able to offer 1140 hours of early learning and childcare by 2020.	Planned Start	01-Apr-2016		Scottish Futures Trust issued information gathering regarding our current provision for early learning and childcare. This has been completed and returned.	Children's Services Directorate
			Actual Start	16-Aug-2016	<div><div>5%</div></div>		
			Original Due Date	31-Mar-2020	Expected success		
			Due Date	31-Mar-2020			
			Completed Date		Likely to meet or exceed target		
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP 142 Corporate Parenting Strategy	Monitor the implementation of the Corporate Parenting Strategy to help ensure that our looked after children have the same opportunities to succeed as their non-looked after peers.	Our looked after children and care leavers are supported by the corporate parent to achieve outcomes similar to the broader population of young people in Shetland.	Planned Start	01-May-2016		CELCIS supported Corporate Parenting event in June. The new corporate parenting strategy will replace LAC strategy and report to CMT autumn 2016.	Children's Services Directorate
			Actual Start	01-May-2016	<div><div>20%</div></div>		
			Original Due Date	30-Sep-2017	Expected success		
			Due Date	30-Sep-2017			
			Completed Date		Likely to meet or exceed target		
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP 143 Nurturing Communities	To develop purpose and belonging for our children and young people.	To value our children and young people and ensure that we meet their needs.	Planned Start	01-Apr-2016		Developing nurturing schools event scheduled for 19th August with a partner agency event follow up scheduled for quarter 3 2016. Work being done to scope out the creation of a Shetland nurture group network to support 6 – 8 schools.	Children's Services Directorate
			Actual Start	01-Apr-2016	<div><div>20%</div></div>		
			Original Due Date	01-Jul-2018	Expected success		
			Due Date	01-Jul-2018			
			Completed Date		Likely to meet or exceed target		
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP 144 Permanency	Children in need of long term care do not experience unnecessary delay	Clear and timely decision making with regard to permanency.	Planned Start	01-Apr-2016		Work has begun, in partnership with CELCIS and the Scottish Government, to achieve excellence in permanency	Children's Services Directorate
			Actual Start	01-Apr-2016	<div><div>5%</div></div>		
			Original Due Date	01-May-2020	Expected success		
			Due Date	01-May-2020			
			Completed Date		Experiencing issues, risk of failure to meet target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP 145 Residential and Foster Care	Build capacity in our residential and foster care resources.	Children requiring to live out with their family can do so in the Shetland community unless there is a significant level of need that cannot be met from within Shetland resources	Planned Start	01-Nov-2015		Resourcing agreed to support opening of Windybrae in September 2016. Business Case for longer term Residential provision being developed. Three Year carer recruitment strategy to be launched autumn 2016. Review of carer fees and recommendations to be brought to council autumn 2016.	Children's Services Directorate
			Actual Start	01-Nov-2015	<div><div>20%</div></div>		
			Original Due Date	30-Nov-2016	Expected success		
			Due Date	30-Nov-2016	 Experiencing issues, risk of failure to meet target		
			Completed Date				

5) Listen to young people

Young people will feel that their voices are being heard by the council, having regular opportunities to put forward their thoughts on the issues that affect them.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP 146 Participation Strategy for Shetland's Young People	We will ensure schools are involved in the development of the Participation Strategy for Shetland's young people.	The children and young people across Shetland's views will be heard.	Planned Start	01-Aug-2016			Children's Services Directorate
			Actual Start	01-Aug-2016	<div><div>2%</div></div>		
			Original Due Date	31-Aug-2017	Expected success		
			Due Date	31-Aug-2017			
			Completed Date		Likely to meet or exceed target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP 147 Consultation with Young People	Consultation with young people will be a priority in all areas of the Directorate.	All areas of the Directorate will engage appropriately with children and young people on their service area.	Planned Start	01-Sep-2016	<div><div></div></div>	Who Cares commissioned to advocate for looked after and vulnerable children and young people.	Children's Services Directorate
			Actual Start		<div><div>0%</div></div>		
			Original Due Date	31-Jul-2017	Expected success		
			Due Date	31-Jul-2017	<div><div></div></div>		
			Completed Date		Likely to meet or exceed target		

6) Physical and cultural activities

More children will be taking part in physical and cultural activities – developing healthy lifestyles for playing a full and active part in Shetland community life.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP014 Continue to manage, maintain and inspect the portfolio of play areas throughout Shetland including the refurbishment of the Stendaal Play area in Nesting.	Continue to inspect, maintain and manage play areas throughout Shetland including the refurbishment of the Stendaal Play Area in Nesting and a partial refurbishment of the Charlestown Play Area in Whalsay	More children and young people are encouraged to be physically active and to learn through active play	Planned Start	01-Apr-2015		During the first quarter of 2016-17 96% of play areas throughout Shetland were inspected with maintenance works agreed and actioned. The construction phase of Nesting Play Area project is underway and it is anticipated that the project will be completed by the end of August 2016. Works have been completed on the refurbishment of Charlestown Play Area in Whalsay.	Sport & Leisure
			Actual Start	10-Nov-2015			
			Original Due Date	31-Mar-2016	Expected success		
			Due Date	30-Sep-2016			
			Completed Date		Likely to meet or exceed target		


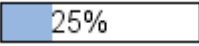

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP115 Shetland Sport and Physical Activity Strategy	Undertake consultation on the new Shetland Sport and Physical Activity Strategy to commence in 2017.	Clear strategic direction and efficient use of resources agreed for sport in Shetland through community and stakeholder consultation. Increased likelihood of individuals reaching their potential in sport.	Planned Start	01-Apr-2015		The Shetland Sporting Partnership have agreed a consultation plan and timescale for review of the previous Sports Strategy and the development of the new Shetland Sport and Physical Activity Strategy.	Children's Services Directorate
			Actual Start	18-May-2016			
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Likely to meet or exceed target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP 606 Leisure Reading	To actively promote leisure reading and literacy in school and public libraries, including reading and writing in Shetland dialect.	Young people enjoy and develop personal reading and creative writing.	Planned Start	01-Apr-2016		Successful summer Reading Challenge delivered and high volume of entries for Young Shetland Writer competition.	Shetland Library
			Actual Start	01-Apr-2016			
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Likely to meet or exceed target		

