

Executive Manager: Jan-Robert Riise  
**Director of Corporate Services: Christine Ferguson**

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If calling please ask for  
**Lynne Geddes**  
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Email:  
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Date: 27 February 2018

Dear Sir/Madam

You are invited to the following meeting:

**Education and Families Committee**  
**Council Chamber, Town Hall, Lerwick**  
**Monday 5 March 2018 at 10.00am**

Apologies for absence should be notified to Lynne Geddes at the above number.

Yours faithfully

Executive Manager – Governance and Law

Chair: Mr G Smith  
Vice-Chair: Mr T Smith

## **AGENDA**

- (a) Hold circular calling meeting as read.
- (b) Apologies for absence, if any.
- (c) Declarations of Interest – Members are asked to consider whether they have an interest to declare in relation to any item on the agenda for this meeting. Any Member making a declaration of interest should indicate whether it is a financial or non-financial interest and include some information on the nature of the interest. Advice may be sought from Officers prior to the meeting taking place.
- (d) Confirm minutes of meeting held on 5 February 2018 (enclosed).

## ITEM

1. Children's Services Performance Report – Nine Month/Third Quarter 2017/18  
CS-08-18
2. Children's Services 2018-20 Directorate Plan  
CS-11-18
3. Management Accounts for Education and Families Committee: 2017/18 – Projected Outturn at Quarter 3  
F-017
4. External Audit Reports – Care Inspectorate  
CS-10-17

The following item contains **EXEMPT** information

5. HUB Project  
CS-12-18

Copy to  
follow



# Shetland Islands Council

Agenda  
Item

**1**

<b>Meeting(s):</b>	Education and Families Committee	05 March 2018
<b>Report Title:</b>	Children's Services Performance Report 9 Month / 3rd Quarter 2017/18	
<b>Reference Number:</b>	CS-08-18-F	
<b>Author / Job Title:</b>	Helen Budge, Director of Children's Services	

## Decisions / Action required:

- 1.1 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.

## High Level Summary:

- 2.1 This report summarises the activity and performance of Children's Services Directorate for the third quarter of 2017/18, the nine months up to December 2017.

## Corporate Priorities and Joint Working:

- 3.1 The recommendation in this report is consistent with the following 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 in need of our care and support will continue to be protected from harm.*

*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”.*

#### **Key Issues:**

- 4.1 The progress on projects and actions continues to be within the timescales set for all projects.

#### **Exempt and/or confidential information:**

- 5.1 None.

#### **Implications:**

<b>6.1 Service Users and Communities:</b>	There is involvement of service users and communities in a number of the projects. The impacts vary in the specific areas of work.
<b>6.2 Human Resources and Organisational Development:</b>	None arising directly from this report, however, 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. The ability to fill our hard to fill posts will make a significant positive impact on our workforce delivering council services.
<b>6.3 Equality, Diversity and Human Rights:</b>	None arising directly from this report. SIC is required to make sure our systems are monitored and assessed for any implications in this regard. Delivering these services makes a positive difference to the outcomes of Looked After Children and other vulnerable young people.
<b>6.4 Legal:</b>	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.

<b>6.5 Finance:</b>	Children's Services year to date budget at the end of Quarter 3 was £30,404 million and the actual year to date was £30,590 million.
<b>6.6 Assets and Property:</b>	None.
<b>6.7 ICT and new technologies:</b>	None.
<b>6.8 Environmental:</b>	None.
<b>6.9 Risk Management:</b>	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.
<b>6.10 Policy and Delegated Authority:</b>	<p>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;</p> <p>“Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –</p> <p>(a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.</p> <p>(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.”</p>
<b>6.11 Previously considered by:</b>	None.

### Contact Details:

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E-mail: [helen.budge@shetland.gov.uk](mailto:helen.budge@shetland.gov.uk)  
Report Finalised: 21 February 2018

### Appendices:

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

**Background Documents:** n/a



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

Generated on: 21 February 2018

## OUR PLAN 2016-2020


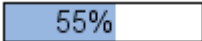

### A) YOUNG PEOPLE

- 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		Completed on time and on budget. School opened to pupils on 27 October 2017 as planned.	Children's Services Directorate
			Actual Start	01-Jan-2013	<div><div>100%</div></div>		
			Original Due Date	01-Aug-2016	Expected success		
			Due Date	07-Sep-2017			
			Completed Date	27-Oct-2017	Likely to meet 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
DP138 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 and wider Children's Services.	Planned Start	01-Sep-2015		Northern Alliance is now one of the six regional collaboratives. The Regional Lead has been appointed. An Improvement Plan and Workforce Development Plan have been developed.	Children's Services Directorate; Quality Improvement; Schools
			Actual Start	16-Aug-2016	<div><div>75%</div></div>		
			Original Due Date	01-Jul-2020	Expected success		
			Due Date	01-Jul-2020			
			Completed Date		Likely to meet target		



Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP139 Excellence and Equity in Scottish Education	Implement locally the key priorities from the Delivery Plan including the National Improvement Framework: • Parental Involvement • Youth Participation • National Improvement Framework • The Governance Review	Progress made in closing the attainment gap.	Planned Start	01-Jun-2016		Guidance has now been issued on reporting to parents and forward planning. A response to the proposed legislative reforms has been sent along with the consultation timescale. A response has been submitted in respect of the consultation on Fairer Funding for Education. A response has been submitted in respect of the proposed Education Bill. A new draft Parental Involvement Strategy has been prepared.	Children's Services Directorate; Quality Improvement
			Actual Start	01-Jun-2016			
			Original Due Date	01-Jul-2020	Expected success		
			Due Date	01-Jul-2020			
			Completed Date		Likely to meet target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP149 National Improvement Framework	Implement all strands of the NIF.	Progress made on closing the attainment gap.	Planned Start	01-Apr-2016		The National Improvement Framework Plan is now in Place.	Quality Improvement; Schools
			Actual Start	26-Jan-2017			
			Original Due Date	31-Mar-2020	Expected success		
			Due Date	31-Mar-2020			
			Completed Date	01-Sep-2017	Likely to meet 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 the Young Workforce (DYW)	Young people are ready for employment and almost all achieve positive destinations on leaving school.	Operational teams and strategic teams meet the 39 recommendations relating to vocational and Youth employment as laid out in the DYW report.	Planned Start	01-Apr-2016		Skills Investment Group now formed as part of the Community Planning Partnership umbrella. This group will oversee progress against a number of the DYW recommendations. This is a multi agency group. Skills Investment Plan in progress. Survey with employers underway to inform same. Funding extended to 2021, and now sitting with Shetland Islands Council.	Quality Improvement; Schools
			Actual Start	01-Dec-2015	<div><div>40%</div></div>		
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2021			
			Completed Date		Likely to meet 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		Shetland has submitted a Strategic Delivery Plan to the Scottish Government on 29 September 2017. A revised Financial Template has been issued and work is ongoing in February 2018 to complete this. Using the revenue and capital grants for 2017/18 expansion to 1140 hours has taken place in Whiteness and Dunrossness Primary Schools. We have also recruited five modern apprentices and offered SVQ training to other staff. The trial at Urafirth Primary School continues and will be evaluated in April 2018.	Quality Improvement
			Actual Start	16-Aug-2016	<div><div>25%</div></div>		
			Original Due Date	31-Mar-2020	Expected success		
			Due Date	31-Mar-2020			
			Completed Date		Likely to meet 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		Corporate Parenting Strategy was signed off at a meeting of the Shetland Partnership in June 2017. A temporary Implementation Officer is in post. The first meeting of the Corporate Parenting Board has been called for March 2018.	Children's Services Directorate
			Actual Start	01-May-2016			
			Original Due Date	30-Sep-2017	Expected success		
			Due Date	03-Sep-2018			
			Completed Date		Likely to meet 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 continues, in partnership with CELCIS and the Scottish Government, to achieve excellence in permanency. Systems and processes are being adapted to ensure that permanency is considered at an early stage.	Children's Services Directorate
			Actual Start	01-Apr-2016			
			Original Due Date	01-May-2020	Expected success		
			Due Date	01-May-2020			
			Completed Date		Likely 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		Business Case for residential services currently being developed.	Children's Services Directorate
			Actual Start	01-Nov-2015			
			Original Due Date	30-Nov-2016	Expected success		
			Due Date	01-Apr-2018			
			Completed Date		Experiencing issues, risk of failure to meet target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP148 Emotional Wellbeing Project	Improved emotional wellbeing and resilience for our children and young people.	Improved emotional resilience and intelligence for all children and young people. Sustain children in their families, when it is the right thing to do. Vulnerable children achieve equality in achievement of a positive destination.	Planned Start	01-Jun-2016		A Spend to Save Application with full business case was submitted in December 2016. Following feedback from Finance Services, the application was re-submitted and we are awaiting feedback.	Children's Services Directorate
			Actual Start	01-Mar-2018			
			Original Due Date	01-Jun-2022	Expected success		
			Due Date	01-Jun-2022			
			Completed Date		Likely to meet target		




## 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		Participation Strategy has now been agreed. This now needs to be shared.	Children's Services Directorate
			Actual Start	01-Aug-2016	<div><div>50%</div></div>		
			Original Due Date	31-Aug-2017	Expected success		
			Due Date	01-Apr-2018			
			Completed Date		Experiencing issues, risk of failure to meet 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		Who Cares have been commissioned to advocate for looked after and vulnerable children and young people.	Children's Services Directorate
			Actual Start	17-Feb-2017	<div><div>50%</div></div>		
			Original Due Date	31-Jul-2017	Expected success		
			Due Date	01-Apr-2018			
			Completed Date		Experiencing issues, risk of failure to meet target		

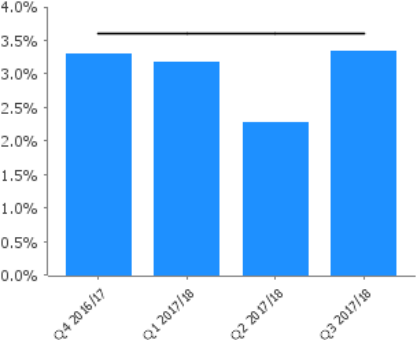
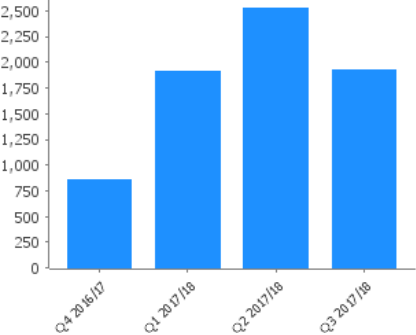
## 6) Physical and cultural activities

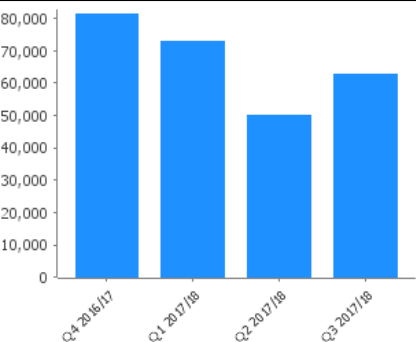
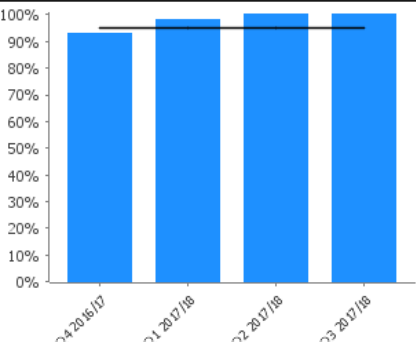
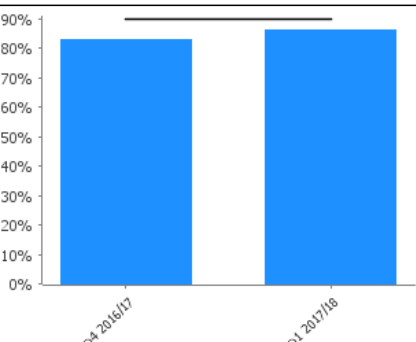
More children will be taking part in physical and cultural activities – developing healthy lifestyles for playing a full and active part in Shetland community life.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP115 Active Shetland - A Strategy for Physical Activity and Sport	Undertake consultation and publish the new Active Shetland - A Strategy for Physical Activity and Sports Strategy for Shetland 2017 - 22.	Clear strategic direction and efficient use of resources agreed for sport and physical activity in Shetland through community and stakeholder consultation. Increased likelihood of individuals being more physically active and reaching their potential in sport.	Planned Start	01-Apr-2015		The Shetland Sporting Partnership - Strategic Group have undertaken a public consultation review of the current Sports Strategy, which also included seeking priorities for the development of the new Shetland Physical Activity and Sports Strategy. The findings of this review were presented to the Shetland Partnership Board and a Shetland Sports Forum. Final drafting of the strategy is currently under way and should be presented to partners for approval early in 2018.	Children's Services Directorate
			Actual Start	18-May-2016			
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2018			
			Completed Date	08-Feb-2018	Likely to meet target		

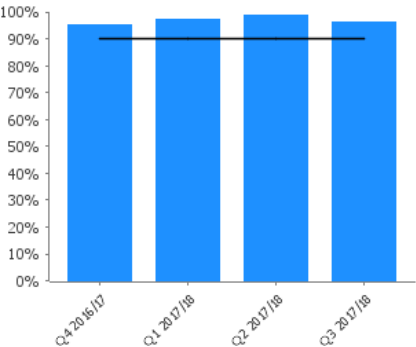
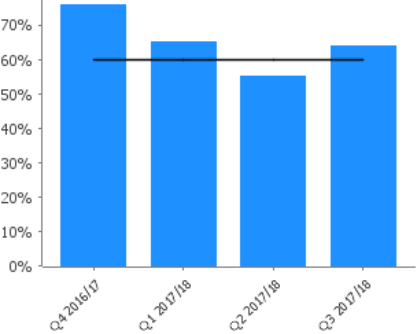
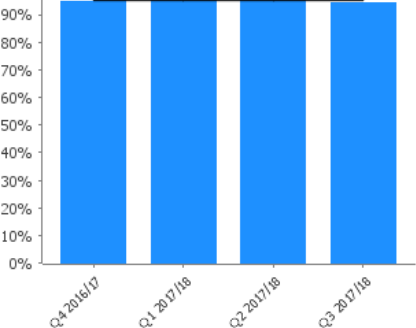
## Appendix B PPMF Performance Indicators (Quarterly)- Children's Services Directorate