D) COMMUNITY STRENGTH

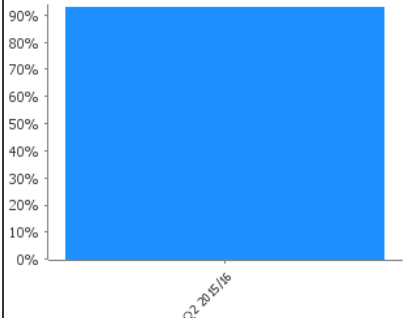
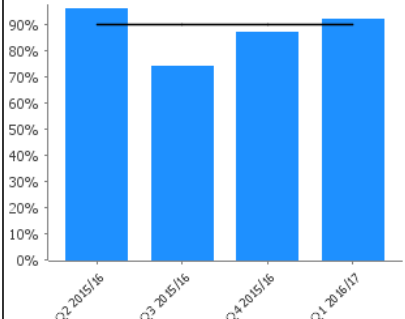
5) Vulnerable people's opportunities

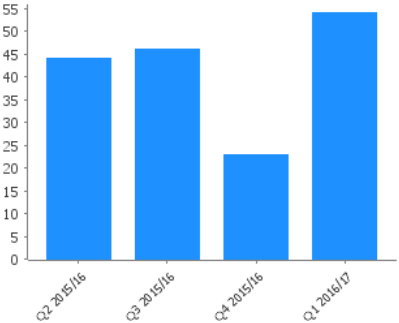
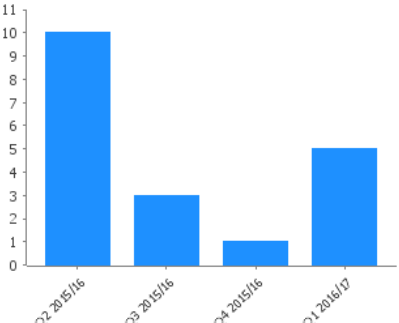
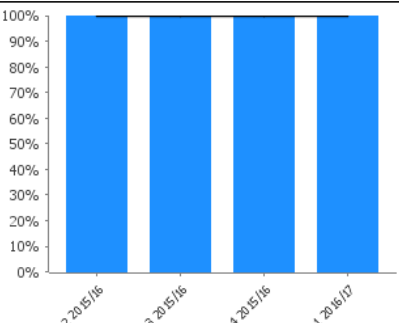
People, particularly those from vulnerable backgrounds, will be getting access to the learning and development opportunities that allow them to best fulfil their potential.

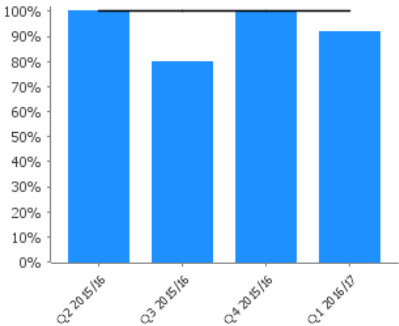
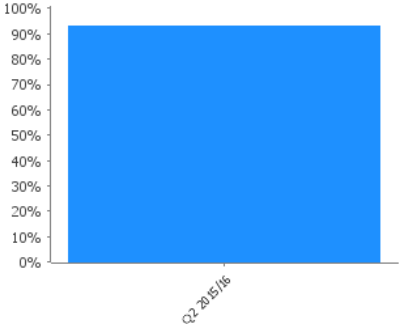
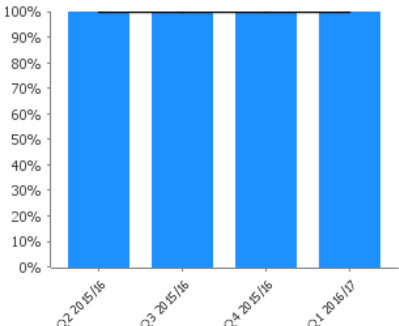
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP 607 Free Library and Information Services	Continue to provide adequate free library and information services, including internet access and to give people support and encouragement to use digital technology.	All members of the public, particularly those who are isolated or on low incomes, are aware of library services and feel confident about accessing them.	Planned Start	01-Apr-2016		Range of promotional activities and outreach work including Reading Champion work with mental health team and pensioner lunch club.	Shetland Library
			Actual Start	01-Apr-2016			
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Likely to meet or exceed target		

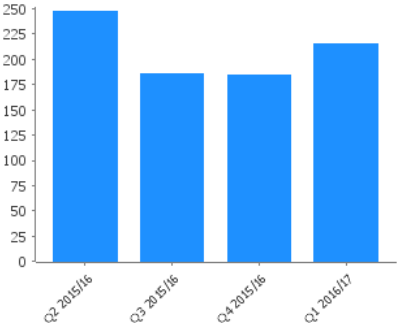
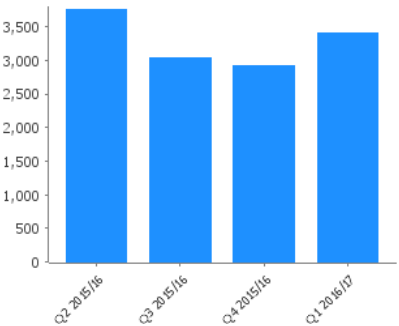
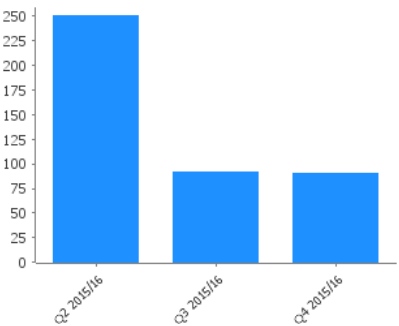
Appendix B Performance Indicators (Quarterly)- Children's Services Directorate

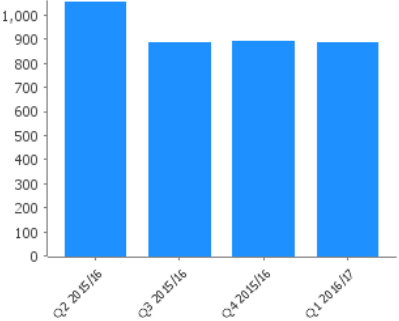
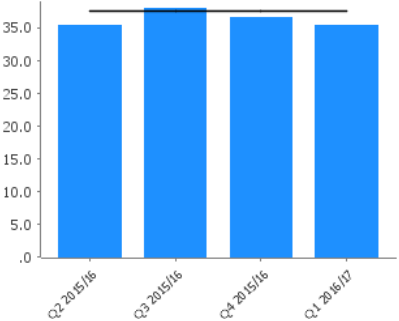
Generated on: 18 August 2016

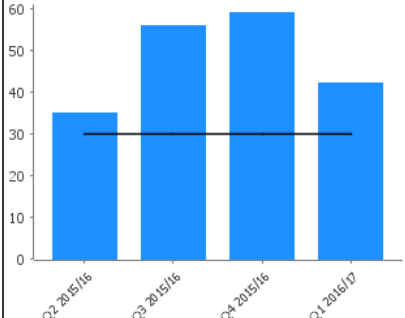
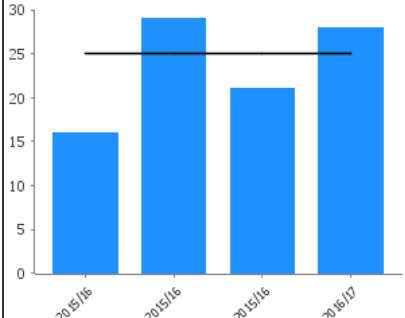
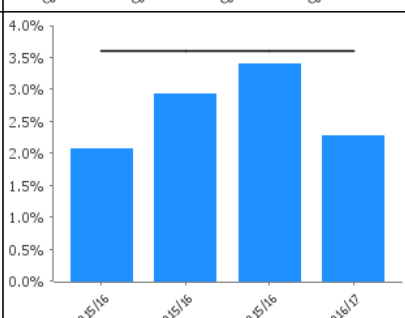
Code & Short Name	Previous Years		Current year (to date)	Quarters					Graphs	(past) Performance & (future) Improvement Statements
	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17		
	Value	Value	Value	Value	Value	Value	Value	Target		
CF01 LAC reviews done within required timescales	93%			93%				90%		Figures from Q3 2015/16 unavailable due to no independent review officer in place.
CF02 Reports to the Reporter provided within timescale	84%	90%	92%	96%	74%	87%	92%	90%		90% Target met for 15/16. Social workers now aim to have reports completed two days ahead of due date.

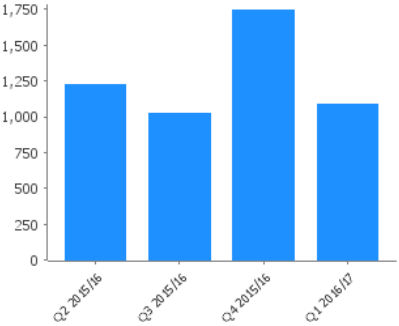
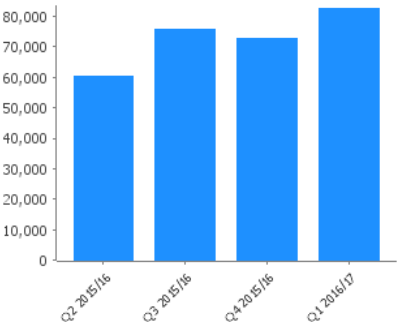
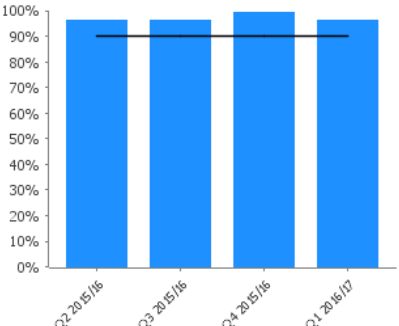
	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
CF04 Number of children involved in Child Protection investigations	245	174		44	46	23	54			No target set, for monitoring purposes only. Increase in numbers over the last year due to improved screening process.
CF05 Number of Child Protection investigations progressed to initial Case Conference	19	21		10	3	1	5			No target set, for monitoring only. Continue to monitor number of investigations.
CF06 Number of Case Conferences held within 21 days of decision to progress	100%	100%	100%	100%	100%	100%	100%	100%		Target consistently being met.

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
CF07 Child Protection - % of Case Conference reviews held within 6 month timescales	100%	95%	92%	100%	80%	100%	92%	100%		Q1 - One review date missed due to availability of Chairperson.
CF08 Child Protection - % of Core Group meetings held monthly for each child	91%			93%						Figures from Q3 2015/16 unavailable due to no independent review officer in place.
CR01 Annual Inspection Reports	100%	100%	100%	100%	100%	100%	100%	100%		Performance: Consistently meeting all Care Inspectorate inspection standards. Improvement: Maintain existing standards within existing resources.

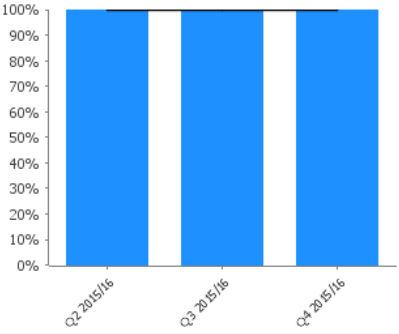
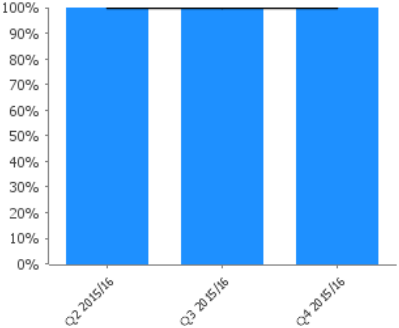
	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
CR02 Number of Respite Nights (ASN)	1,070	877	215	248	186	185	215			Performance: Consistent number of nights provided each quarter. Improvement: Continue to ensure the assessed needs of children are met within existing resources
CR03 Number of Respite Day Hours	16,157	13,774	3,399	3,760	3,032	2,926	3,399			Performance: Slight decline in number of hours provided. Improvement: Continue to ensure the assessed needs of children are met within existing resources
CR04 Number of occupancy nights - Grodians	587	686		250	92	90				Performance: Slight increase in number of nights provided last year. Improvement: Children and Young People in need of residential care will have their needs met within Shetland

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
CR05 Number of Respite Nights - Windybrae	22	93		6	0	16				<p>Performance: High variation in nights in each quarter. Improvement: Continue to ensure the assessed needs of children are met within existing resources</p>
CR06 Number of Fostering Nights	4,092	3,977		1,053	885	893	888			<p>Performance: Increase in usage over last few years. Improvement: Recruitment of foster carers will continue to be a priority in order to ensure the assessed needs of children are met</p>
LB01 Number of library items issued quarterly (1,000s)	156.8	147.9	35.3	35.4	38.0	36.6	35.3	37.5		<p>Performance: Slightly under target for quarter.</p> <p>Improvement: Summer Reading Challenge and promotion work.</p>

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
LB03 Number of library events held	149	192	42	35	56	59	42	30		Performance: Well on target - 844 people attended varied programme of in-house events in first quarter of 16/17. Improvement: Maintain events programme to attract varied user groups
LB04 Library Outreach: Number of events delivered	149	103	28	16	29	21	28	25		Performance: On target. 1,340 people attended our outreach events in the first quarter of 16/17. Improvement: Continue focus on early years outreach and work with partners to families.
OPI-4C-B Sick %age - Children's Services Directorate	3.7%	2.9%	2.3%	2.1%	2.9%	3.4%	2.3%	3.6%		Figures average for year within target. Absence levels being closely monitored by Executive Managers and Team Leaders.