Generated on: 21 February 2018

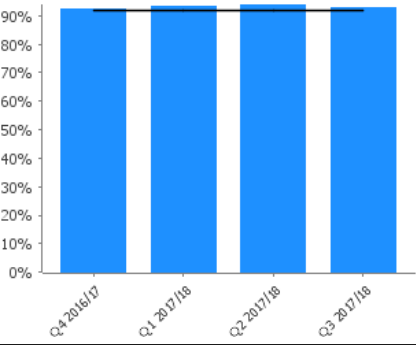
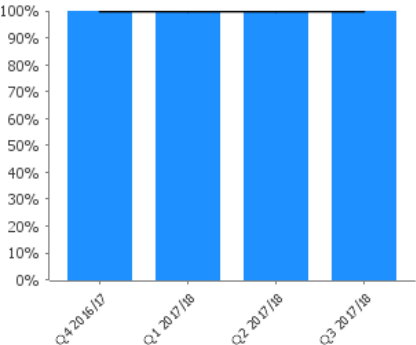
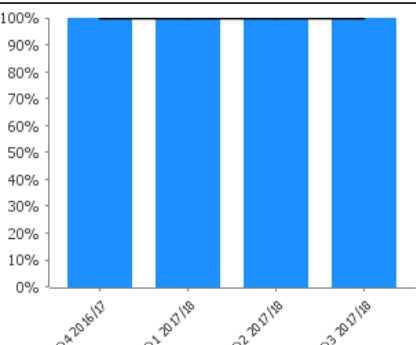
Code & Short Name	Previous Years		Quarters				Q3 2017/18 Target	Graphs	(past) Performance & (future) Improvement Statements
	2015/16	2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18			
	Value	Value	Value	Value	Value	Value			
OPI-4C-B Sick %age - Children's Services Directorate	2.9%	2.5%	3.3%	3.2%	2.3%	3.3%	3.6%		Sickness levels have increased over Quarter 3 but remain below target. Absence levels are closely monitored by Executive Managers and Team Leaders.
OPI-4E-B Overtime Hours - Children's Services Directorate	6,250	5,748	863	1,910	2,528	1,927			57% of overtime hours for Quarter 3 is due to janitor's overtime at Anderson High School.

	Previous Years		Quarters						
Code & Short Name	2015/16	2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
OPI-4G-B Employee Miles Claimed - Children's Services Directorate	308,597	293,882	81,226	72,980	50,175	62,562			Pattern of mileage claims for Quarter 3 reflects teachers travelling to other schools and is in line with the budget.
B01 FOISA responded to within 20 day limit - Children's Services	94%	93%	93%	98%	100%	100%	95%		Officers are making every effort to meet deadlines.
CF01 LAC reviews done within required timescales	88%	71%	83%	86%			90%		<b>Performance</b> No data is currently available to evidence progress. This is due to staff shortages. <b>Improvement</b> We will continue to try to achieve our aim to have LAC reviews held within timescales.

	Previous Years		Quarters																		
Code & Short Name	2015/16	2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements												
	Value	Value	Value	Value	Value	Value	Target														
CF06 Number of Case Conferences held within 21 days of decision to progress	100%	100%	100%	75%			90%	<table><tr><th>Quarter</th><th>Value</th></tr><tr><td>Q4 2016/17</td><td>100%</td></tr><tr><td>Q1 2017/18</td><td>75%</td></tr><tr><td>Target</td><td>90%</td></tr></table>	Quarter	Value	Q4 2016/17	100%	Q1 2017/18	75%	Target	90%	<b>Performance</b> No data is currently available to evidence progress. This is due to staff shortages. <b>Improvement</b> We will seek to maintain timescales for Case Conferences.				
Quarter	Value																				
Q4 2016/17	100%																				
Q1 2017/18	75%																				
Target	90%																				
CR01 Annual Inspection Reports - Chidren's Residential properties graded as 'Adequate' or better	100%	100%	100%	100%	100%	100%	100%	<table><tr><th>Quarter</th><th>Value</th></tr><tr><td>Q4 2016/17</td><td>100%</td></tr><tr><td>Q1 2017/18</td><td>100%</td></tr><tr><td>Q2 2017/18</td><td>100%</td></tr><tr><td>Q3 2017/18</td><td>100%</td></tr></table>	Quarter	Value	Q4 2016/17	100%	Q1 2017/18	100%	Q2 2017/18	100%	Q3 2017/18	100%	<b>Performance:</b> All units currently have inspection grading of 'Adequate' or better in all 4 inspection themes.  <b>Improvement:</b> Maintain existing standards within existing resources.		
Quarter	Value																				
Q4 2016/17	100%																				
Q1 2017/18	100%																				
Q2 2017/18	100%																				
Q3 2017/18	100%																				
LB01 Number of library items issued quarterly (1,000s)	147.9	144.8	35.8	35.0	35.1	29.0	36.0	<table><tr><th>Quarter</th><th>Value</th></tr><tr><td>Q4 2016/17</td><td>35.8</td></tr><tr><td>Q1 2017/18</td><td>35.0</td></tr><tr><td>Q2 2017/18</td><td>35.1</td></tr><tr><td>Q3 2017/18</td><td>29.0</td></tr><tr><td>Target</td><td>36.0</td></tr></table>	Quarter	Value	Q4 2016/17	35.8	Q1 2017/18	35.0	Q2 2017/18	35.1	Q3 2017/18	29.0	Target	36.0	<b>Performance:</b> Loans are well down this quarter, especially mobile loans. This is partly due to a drop in customers using mobiles and partly due to disruption caused by weather and absence. <b>Improvement:</b> Service promotion and a review of mobile routes.
Quarter	Value																				
Q4 2016/17	35.8																				
Q1 2017/18	35.0																				
Q2 2017/18	35.1																				
Q3 2017/18	29.0																				
Target	36.0																				

	Previous Years		Quarters						
Code & Short Name	2015/16	2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
SL01 All play areas inspected at least 4 times a year	97%	95%	95%	97%	98.6%	96%	90%		<b>Performance :</b> Target met for 2017/18 to date with inspections being completed routinely.  <b>Improvement :</b> Ensure all targets continue to be met within existing resources.
SL06 Room bookings in Islesburgh - % of rooms in use	56.58%	59.75%	76%	65%	55%	64%	60%		<b>Performance:</b> Despite a reduction in bookings during the summer holidays this target is being met over 2017/18 to date. <b>Improvement:</b> To maintain high level of usage within current operational and budgetary constraints.
SQ04 Attendance rates - primary school pupils	95.9%	95.65%	94.9%	95.6%	96.1%	94.1%	95.1%		Performance: Yearly government figures continually show Shetland to be performing well above the national average. These quarterly figures also show targets continue to be met over the year to date. Improvement: To be monitored quarterly to maintain high levels.



	Previous Years		Quarters						
Code & Short Name	2015/16	2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
SQ05 Attendance rates - secondary school pupils	93.2%	92.92%	92.5%	93.5%	93.7%	92.7%	91.9%		<p>Performance Yearly government figures continually show Shetland to be performing well above the national average. These quarterly figures also show targets continue to be met.</p> <p>Improvement: To be monitored quarterly to maintain high levels.</p>
SQ06 Positive inspection reports of pre-school settings	100%	100%	100%	100%	100%	100%	100%		<p>Performance: All local authority settings currently have inspection grading of 'Adequate' or better in all 4 inspection themes.</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%	100%	100%		<p>Performance: All units currently have inspection grading of 'Adequate' or better in all 4 inspection themes.</p> <p>Improvement: Quality Improvement will continue to monitor this excellent position to ensure it is maintained.</p>

## 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).

Generated on: 21 February 2018

Short Name	Previous Years				Last year	This year
	2013/14	2014/15	2015/16	2016/17	Q3 2016/17	Q3 2017/18
	Value	Value	Value	Value	Value	Value
Sickness Percentage - Whole Council	3.6%	4.2%	3.7%	3.1%	3.3%	3.3%
Sick %age - Chief Executive's "Directorate"	1.4%	2.4%	3.5%	1.2%	1.0%	2.1%
Sick %age - Children's Services Directorate	2.8%	3.7%	2.9%	2.5%	2.6%	3.3%
Sick %age - Community Health & Social Care Directorate	6.0%	6.0%	5.6%	5.2%	5.2%	4.6%
Sick %age - Corporate Services Directorate	1.6%	2.4%	1.8%	1.9%	2.5%	2.3%
Sick %age - Development Directorate	2.7%	4.2%	3.5%	2.9%	3.4%	2.3%
Sick %age - Infrastructure Directorate	3.4%	4.0%	3.8%	2.4%	2.4%	2.8%

## 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: 21 February 2018

### Failure to provide a service

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-17/18-672	Frontline	06-Sep-2017	Closed	13-Sep-2017	Schools	5	Not Upheld
COM-17/18-679	Investigation	19-Sep-2017	Closed	10-Oct-2017	Schools	15	Not Upheld

### Standard of service received

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-17/18-649	Frontline	20-Jul-2017	Closed	13-Sep-2017	Children's Services Directorate	39	Partially Upheld
COM-17/18-677	Frontline	24-Aug-2017	Closed	19-Sep-2017	Schools	18	Not Upheld
COM-17/18-681	Investigation	21-Sep-2017	Closed	15-Nov-2017	Schools	39	Partially Upheld
COM-17/18-682	Investigation	21-Sep-2017	Alert		Schools	106	Not Upheld
COM-17/18-689	Frontline	03-Nov-2017	Closed	10-Nov-2017	Schools	5	
COM-17/18-694	Frontline	26-Oct-2017	Closed	07-Nov-2017	Schools	80	Not Upheld
COM-17/18-697	Frontline	14-Nov-2017	Closed	22-Nov-2017	Schools	6	Partially Upheld
COM-17/18-698	Frontline	20-Nov-2017	Closed	27-Nov-2017	Schools	5	Not Upheld

### Dissatisfaction with Council policy

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-17/18-687	Investigation	01-Nov-2017	Closed	20-Dec-2017	Children's Services Directorate	36	Not Upheld

### Behaviour/Attitude of staff

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-17/18-669	Frontline	01-Sep-2017	Closed	08-Sep-2017	Schools	5	Upheld
COM-17/18-675	Investigation	17-Sep-2017	Closed	17-Oct-2017	Children's Services Directorate	21	Partially Upheld

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-17/18-676	Investigation	24-Aug-2017	Closed	27-Sep-2017	Schools	24	Partially Upheld
COM-17/18-683	Frontline	23-Oct-2017	Closed	27-Oct-2017	Schools	4	
COM-17/18-685	Frontline	26-Oct-2017	Closed	27-Oct-2017	Schools	1	Upheld
COM-17/18-695	Frontline	09-Nov-2017	Closed	16-Nov-2017	Schools	5	

### Disagreement with decision made

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-17/18-674	Frontline	12-Sep-2017	Closed	18-Sep-2017	Schools	4	Not Upheld
COM-17/18-680	Frontline	25-Sep-2017	Closed	29-Sep-2017	Schools	4	Not Upheld

### Failure to follow administrative process

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-17/18-684	Frontline	25-Oct-2017	Closed	01-Nov-2017	Schools	23	Partially Upheld

Risk Register - Childrens Services

Appendix D

Risk & Details	Likelihood	Impact	Risk Profile	Current and Planned Control Measures	Probability	Impact	Risk Profile	Responsible Officer
Category	Corporate							
Corporate Plan	A4. Young People - Protecting vulnerable children and young people							
As per risk no 026, Children's Services on occasion require an off-island placement for a child. The cost of that placement would be met by Shetland Islands Council and the host local authority would provide appropriate educational access services as they would for any child in their catchment area. Some host local authorities have indicated that the additional cost of a school place or education provision, including meeting the possible additional support needs of a pupil placed off-island, will be recharged to the Shetland Islands Council. This is currently quantified, unanticipated and not in the revenue budget. Trigger : Child requires an off-island placement, and the destination local authority chooses to recharge for the education element of the placement. Consequences : Additional unanticipated revenue cost Risk type : Fees/Charges Loss Reference - EC0027	Possible	Minor	Medium	• From a resources perspective the risk is managed through the resource allocation panel in terms of gatekeeping and through subsequent commissioning of placements via the national framework. The framework allows for all costs to be negotiated prior to placements starting.	Unlikely	Minor	Low	Helen Budge Childrens Services
Category	Directorate							
Corporate Plan	F1. Our "20 by '20" - Leadership & Management							

Children'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. Trigger : Failure or lapse in professional standards / unforeseen incident Consequences : Injury or harm to staff in the course of their employment, Local press interest, impact on communities, litigation, liability Risk type : Accidents /Injuries - Staff/Pupils/ Clients/Others Reference - EC0016	Possible	Significant	Medium	• DMT to review PIN stats and policies. MAPA training (new CALM) for staffMay '16 update - MAPA training underway. PIN stats analysis requested	Possible	Minor	Medium	Helen Budge Childrens Services
Children'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 or prosecution Trigger : Breach of standards/ procedures/ risk assessment controls, investigation following incident, inspection Consequences : Statutory objectives not met, Care Inspectorate/ Health and Safety, Poor report, censure, HSE improvement/ prohibition notice or prosecution Risk type : Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc Reference - EC0018	Rare	Significant	Low	• 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. FOISA training being provided for staff. • 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	Rare	Minor	Low	Helen Budge Childrens Services
Organisation works within the, sometimes conflicting requirements for confidentiality, to meet FOISA, adress complaints and be transparent and publicly accountable. Trigger : Failure to meet legislative timescales and provide information, e.g FOISA, Complaints procedure and annual reporting not on time Consequences : Vulnerable to external scrutiny and litigation. Risk type : Deadlines - failure to meet Reference - EC0020	Possible	Significant	Medium	• System and plan in place to ensure new complaints are recorded and managed consistently.	Unlikely	Significant	Medium	Helen Budge Childrens Services



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. Trigger : Savings project fails, delay, political change of direction, consultation proposal called in. Consequences : Failure to make the required savings, Organisation does not meet the requirements of the Medium Term Financial Plan. Risk type : Economic / Financial - Other Reference - EC0017	Almost Certain	Major	High	• Children's Services continues to work towards realising efficiency savings	Unlikely	Significant	Medium	Helen Budge Childrens Services
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Category	Operational							
Corporate Plan	A4. Young People - Protecting vulnerable children and young people							
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 following an incident. Trigger : Unencrypted Pen Drives used outwith council offices for holding personal data. Consequences : Legal action, bad press, reputational damage. Risk type : Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc Reference - EC0025	Possible	Significant	Medium	• 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. pen drives now encrypted, and staff reminded about risk and controls.	Rare	Minor	Low	Helen Budge Childrens Services
Corporate Plan	D5. Community Strength - Vulnerable people's opportunities							



<p>Hayfield House is a large building with 96 staff.</p> <p>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.</p> <p>Trigger : Serious incident, including loss of life or serious injury</p> <p>Loss of part or all of the building</p> <p>Failure to ensure regular health and safety checks are carried out within Hayfield House</p> <p>Consequences : Legal and Financial Implications</p> <p>Service delivery disrupted or stopped</p> <p>Risk type : Health and safety - Statutory inspections</p> <p>Reference - EC0011</p>	Unlikely	Major	Medium	<ul style="list-style-type: none"><li>• Regular Safety ChecksBuilding Services - PAT testing - annual</li><li>Fire Risk Assessment and Plan reviewed annually</li><li>Weekly fire alarm checks</li><li>Yearly fire evacuation drills</li><li>Annual check of fire fighting equipment</li><li>Building checklist emailed to management team - 11 Oct 2016</li><li>Monthly safety checks including emergency lighting etc</li><li>• Business Continuity Plan in place</li></ul>	Rare	Significant	Low	Helen Budge Childrens Services
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<b>Meeting(s):</b>	<b>Education and Families Committee</b>	<b>5 March 2018</b>
<b>Report Title:</b>	<b>Children's Services 2018-20 Directorate Plan</b>	
<b>Reference Number:</b>	<b>CS-11-18-F</b>	
<b>Author / Job Title:</b>	<b>Helen Budge, Director of Children's Services</b>	

### 1.0 Decisions / Action required:

- 1.1 Education and Families Committee is asked to:
- REVIEW and discuss the contents of the Directorate Plan and make any suggestions for amendment or further update and
  - ENDORSE the Directorate Plan, recognising that the Director of Children's Services will make any necessary adjustments to the plan to ensure it is fully aligned with the final version of the Corporate Plan approved by Shetland Islands Council.