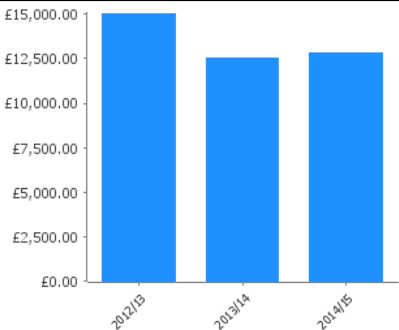
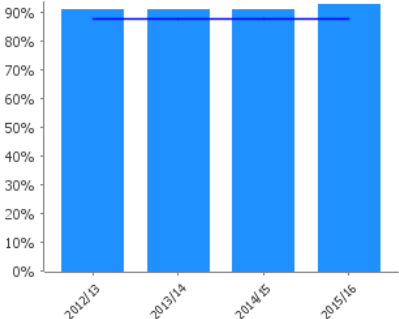
	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
OPI-4E-B Overtime Hours - Children's Services Directorate	3,645	6,250	1,087	1,223	1,022	1,748	1,087			Figure is steadily declining from the first quarter. Continue with only essential overtime which is approved appropriately.
OPI-4G-B Employee Miles Claimed - Children's Services Directorate	335,539	308,597	82,473	60,168	75,841	72,666	82,473			
SL01 All play areas inspected at least 4 times a year	95.5%	97%	96%	96%	96%	99%	96%	90%		<p>Performance Statement: Target met for first quarter of 2016/17 with inspections being completed routinely.</p> <p>Improvement Statement: Ensure all targets continue to be met within existing resources.</p>

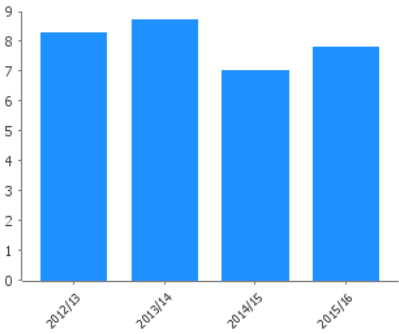
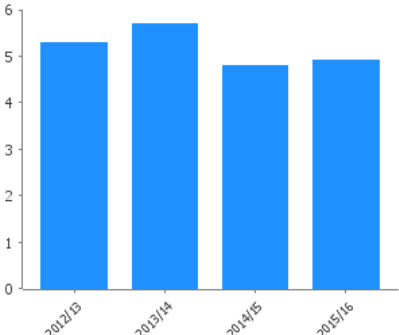
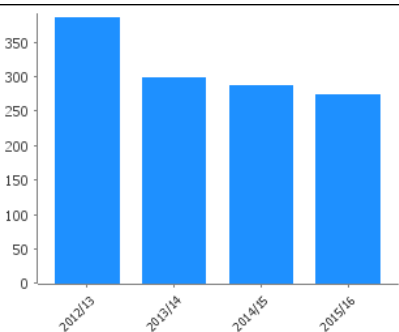
	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
SL06 Room bookings in Islesburgh - % of rooms in use	58%	56.58%	61.33%	45.67%	60.67%	62%	61.33%	60%		<p>Performance Statement: Islesburgh Community Centre continues to be well used throughout the year but a decrease in usage over the holiday periods has a detrimental effect on overall annual booking figures.</p> <p>Improvement Statement: To maintain high level of usage within current operational and budgetary constraints.</p>
SQ04 Attendance rates - primary school pupils	95.6%	95.9%		96.7%	95.7%	95.1%				<p>Performance: Consistently higher than national average (95.1%).</p> <p>Improvement: To be monitored quarterly to maintain high levels.</p>
SQ05 Attendance rates - secondary school pupils	94.3%	93.2%		94.3%	92.2%	92.2%				<p>Performance Consistently higher than national average over the course of the last full year (91.9%).</p> <p>Improvement: To be monitored quarterly to maintain high levels.</p>

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
SQ06 Positive inspection reports of pre-school settings	100%	100%		100%	100%	100%			 <p>A bar chart with a vertical axis from 0% to 100% in 10% increments. The horizontal axis is labeled with 'Q2 2015/16', 'Q3 2015/16', and 'Q4 2015/16'. Three blue bars are shown, each reaching the 100% mark.</p>	<p>Performance: Consistently meeting all Care Inspectorate inspection standards. No inspections done in Q1.</p> <p>Improvement: Quality Improvement will continue to monitor this excellent position to ensure it is maintained.</p>
SQ07 Positive inspection reports for schools	100%	100%		100%	100%	100%			 <p>A bar chart with a vertical axis from 0% to 100% in 10% increments. The horizontal axis is labeled with 'Q2 2015/16', 'Q3 2015/16', and 'Q4 2015/16'. Three blue bars are shown, each reaching the 100% mark.</p>	<p>Performance: Consistently meeting all Care Inspectorate inspection standards. No inspections done in Q1.</p> <p>Improvement: Quality Improvement will continue to monitor this excellent position to ensure it is maintained.</p>

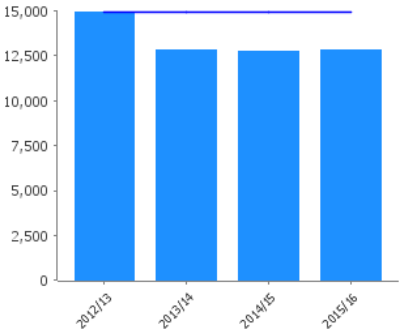
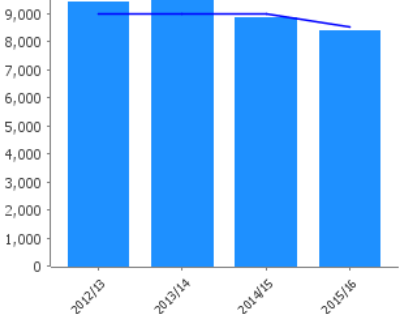
Appendix B (cont) - Performance Indicators (Annual)- Children's Services Directorate

Generated on: 18 August 2016

	Previous Years				This Year		
Code & Short Name	2012/13	2013/14	2014/15	2015/16	2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Target		
C&L 4 Cost of parks & open spaces per 1,000 population	£14,993.00	£12,543.10	£12,785.00				
LB05 Library customer satisfaction rates from in-house survey	91%	91%	91%	93%	88%		<p>Performance: Up by 2% since last year.</p> <p>Improvement: Plan to maintain and develop service with reduced budget.</p>

	Previous Years				This Year		
Code & Short Name	2012/13	2013/14	2014/15	2015/16	2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Target		
SC01 Free School Meals - % of Primary pupils (P4-7) registered for Free School Meals	8.3	8.7	7	7.8			Performance: Slight increase from last year. Previously lowest rate of take-up in Scotland. Improvement: More advertising and communication with schools. Letters issued to previous applicants.
SC02 Free School Meals - Number of Secondary pupils registered for Free School Meals (per 1,000 population)	5.3	5.7	4.8	4.9			Performance: Slight increase from last year. Previously lowest rate of take-up in Scotland, national figures not yet available. Improvement: More advertising and communication with schools. Letters issued to previous applicants.
SC03 Clothing grants	386	298	286	273			Performance: Small decrease from last year. Improvement: More advertising and communication with schools. Letters issued to previous applicants.

Code & Short Name	Previous Years				This Year	Graphs	(past) Performance & (future) Improvement Statements
	2012/13	2013/14	2014/15	2015/16	2016/17		
	Value	Value	Value	Value	Target		
SL02 Islesburgh Hostel - Bed nights	4,695	6,773	6,240	5,069			<p>Performance Statement: Hostel bed nights continue to be higher than target although there has been a decrease in bed nights from the previous year.</p> <p>Improvement Statement: Options to increase usage of the hostel are being pursued including the implementation of a new charging structure to encourage more winter usage of the hostel by locals, a repeat of the successful open day and more advertising to school and youth groups across Shetland..</p>
SL03 Islesburgh Hostel - Overall customer satisfaction rate	95%	94%	95%	95%	90%		<p>Performance Statement: Islesburgh Hostel continues to have high customer satisfaction levels.</p> <p>Improvement Statement: To continue providing high quality services within existing budgets.</p>
SPI10b Number of attendances per 1,000 population to all pools	10,341	9,623	9,364	9,061			<p>Performance Statement Our performance deteriorated by 3.2% between 2014/15 and 2015/16. This was mainly due to the extended closure of Clickimin Pool due to safety issues.</p> <p>Improvement Statement We will continue to promote regular use of all leisure centres and swimming pools by school, clubs, community groups and individuals in Shetland.</p>

	Previous Years				This Year												
Code & Short Name	2012/13	2013/14	2014/15	2015/16	2016/17	Graphs	(past) Performance & (future) Improvement Statements										
	Value	Value	Value	Value	Target												
SPI10d The number of attendances per 1,000 population for - other indoor sports and leisure facilities, excluding pools in a combined complex	14,915	12,814	12,707	12,814		 <table><caption>SPI10d Data</caption><thead><tr><th>Year</th><th>Value</th></tr></thead><tbody><tr><td>2012/13</td><td>14,915</td></tr><tr><td>2013/14</td><td>12,814</td></tr><tr><td>2014/15</td><td>12,707</td></tr><tr><td>2015/16</td><td>12,814</td></tr></tbody></table>	Year	Value	2012/13	14,915	2013/14	12,814	2014/15	12,707	2015/16	12,814	Performance Statement Our usage figures have increased by 0.8% between 2014/15 and 2015/16. This was mainly due to an 11% increase in community use of SIC's school and community games halls. Improvement Statement We will continue to promote regular use of all leisure centres and games halls by schools, clubs, community groups and individuals in Shetland.
Year	Value																
2012/13	14,915																
2013/14	12,814																
2014/15	12,707																
2015/16	12,814																
SPI12ai Number of Library visits per 1000 population	9,402	9,552	8,836	8,384		 <table><caption>SPI12ai Data</caption><thead><tr><th>Year</th><th>Value</th></tr></thead><tbody><tr><td>2012/13</td><td>9,402</td></tr><tr><td>2013/14</td><td>9,552</td></tr><tr><td>2014/15</td><td>8,836</td></tr><tr><td>2015/16</td><td>8,384</td></tr></tbody></table>	Year	Value	2012/13	9,402	2013/14	9,552	2014/15	8,836	2015/16	8,384	Performance: Number of visits remain healthy although there was a fall in 'virtual' (website) visits. Improvement: The Library will continue to promote all services widely.
Year	Value																
2012/13	9,402																
2013/14	9,552																
2014/15	8,836																
2015/16	8,384																

Appendix B (cont) - Sickness Absences - All Directorates (for comparison)

NOTE: Sickness absences are very seasonal, therefore this quarter is compared to the same quarter last year (rather than compared to the previous quarter).

Short Name	Previous Years			Last year	This year
	2012/13	2013/14	2014/15	Q1 2015/16	Q1 2016/17
	Value	Value	Value	Value	Value
Sick %age - Whole Council	4.1%	3.6%	4.2%	4.1%	2.5%
Sick %age - Chief Executive's "Directorate"	3.6%	1.4%	2.4%	1.9%	0.5%
Sick %age - Children's Services Directorate	2.8%	2.8%	3.7%	3.1%	2.3%
Sick %age - Community Health & Social Care Directorate	6.4%	6.0%	6.0%	6.3%	4.0%
Sick %age - Corporate Services Directorate	3.0%	1.6%	2.4%	2.0%	0.8%
Sick %age - Development Directorate	3.7%	2.7%	4.2%	4.0%	2.2%
Sick %age - Infrastructure Directorate	4.0%	3.4%	4.0%	4.3%	2.4%

Appendix C - Complaints - Children's Services Directorate

This shows all complaints that were open during the Quarter.

Frontline complaints should be closed within 5 working days

Investigations should be closed within 20 working days

Generated on: 18 August 2016

Failure to provide a service

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed
COM-16/17-439	Investigation	18-Apr-2016	Closed	16-Jun-2016	Schools	43

Standard of service received

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed
COM-15/16-428	Investigation	11-Mar-2016	Closed	11-Apr-2016	Schools	20
COM-15/16-429	Frontline	08-Mar-2016	Closed	27-Apr-2016	Children's Services Directorate	35
COM-16/17-456	Frontline	29-Jun-2016	Closed	29-Jun-2016	Schools	0

Behaviour/Attitude of staff

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed
COM-15/16-427	Investigation	19-Feb-2016	Alert		Schools	128

Failure to follow administrative process

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed
COM-16/17-443	Frontline	31-May-2016	Closed	31-May-2016	Children & Families	0