### 2.0 High Level Summary:

- 2.1 This report presents the draft Children's Services Directorate Plan (Appendix 1) for 2018-20 which describes how the Directorate is going to deliver key actions, manage key risks and report and manage progress and performance across the coming year.
- 2.2 The 2018-20 Directorate Plan has been developed in parallel to the update of the Councils Corporate Plan and the agreed Medium Term Financial Plan.
- 2.3 Quarterly Progress Reports will be submitted to this committee in line with the Council's Planning and Performance Management Framework (PPMF) to allow members to monitor and scrutinise the delivery and progress of the plan.

### 3.0 Corporate Priorities and Joint Working:

- 3.1 This report links to the following Corporate Plan objectives:
- "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 in need of our care and support will continue to be protected from harm.

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.

#### **4.0 Key Issues:**

4.1 This Directorate Plan highlights four main areas of development for the Children's Services Department.

- To implement the National Improvement Framework and closing of the attainment gap, including the poverty gap for children in Shetland.
- The development of the emotional wellbeing project.
- The development of a strategic outline case for the provision of residential child care for submission through the gateway process.
- To develop early learning and childcare within the parameters set by the Scottish Government.

#### **5.0 Exempt and/or confidential information:**

5.1 None

#### **6.0 Implications:**

##### **6.1 Service Users, Patients and Communities:**

The development of the participation strategy for Shetland's young people will ensure that their views will be heard on all the areas of priority in this plan. There are also a number of stakeholders and service users who will be involved in the priorities as they are progressed throughout the year.

##### **6.2 Human Resources and Organisational Development:**

There are likely to be Human Resources and Organisational Development implications across a number of the areas highlighted within the Directorate Plan and Children's Services will be working closely with HR as these matters progress.

##### **6.3 Equality, Diversity and Human Rights:**

There are likely to be many areas within the Directorate Plan that will have Equality, Diversity and Human Rights issues to be considered and is not just limited to the closing of the attainment gap. An Equality Impact Assessment is likely to be required within a number of the areas identified within the Directorate Plan.

<b>6.4 Legal:</b>	Legal advice will be sought to ensure that Children's Services complies with all statutory requirements.
<b>6.5 Finance:</b>	The actions described in the report will be delivered within the approved budget for 2018/19, while working towards ensuring that Shetland Islands Council delivers the projected reduction in council budgets of £20 million required by 2021 to achieve a sustainable budget.
<b>6.6 Assets and Property:</b>	There are likely to be Assets and Property impacts across a number of the areas highlighted within the Directorate Plan.
<b>6.7 ICT and new technologies:</b>	There are likely to be ICT and new technologies impacts, particularly in relation to the work carried out around remote learning. Again, Children's Services will have to work closely with relevant staff within ICT as these matters progress.
<b>6.8 Environmental:</b>	There may be Environmental impacts in relation to some of the new developments.
<b>6.9 Risk Management:</b>	There are risks for Children's Services if the priorities are not developed and taken forward within the timescales.
<b>6.10 Policy and Delegated Authority:</b>	<p>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;</p> <p>"Monitor and review achievement of key outcomes in the Directorate and Service Plans within their functional area by ensuring –</p> <ul style="list-style-type: none"> <li>(a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.</li> <li>(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." </li></ul>
<b>6.11 Previously considered by:</b>	None.

**Contact Details:**

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**Report Finalised:** 26 February 2018

**Appendices:**

Appendix 1: Children's Services Directorate Plan 2017-20  
Appendix A: Projects and Actions – Children's Services Directorate  
Appendix B: Performance Indicators – Children's Services Directorate

**Background Documents:**

**Children's Services**  
**2018-20 Directorate Plan**

**"Building a Brighter Future Together"**

## **Introduction**

Every year, each Directorate within the Council produces a Directorate Plan for the following year. This Directorate Plan provides an overview of the Children's Services Directorate for 2018-20. This plan contains information on major activities, aims, objectives, actions, targets, performance indicators and risks. Detailed activities for each Service within the Directorate are included in their individual Service Plans.

Directorate plans are approved at Service Committees and Council as part of the budget setting process.

## **Drivers for Change - What we must do in 2018-20:**

### **Corporate Plan Drivers:**

#### **Young People:**

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 in need of our care and support will continue to be protected from harm.

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.



### **New financial restrictions**

The Council's General Revenue Grant has been reduced and it is projected that the Council must save £20 million by 2020 to deliver a sustainable budget.

### **New External Bodies Guidance:**

National Improvement Framework for Scottish Education, Achieving Excellence and Equity, Scottish Government.

A Blueprint for 2020; The expansion of Early Learning and Childcare in Scotland, A Scottish Government Consultation.

Empowering Teachers, Parents and Communities to Achieve Excellence and Equity in Education.

Delivering Excellence and Equity in Scottish Education. A delivery plan for Scotland.

### **New Legislation**

Children and Young People Scotland Act 2014

### **Children's Services Contributes to Reducing Inequalities by:**

Clothing Grants

Free School Meals

Free Libraries

Free Access to Shetland Recreational Trust Facilities

Encouraging the up take of joining and attending the library during the summer

Swim skills

Bookbug

Free Transport

Sports clothing and equipment

Education

Active Schools

## Contact Details

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<p>Children's Resources  Jordan Sutherland  Executive Manager  Hayfield House  Lerwick  Shetland  <a href="mailto:jordan.sutherland@shetland.gov.uk">jordan.sutherland@shetland.gov.uk</a></p>	<p>Sports &amp; Leisure Service  Neil Watt  Executive Manager Sport and  Leisure  Hayfield House  Lerwick  Shetland  <a href="mailto:neil.watt@shetland.gov.uk">neil.watt@shetland.gov.uk</a>  01595 744046</p>		

Appendices:

Appendix A: Children's Services Actions/Projects.

Appendix B: Children's Services Performance Indicators.

# Appendix A - 2018-21 Directorate Plan Projects and Actions - Children's Services Directorate


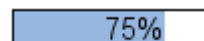


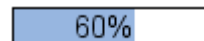

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## OUR PLAN 2016-2020

### A) YOUNG PEOPLE

#### 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
DP138 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 and wider Children's Services.	Planned Start	01-Sep-2015		Northern Alliance is now one of the six regional collaboratives. The Regional Lead has been appointed. An Improvement Plan and Workforce Development Plan have been developed.	Children's Services Directorate; Quality Improvement; Schools
			Actual Start	16-Aug-2016			
			Original Due Date	01-Jul-2020	Expected success		
			Due Date	01-Jul-2020			
			Completed Date		Likely to meet target		
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP139 Excellence and Equity in Scottish Education	Implement locally the key priorities from the Delivery Plan including the National Improvement Framework: • Parental Involvement • Youth Participation • National Improvement Framework • The Governance Review	Progress made in closing the attainment gap.	Planned Start	01-Jun-2016		Guidance has now been issued on reporting to parents and forward planning. A response to the proposed legislative reforms has been sent along with the consultation timescale. A response has been submitted in respect of the consultation on Fairer Funding for Education. A response has been submitted in respect of the proposed Education Bill. A new draft Parental Involvement Strategy has been prepared.	Children's Services Directorate; Quality Improvement
			Actual Start	01-Jun-2016			
			Original Due Date	01-Jul-2020	Expected success		
			Due Date	01-Jul-2020			
			Completed Date		Likely to meet 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 the Young Workforce (DYW)	Young people are ready for employment and almost all achieve positive destinations on leaving school.	Operational teams and strategic teams meet the 39 recommendations relating to vocational and Youth employment as laid out in the DYW report.	Planned Start	01-Apr-2016		Skills Investment Group now formed as part of the Community Planning Partnership umbrella. This group will oversee progress against a number of the DYW recommendations. This is a multi agency group. Skills Investment Plan in progress. Survey with employers underway to inform same. Funding extended to 2021, and now sitting with Shetland Islands Council.	Quality Improvement; Schools
			Actual Start	01-Dec-2015	<div><div>40%</div></div>		
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2021			
			Completed Date		Likely to meet 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		Shetland has submitted a Strategic Delivery Plan to the Scottish Government on 29 September 2017. A revised Financial Template has been issued and work is ongoing in February 2018 to complete this. Using the revenue and capital grants for 2017/18 expansion to 1140 hours has taken place in Whiteness and Dunrossness Primary Schools. We have also recruited five modern apprentices and offered SVQ training to other staff. The trial at Urafirh Primary School continues and will be evaluated in April 2018.	Quality Improvement
			Actual Start	16-Aug-2016	<div><div>25%</div></div>		
			Original Due Date	31-Mar-2020	Expected success		
			Due Date	31-Mar-2020			
			Completed Date		Likely to meet 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		Corporate Parenting Strategy was signed off at a meeting of the Shetland Partnership in June 2017. A temporary Implementation Officer is in post. The first meeting of the Corporate Parenting Board has been called for March 2018.	Children's Services Directorate
			Actual Start	01-May-2016			
			Original Due Date	30-Sep-2017	Expected success		
			Due Date	03-Sep-2018			
			Completed Date		Likely to meet 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 continues, in partnership with CELCIS and the Scottish Government, to achieve excellence in permanency. Systems and processes are being adapted to ensure that permanency is considered at an early stage.	Children's Services Directorate
			Actual Start	01-Apr-2016			
			Original Due Date	01-May-2020	Expected success		
			Due Date	01-May-2020			
			Completed Date		Likely 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		Business Case for residential services currently being developed.	Children's Services Directorate
			Actual Start	01-Nov-2015			
			Original Due Date	30-Nov-2016	Expected success		
			Due Date	01-Apr-2018			
			Completed Date		Experiencing issues, risk of failure to meet target		
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP148 Emotional Wellbeing Project	Improved emotional wellbeing and resilience for our children and young people.	Improved emotional resilience and intelligence for all children and young people. Sustain children in their families, when it is the right thing to do. Vulnerable children achieve equality in achievement of a positive destination.	Planned Start	01-Jun-2016		A Spend to Save Application with full business case was submitted in December 2016. Following feedback from Finance Services, the application was re-submitted and we are awaiting feedback.	Children's Services Directorate
			Actual Start	01-Mar-2018			
			Original Due Date	01-Jun-2022	Expected success		
			Due Date	01-Jun-2022			
			Completed Date		Likely to meet target		




## 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		Participation Strategy has now been agreed. This now needs to be shared.	Children's Services Directorate
			Actual Start	01-Aug-2016	<div><div>50%</div></div>		
			Original Due Date	31-Aug-2017	Expected success		
			Due Date	01-Apr-2018			
			Completed Date		Experiencing issues, risk of failure to meet 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		Who Cares have been commissioned to advocate for looked after and vulnerable children and young people.	Children's Services Directorate
			Actual Start	17-Feb-2017	<div><div>50%</div></div>		
			Original Due Date	31-Jul-2017	Expected success		
			Due Date	01-Apr-2018			
			Completed Date		Experiencing issues, risk of failure to meet target		
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP214 Year of the Young People	Promotion and engagement in activities to celebrate the Year of the Young People.	Legacy of youth involvement in Shetland.	Planned Start	01-Jan-2018		Work ongoing in planning for the Big Takeover. Children's Services, in conjunction with partners, is taking forward a piece of work to pull together all related activities for Young People across Shetland.	Children's Services Directorate
			Actual Start	08-Feb-2018	<div><div>10%</div></div>		
			Original Due Date		Expected success		
			Due Date	31-Dec-2018			
			Completed Date		Likely to meet target		
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP218 Ethos for Young People	To develop a common ethos for engaging with young people from all areas of Children's Services.	All staff have a clear understanding of the ethos for engaging with young people.	Planned Start	01-Apr-2018		Children's Services Management Team is working collaboratively to develop this ethos.	Children's Services Directorate
			Actual Start	01-Apr-2018	<div><div>0%</div></div>		
			Original Due Date	31-Mar-2019	Expected success		
			Due Date	31-Mar-2019			
			Completed Date		Likely to meet 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
DP115 Active Shetland - A Strategy for Physical Activity and Sport	Undertake consultation and publish the new Active Shetland - A Strategy for Physical Activity and Sports Strategy for Shetland 2017 - 22.	Clear strategic direction and efficient use of resources agreed for sport and physical activity in Shetland through community and stakeholder consultation. Increased likelihood of individuals being more physically active and reaching their potential in sport.	Planned Start	01-Apr-2015		The Shetland Sporting Partnership - Strategic Group have undertaken a public consultation review of the current Sports Strategy, which also included seeking priorities for the development of the new Shetland Physical Activity and Sports Strategy. The findings of this review were presented to the Shetland Partnership Board and a Shetland Sports Forum. Final drafting of the strategy is currently under way and should be presented to partners for approval early in 2018.	Children's Services Directorate
			Actual Start	18-May-2016			
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2018			
			Completed Date	08-Feb-2018	Likely to meet target		

## F) OUR "20 BY '20"

### 02) Staff value & motivation

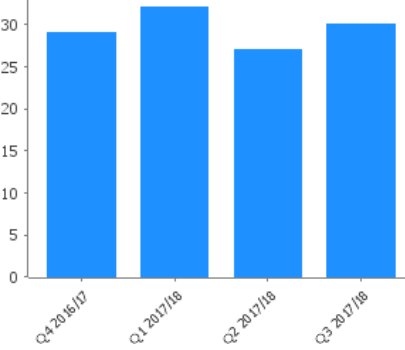
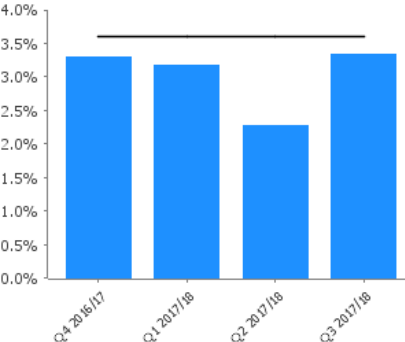
Our staff will feel valued for their efforts and want to stay with us because they feel motivated to do their very best every time they come to work.