Risk Assessment for Children's Services

Appendix D

Level	Corporate Plan	Risk & Details	Current Frequency	Severity			Risk Profile		Current and Planned Control Measures	Target Frequency	Severity			Risk Profile	Assigned To	
Corporate	F1. Our "20 by '20" - Leadership & Management	EC0026 - Professional - OtherFailure to deliver major AHS build project on time and on budget. Complex project involving several external parties, following a methodology not previously used by the Council Design Build Financial Model (DBFM) which increases the risk of the project going off track. However, financial close was achieved in July 2015, and construction has commenced. A lack of understanding of DBFM, project management failure or partner failure can lead to project delay and/or budget rises, negative reaction in press and public. Project completion is currently	Possible	3	Significant	3	Medium	9	• Project risk register which is closely monitored and managed	Unlikely	2	Significant	3	Medium	6	Mark Boden
Directorate	F1. Our "20 by '20" - Leadership & Management	EC0016 - Accidents /Injuries - Staff/Pupils/ Clients/OthersChildren's Services has a large number of staff across many services. A failure or lapse in professional standards, or unforeseen incident could cause or lead to injury or harm to staff in the course of their employment, impact on communities, litigation, liability, press interest.	Possible	3	Significant	3	Medium	9	• DMT to review PIN stats and policies. MAPA training (new CALM) for staffMay '16 update - MAPA training underway. PIN stats analysis requested	Possible	3	Minor	2	Medium	6	Helen Budge
Directorate	F1. Our "20 by '20" - Leadership & Management	EC0018 - Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etcChildren's Services operate within a complex legislative environment and is required to comply with national and local policies including equalities, etc, a breach of any of these could lead to a failure to meet statutory objectives, Care Inspectorate/ Health and Safety investigation, Poor report, censure, HSE improvement/ prohibition notice	Rare	1	Significant	3	Low	3	• Safety Section to be asked to review schools risk assessments in order to identify gaps and support staff with trainingand other input as and when identified • Wide-ranging GIRFEC training delivered and rolled out by CS staff inc to ASN service, implement of DPA training,Comply with ERD policy to ensure training needs are met	Rare	1	Minor	2	Low	2	Helen Budge

Directorate	F1. Our "20 by '20" - Leadership & Management	EC0020 - Deadlines - failure to meet Organisation works within the, sometimes conflicting requirements for confidentiality, to meet FOISA, address complains and be transparent and publicly accountable.	Possible	3	Significant	3	Medium	9	• System and plan in place to ensure new complaints are recorded and managed consistently. SW is carrying out a piece of work to ensure that complaints are handled consistently.	Unlikely	2	Significant	3	Medium	6	Helen Budge
Directorate	F5. Our "20 by '20" - Standards of Governance	EC0019 - Publicity - bad Children's Services operates within the requirements of FOISA, confidentiality and public accountability. These different priorities can conflict. Communications and media misperception continues to be a challenge. A failure to share information/ mis-perception by media or incident can lead to negative media coverage & reputational damage	Possible	3	Significant	3	Medium	9	• Communications Policy/ Strategy is followed by staff, major projects have specific communications strategies as required under PRINCE2, e.g. Quality Improvement Framework.	Unlikely	2	Significant	3	Medium	6	Helen Budge
Directorate	F5. Our "20 by '20" - Standards of Governance	EC0022 - Key staff - loss of Children's Services has a large cohort of staff with many specialist teaching posts. Shetland is a small place with a limited pool of labour. Also, unemployment is low. Vacant posts are difficult to fill, and this is acute in some areas. Retirement or resignation, particularly in specialist posts in secondary, can lead to recruitment costs, on-going vacancies and pressure on	Possible	3	Major	4	High	12	• Recruitment and selection policy is being reviewed, transfer agreement in place to support the efficient use of resources. Northern Alliance looking at improving recruitment of teachers. SW review looked at recruitment and retention of SW staff. Commitment to have better engagement with staff. Principles to support teaching staff working in more than one settings has been circulated.	Possible	3	Significant	3	Medium	9	Helen Budge
Directorate	F8. Our "20 by '20" - Efficient	EC0017 - Economic / Financial - Other EC0017 - Economic / Financial - Other - Children's Services is required to make significant savings as part of the organisation's Medium Term Financial Plan. If savings projects fail or are delayed, the Service/ Directorate will fail to make the required savings, organisation wont meet requirements of MTFP.	Almost Certain	5	Major	4	High	20	• Children's Services continues to work towards realising efficiency savings	Unlikely	2	Significant	3	Medium	6	Helen Budge
Operational	A4. Young People - Protecting vulnerable children and young people	EC0025 - Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc Misplaced or lost Unencrypted Pen Drives by member of staff, containing sensitive information regarding pupils with additional support needs. A current work stream is in place to address this but until that is complete, the risk remains live. In the interim, further (temporary) controls have been put in place	Unlikely	2	Minor	2	Low	4	• Check to ensure that confidential/Sensitive information is held securely. Work plan in place - staff to meet with rep from Legal and the Team Leader, Admin Services, to review electronic data management. Children's Services employee currently reviewing Children's Services paper records. Once those pieces of work are complete, further requirements will be identified and work plan timetabled.	Rare	1	Minor	2	Low	2	Helen Budge

Operational	D5. Community Strength - Vulnerable people's opportunities	EC0011 - Health and safety - Statutory inspectionsHayfield House is a large building with 96 staff. A Serious incident, including loss of life or serious injury, Loss of part or all of the building, Failure to ensure regular health and safety checks are carried out within Hayfield House could lead to a HSE inspection/ investigation. Could result in Legal and Financial Implications, Service delivery disrupted or stopped.	Unlikely	2	Major	4	Medium	8	<ul style="list-style-type: none"> Regular Safety ChecksBuilding Services - PAT testing - annual Fire Risk Assessment and Plan reviewed annually Weekly fire alarm checks Yearly fire evacuation drills Annual check of fire fighting equipment Monthly safety checks including emergency lighting etc Business Continuity Plan in place 	Rare	1	Significant	3	Low	3	Helen Budge
Operational	D5. Community Strength - Vulnerable people's opportunities	EC0012 - Records/Research data/systems/security/confidentiality/ back-up.There are many staff within Children's Services who have access to confidential information.	Rare	1	Significant	3	Low	3	<ul style="list-style-type: none"> Training available for staff, current work ongoing w/ Legal and w/ Admin Team Leader to reviewprocedures. Member of Children's Services staff also carrying out a stock-take of all paper records in Hayfield with a view to identifying any required work to ensure records and procedures are robust and comply with policy and statute. 							Helen Budge

**Education and Families Committee****29 August 2016****Management Accounts for Education and Families Committee:
2016-17 – Projected Outturn at Quarter 1****F-046-F****Report Presented by Executive Manager -
Finance****Corporate Services****1. Summary**

- 1.1 The purpose of this report is to enable the Education and 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 report shows the projected financial consequence of the service performance detailed in the Children's Services and Development Performance Reports, and 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 presents the projected outturn position for 2016/17 as at the end of the first quarter for revenue and capital. The forecasts have been determined by Finance Service after consultation with the relevant Budget Responsible Officers.
- 1.3 The projected outturn position for services in this Committee area is an overspend of £99k on revenue and an underspend of £2.744m on capital.

2. Decision Required

- 2.1 That the Education and Families Committee RESOLVE to review the Management Accounts showing the projected outturn position at quarter 1.

3. Background

- 3.1 On 10 February 2016 (SIC Min Ref: 2/16) the Council approved the 2016/17 revenue and capital budgets (including the General Fund, Harbour Account, Housing Revenue Account and Spend to Save) requiring a draw from reserves of £8.106m. It is vital to the economic wellbeing of the Council that the financial

resources are managed effectively and expenditure and income is delivered in line with the budget, as any overspends will result in a further draw on reserves and would be evidence that the Council is living beyond its means.

- 3.2 This report forms part of the financial governance and stewardship framework which ensures that the financial position of the Council is acknowledged, understood and quantified on a regular basis. It provides assurance to the Corporate Management Team and the Committee that resources are being managed effectively and allows corrective action to be taken where necessary.
- 3.3 Since the approval of the 2016/17 budget, revisions to the budget have been incorporated for the Council's budget carry-forward scheme. Therefore, this report refers to the revised budget that is now in place for each of the services.

Cost Pressures & Contingencies Budgets

- 3.4 Provision was made in the Council's 2016/17 Budget for a cost pressures and contingencies budget. This budget covers both Council-wide and service specific issues. It is held centrally by the Executive Manager – Finance.
- 3.5 This approach assists the Council to mitigate any spending risks. However, it is expected that Services will endeavour, in the first instance, to meet any additional costs from within existing resources.
- 3.6 Cost pressures are recurring in nature and increase the base cost of the service being delivered e.g. pay award, whereas contingency items are deemed non-recurring and are likely to vary year on year e.g. unexpected / emergency child care requirements.
- 3.7 The cost pressures and contingencies budgets are only released when the Executive Manager – Finance is satisfied that the cost pressure has materialised or that conditions exist to release the contingency.
- 3.8 Whether or not the cost pressures and contingencies budget is applied does not impact on the carry-forward scheme as adjustments are made to ensure that services are not penalised for being able to contain costs within existing resources.
- 3.9 There are cost pressure and contingency budgets held centrally for Children's Services, some of which have not yet been applied to address the specific projected overspends to which they relate. This will be reviewed and these budgets allocated later in the year if it is established that the additional spend cannot be met from underspending or additional income across the service area. The items which have been highlighted to date are:

Children's Resources –Residential Services – Windybrae - £88k
Children's Resources –Residential Services – Other - £93k

To date, £145k of contingency has been applied to the Children's Services for Off Islands Placements.

Revenue

- 3.10 The projected revenue outturn position for Education and Families Committee is an overspend of £99k (2%) which means the services in this Committee area are collectively projected to spend more than their Council approved budget. The projected outturn includes recurring savings of £305k. See appendix 1 to this report for further detail.

Capital

- 3.11 The projected capital outturn position on Education and Families Committee is an underspend of £2.744m (18%) all of which is due to slippage on capital projects and will be required in 2017/18. See appendix 2 to this report for further detail.

4. Implications

Strategic

4.1 Delivery On Corporate Priorities

There is a specific objective in the Corporate Plan to ensure that the Council is “continuing to keep to a balanced and sustainable budget, and are living within our means”, and that the Council continues to pursue a range of measures which will enable effective and successful management of its finances over the medium to long term. This involves correct alignment of the Council's resources with its priorities and expected outcomes, and maintaining a strong and resilient balance sheet.

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 2016/17 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

4.4.1 There are numerous financial risks involved in the delivery of services and the awareness of these risks is critical to successful financial management.

4.4.2 From a financial perspective, risks are an integral part of planning for the future as assumptions are required to be made. These assumptions can be affected by many internal and external factors, such as supply and demand, which may have a detrimental financial impact.

4.4.3 The main financial risks for services in this Committee area are:

- Unexpected demand for services which may be costly depending on the circumstances.

- 4.4.4 This report is part of the framework that provides assurance, or recognition of any deviation from the budget that may place the Council in a financially challenging position and require remedial action.
- 4.4.5 The Council makes provision within its budget for cost pressures that may arise. This approach provides additional confidence for the Council to be able to mitigate any adverse financial circumstances.
- 4.4.6 A strong balance sheet and the availability of usable reserves also ensures that the Council is prepared for significant unforeseen events.
- 4.4.7 Any draw on reserves beyond the Council's sustainable level would have an adverse impact on the level of returns from the Council's long-term investments. This situation would require to be addressed quickly to ensure no long term erosion of the investments.

4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

Resources

4.7 Financial

- 4.7.1 The 2016/17 Council budget does not require a draw on reserves in excess of the returns that the fund managers can make on average in a year, and therefore demonstrates that the Council is living within its means. To achieve this, a one-off underspend from the 2015/16 budget has had to be utilised to balance the General Fund. This is a one-off solution for 2016/17.
- 4.7.2 For every £1m of reserves spent in excess of a sustainable level will mean that the Council will have to make additional savings of £73k each year in the future as a result of not being able to invest that £1m, and make a return.
- 4.7.3 It is therefore vital that the Council delivers its 2016/17 budget. This report demonstrates that the services under the remit of the Education and Families Committee are not projecting to achieve this due to additional cost pressure and contingency events.
- 4.7.4 In line with the Medium Term Financial Plan, it is anticipated that officers will endeavour to absorb a proportion of cost pressures and contingencies within existing budgets as the year progresses.
- 4.7.5 Members should note that there is projected to be sufficient cost pressure & contingency budget to meet the projected overspend at quarter 1.

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 and Families Committee is an overspend of £99k on revenue and an underspend of £2.744m on capital projects, against the revised budget.

5.2 Recurring savings of £305k have been identified within Quality Improvement/Schools.

For further information please contact:

Laura Gray

01595 744606

laura.gray@shetland.gov.uk

List of Appendices

Appendix 1 – Projected Revenue Outturn Position 2016/17

Appendix 2 – Projected Capital Outturn Position 2016/17

Background documents:

SIC Budget Book 2016/17, SIC 10 February 2016

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=18870>

Education & Families Committee

1. Projected Revenue Outturn Position 2016/17

Service	2016/17 Revised Annual Budget Q1	2016/17 Projected Outturn at Q1	2016/17 Budget v Proj. Outturn Variance at Q1 (Adv)/ Pos
	£000	£000	£000
Director of Children's Services	1,586	1,586	0
Children & Families	1,126	1,129	(3)
Children's Resources	3,321	3,501	(180)
Library	892	892	0
Quality Improvement/Schools	30,244	30,172	72
Sport & Leisure	1,149	1,149	0
Community Planning & Development	318	306	12
Total Controllable Costs	38,636	38,735	(99)

An explanation for the main variances by service at quarter 1 is set out below.

1.1 Director of Children Services - projected outturn on target

There are no significant variances in this service area.