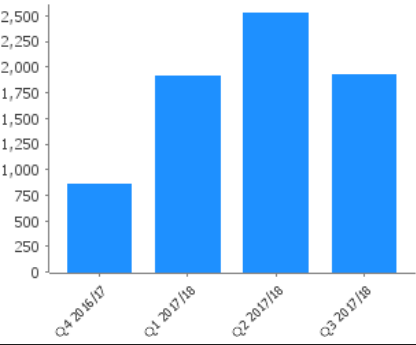
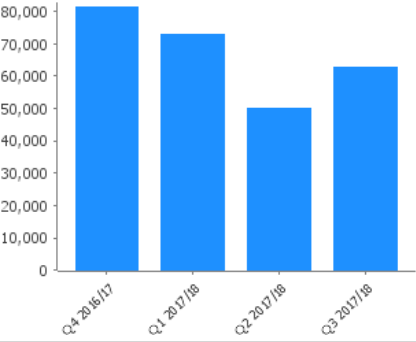
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP219 Valuing Staff	To undertake to respond to our staff's responses to the Viewpoint Survey.	Staff feel valued and appreciated for the work they undertake for Children's Services	Planned Start	01-Apr-2018		following the 457 staff responses to the Viewpoint survey, Children's Services Management Team is working on an Action Plan to progress the bottom five scores.	Children's Services Directorate
			Actual Start	01-Apr-2018	<div><div></div></div>		
			Original Due Date	31-Mar-2019	Expected success		
			Due Date	31-Mar-2019			
			Completed Date		Likely to meet target		

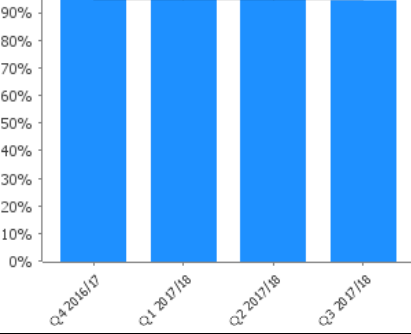
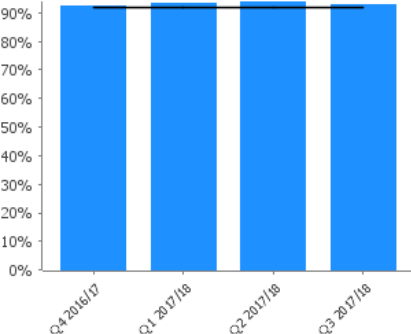


## Appendix B - 2018-21 Directorate Plan Performance Indicators (Quarterly)- Children's Services Directorate

Generated on: 22 February 2018

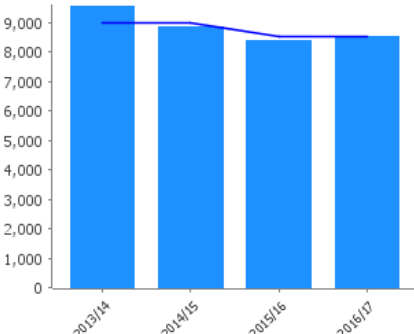
Code & Short Name	Previous Years		Quarters				Q3 2017/18 Target	Graphs	(past) Performance & (future) Improvement Statements
	2015/16	2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18			
	Value	Value	Value	Value	Value	Value			
CF12 Number of Looked After Children (at end of reporting period)	29	32	29	32	27	30			New indicator - for monitoring purposes only
OPI-4C-B Sick %age - Children's Services Directorate	2.9%	2.5%	3.3%	3.2%	2.3%	3.3%	3.6%		Sickness levels have increased over Quarter 3 but remain below target. Absence levels are closely monitored by Executive Managers and Team Leaders.

	Previous Years		Quarters						
Code & Short Name	2015/16	2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
OPI-4E-B Overtime Hours - Children's Services Directorate	6,250	5,748	863	1,910	2,528	1,927			57% of overtime hours for Quarter 3 is due to janitor's overtime at Anderson High School.
OPI-4G-B Employee Miles Claimed - Children's Services Directorate	308,597	293,882	81,226	72,980	50,175	62,562			Pattern of mileage claims for Quarter 3 reflects teachers travelling to other schools and is in line with the budget.
SQ15 No. of Primary pupils with <90% attendance	Not measured for Years	Not measured for Years							New indicator - this will replace the existing overall attendance figures as it will more accurately reflect the number of pupils with low attendance rates. Data will be available next quarter.

Code & Short Name	Previous Years		Quarters				Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	2015/16	2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18			
	Value	Value	Value	Value	Value	Value	Target		
SQ16 No. of Secondary pupils with <90% attendance	Not measured for Years	Not measured for Years							New indicator - this will replace the existing overall attendance figures as it will more accurately reflect the number of pupils with low attendance rates. QIO's will monitor attendance rates monthly.
SQ04 Attendance rates - primary school pupils	95.9%	95.65%	94.9%	95.6%	96.1%	94.1%	95.1%		<p>Performance: Yearly government figures continually show Shetland to be performing well above the national average. These quarterly figures also show targets continue to be met over the year to date.</p> <p>Improvement: To be monitored quarterly to maintain high levels.</p>
SQ05 Attendance rates - secondary school pupils	93.2%	92.92%	92.5%	93.5%	93.7%	92.7%	91.9%		<p>Performance Yearly government figures continually show Shetland to be performing well above the national average. These quarterly figures also show targets continue to be met.</p> <p>Improvement: To be monitored quarterly to maintain high levels.</p>

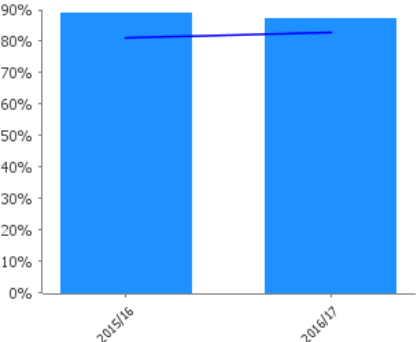
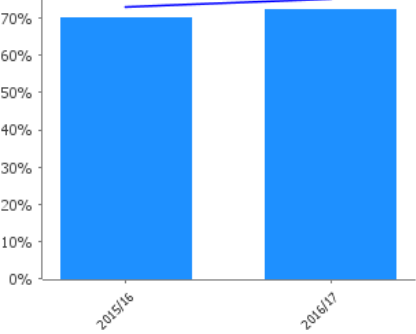
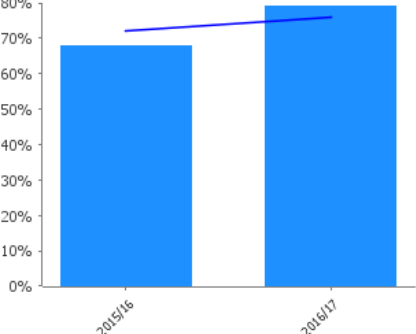
## Appendix B (cont) - Performance Indicators (Annual)- Children's Services Directorate

Generated on: 22 February 2018

	Previous Years				This Year		
Code & Short Name	2013/14	2014/15	2015/16	2016/17	2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Target		
CR08 Looked After Children with permanence plan within 6 months of being accommodated							New Indicator.
SPI12ai Number of Library visits per 1000 population	9,552	8,836	8,384	8,513	8,500		<b>Performance:</b> On target and small rise in visits during 2016/17. Number of visits remains healthy. <b>Improvement:</b> The Library will continue to promote services widely and to consult with customers so that the library meets changing needs..

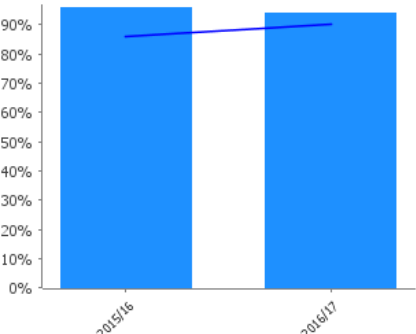
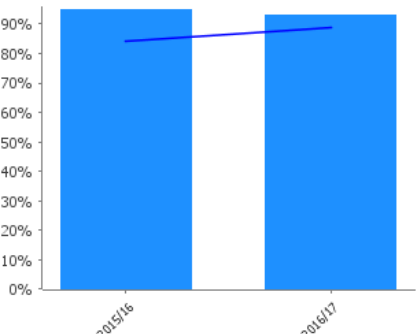
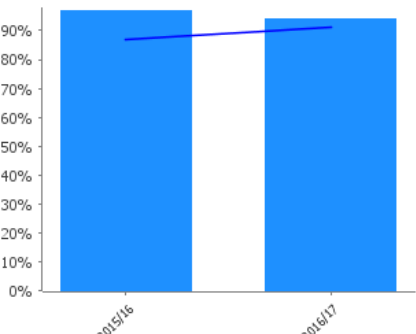
	Previous Years				This Year		
Code & Short Name	2013/14	2014/15	2015/16	2016/17	2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Target		
NIF01 CFE - P1 pupils achieving expected levels - Reading			77%	79%	80%		Performance - Slightly under Scottish average. Improvement -
NIF02 CFE - P1 pupils achieving expected levels - Writing			71%	78%	77%		Performance - Improvement since last year, now higher than the Scottish average. Improvement -
NIF03 CFE - P1 pupils achieving expected levels - Listening and talking			85%	84%	85%		Performance - Steady and close to Scottish average Improvement -