1.2 Children & Families - projected outturn overspend (£3k) (1%)

There are no significant variances in this service area.

1.3 Children's Resources- projected outturn overspend (£180k) (5%)

This projected overspend relates to:

- Additional staffing and property costs in order to re-open Windybrae and continue to utilise Arheim and a further property at Commercial Road due to the increased demand for local placements on the Children's Residential service (£162k);
- Use of Agency Staff until posts can be filled in Children's residential care area (£54k);

1.4 Library - projected outturn on target

There are no significant variances in this service area.

1.5 Quality Improvement & Schools- projected outturn underspend £72k (2%)

This projected underspend relates to:

- This underspend is due to recurring savings of £305k identified through staffing reductions and operational efficiencies which will go towards meeting the savings targets required in 2017/18.
- This is partially offset by overspends in sickness and maternity cover across the service, particularly in Primary Schools (£56k) and the Cleaning service (£69k).

1.6 Sport & Leisure- projected outturn on target

There are no significant variances in this service area.

1.7 Community Planning & Development – projected outturn underspend £12k (4%)

The position for Community Planning & Development's budget overall is an underspend of £19k, part of which is included in this report.

The service provided in relation to this Committee is: Community Development.

There are minor variances in this service area.

Education & Families Committee

2. Projected Capital Outturn Position 2016/17

Service	2016/17 Revised Annual Budget Q1 £000	2016/17 Projected Outturn at Q1 £000	2016/17 Budget v Proj. Outturn Variance at Q1 (Adv)/ Pos £000
Quality Improvement/Schools	15,010	12,266	2,744
Total Controllable Costs	15,010	12,266	2,744

An explanation for the main variances is set out below.

2.1 Quality Improvement / Schools - projected outturn underspend £2.744m (18%)

- Payments have not been drawn down as quickly as anticipated for the Halls of Residence and Clickimin works. This slippage will require to be carried forward to 2017/18.

**Education and Families Committee****29 August 2016**

Education and Families Committee Business Programme – 2016/17	
GL-43-16-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 remaining quarters of the financial year 1 April 2016 to 31 March 2017, and discuss with Officers any changes or additions required to that programme.

2.0 Decision Required

- 2.1 That the Education and Families Committee considers its business planned for the remaining quarters of the current financial year 1 April 2016 to 31 March 2017, and RESOLVES to approve any changes or additions to the Business programme.

3.0 Detail

- 3.1 The Council approved the schedule of meetings for 2016/17 at its meeting on 16 December 2015 (Min Ref: 79/15).
- 3.2 It was agreed that the Business Programmes for each Committee would be presented to the Planning and Performance Management Framework (PPMF) meetings, which are held 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 two 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 The Business Programme for 2016/17 is 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 2016/17 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:

Lynne Geddes

Tel Ext: 4592, email: lynne.geddes@shetland.gov.uk

22 August 2016

List of Appendices

Appendix 1 – Education and Families Committee Meeting Dates and Business Programme 2016/17

Background documents:

Report GL-60-F: SIC Diary of Meetings 2016/17

<http://www.shetland.gov.uk/coins/Agenda.asp?meetingid=4785>



**Education and Families Committee - Meeting Dates and Business Programme 2016/17
as at Monday, 22 August 2016**

Education and Families Committee			
<i>D= Delegated R=Referred</i>			
Quarter 1 1 April 2016 to 30 June 2016	Date of Meeting	Business	
	<i>Ordinary</i> 11 April 2016 10am	External Audit Reports: Care Inspectorate and Education Scotland	D
		Naming the New Halls of Residence	D
		College Integration – Progress Update and Next Steps	R SIC 20 April
	<i>PPMF</i> 23 May 2016 10am	Management Accounts – Quarter 4	D
		Children’s Services Directorate – Performance Overview – Quarter 4	D
		Development Services Directorate – Performance Overview – Quarter 4	D
		Committee Business Programme 2016/17	D
	<i>Special</i> 9 June 2016 10am	Mid Yell & Whalsay Consultation Reports	SIC 9 June
	<i>Ordinary</i> 13 June 2016 10am	Shetland College Term Dates 2016/17	D
		Early Years Report Pre-School Provision – Cost Analysis/Increased Entitlement	D
		Education Summit – Next Steps	D
		Developing the Young Workforce and Shetland Learning Partnership	D
		Delegation of Authority for Shetland College Board	SIC 29 June
		College Integration – Progress Update and Next Steps	SCB 16 June SIC 29 June
		Shetland’s Autism Spectrum Disorder Strategy 2016-2021 (being reported to IJB CC-26)	D
		Progress Report on Children’s Services Inspection	D
Quarter 2 1 July 2016 to 30 September 2016	Date of Meeting	Business	
	<i>PPMF</i> 29 August 2016 10.00am	Management Accounts – Quarter 1	D
		Children’s Services Directorate – Performance Overview – Quarter 1	D
		Committee Business Programme 2016/17	D



Education and Families Committee - Meeting Dates and Business Programme 2016/17 as at Monday, 22 August 2016

Education and Families Committee – continued

D= Delegated R=Referred

Quarter 3 1 October 2016 to 31 December 2016	Date of Meeting	Business	
Quarter 3 1 October 2016 to 31 December 2016	<i>Ordinary</i> 3 October 2016 10am	Chief Social Work Officer Report	D
		Allocations Policy for the Halls of Residence	D
		Quality Improvement Framework	D
		Halls of Residence Naming	D
		Inspection of Services for Children and Young People	D
		Inspection Report for Children's Resources	D
		Fee Paid Foster Carers	D
		Excellence and Equity in Scottish Education	D
		Legacy Report	D
Quarter 3 continued	Date of Meeting	Business	
	<i>PPMF and Budget</i> 5 December 2016 10am	Children's Services Directorate – Performance Overview – Quarter 2	D
		Committee Business Programme 2016/17	D
		Children's Services Directorate Plan 2017-18	D
		Management Accounts – Quarter 2	D
		2017-18 Budget and Charging Proposals	R P&R 7 Dec SIC 14 Dec
Quarter 4 1 January 2017 to 31 March 2017	Date of Meeting	Business	
	<i>Ordinary</i> 6 February 2017 10 am	TBC	
	<i>PPMF</i> 6 March 2017 10am	Management Accounts – Quarter 3	D
		Children's Services Directorate - Performance Overview Quarter 3	D
		Committee Business Programme 2017/18	D

Planned Committee business still to be scheduled - as at Monday, 22 August 2016

- Public Library Assessment Report



**Education and Families Committee - Meeting Dates and Business Programme 2016/17
as at Monday, 22 August 2016**

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

END OF BUSINESS PROGRAMME as at Monday, 22 August 2016