Code & Short Name	Previous Years				This Year	Graphs	(past) Performance & (future) Improvement Statements
	2013/14	2014/15	2015/16	2016/17	2017/18		
	Value	Value	Value	Value	Target		
NIF04 CFE - P1 pupils achieving expected levels - Numeracy			82%	81%	83%		Performance - Just below Scottish average Improvement -
NIF05 CFE - P4 pupils achieving expected levels - Reading			77%	85%	77%		Performance - Consistently higher than Scottish average Improvement -
NIF06 CFE - P4 pupils achieving expected levels - Writing			66%	73%	71%		Performance - Now higher than Scottish average Improvement -

	Previous Years				This Year		
Code & Short Name	2013/14	2014/15	2015/16	2016/17	2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Target		
NIF07 CFE - P4 pupils achieving expected levels - Listening and talking			89%	87%	83%		Performance - Consistently higher than Scottish average Improvement -
NIF08 CFE - P4 pupils achieving expected levels - Numeracy			70%	72%	75%		Performance - Lower than Scottish average for last two years Improvement -
NIF09 CFE - P7 pupils achieving expected levels - Reading			68%	79%	76%		Performance - Lower than Scottish average for last two years Improvement -

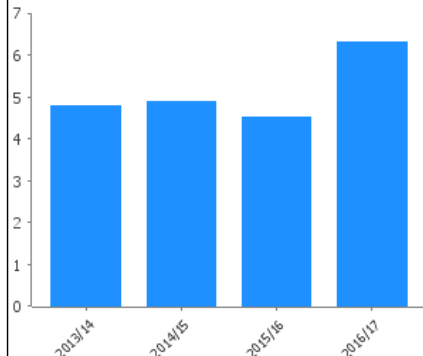
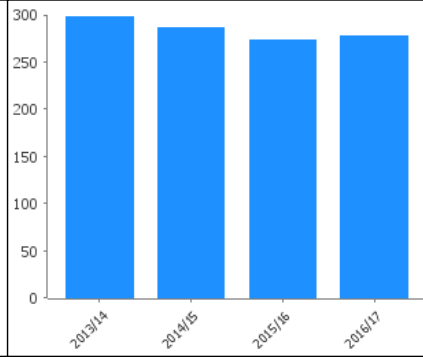
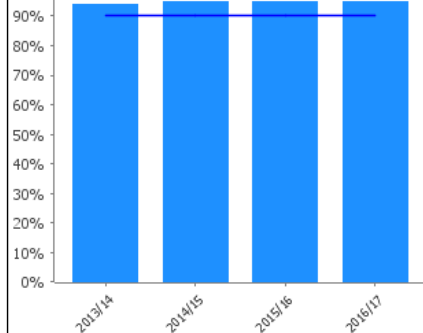
	Previous Years				This Year		
Code & Short Name	2013/14	2014/15	2015/16	2016/17	2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Target		
NIF10 CFE - P7 pupils achieving expected levels - Writing			57%	69%	69%		Performance - Now the same as the Scottish average Improvement -
NIF11 CFE - P7 pupils achieving expected levels - Listening and talking			81%	83%	81%		Performance - Now higher than the Scottish average Improvement -
NIF12 CFE - P7 pupils achieving expected levels - Numeracy			61%	68%	70%		Performance - Improvement but still lower than the Scottish average Improvement -

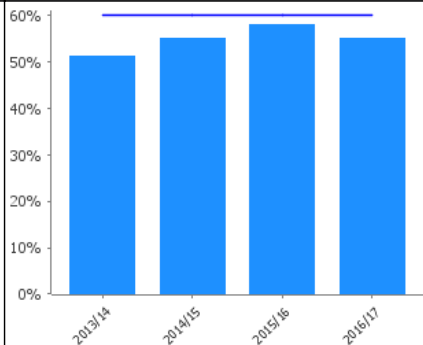
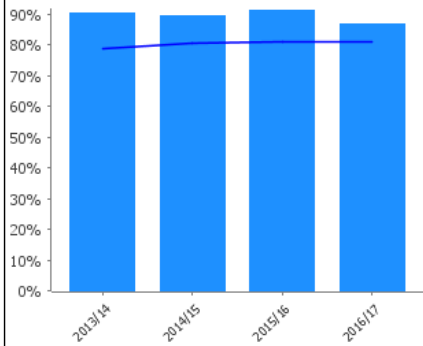
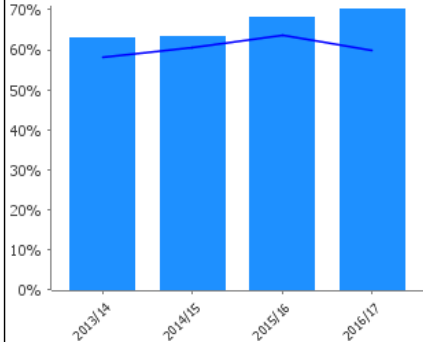


	Previous Years				This Year		
Code & Short Name	2013/14	2014/15	2015/16	2016/17	2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Target		
NIF13 CFE - S3 pupils achieving expected levels - Reading			96%	94%	90%		Performance - Consistently higher than the Scottish average Improvement -
NIF14 CFE - S3 pupils achieving expected levels - Writing			95%	93%	89%		Performance - Consistently higher than the Scottish average Improvement -
NIF15 CFE - S3 pupils achieving expected levels - Listening and talking			97%	94%	91%		Performance - Consistently higher than the Scottish average Improvement -

Code & Short Name	Previous Years				This Year	Graphs	(past) Performance & (future) Improvement Statements
	2013/14	2014/15	2015/16	2016/17	2017/18		
	Value	Value	Value	Value	Target		
NIF16 CFE - S3 pupils achieving expected levels - Numeracy			86%	83%	88%		Performance - Lower than the Scottish average Improvement -
SPI10b Number of attendances per 1,000 population to all pools	9,623	9,364	9,061	9,501	9,500		<b>Performance Statement</b> Our performance improved by 4.8% between 2015/16 and 2016/17. This has been achieved through an overall increase in schools and community use of pools across Shetland and the Clickimin Pool being operational for the whole year after its extended closure the previous year. <b>Improvement Statement</b> We will continue to promote regular use of all leisure centres and swimming pools by school, clubs, community groups and individuals in Shetland.
SPI10d The number of attendances per 1,000 population for - other indoor sports and leisure facilities, excluding pools in a combined complex	12,814	12,707	12,814	15,294	14,900		<b>Performance Statement</b> Our usage figures have increased by over 19% between 2015/16 and 2016/17. This is due to an general increase in school and community usage in most leisure centres and games halls but particularly from an increase in usage at the Clickimin Centre from the opening of the Aspire gym and the 60/40 indoor training facility. <b>Improvement Statement</b> We will continue to promote regular use of all leisure centres and games halls by schools, clubs, community groups and individuals in Shetland.

	Previous Years				This Year		
Code & Short Name	2013/14	2014/15	2015/16	2016/17	2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Target		
SQ08b Participation Measure for 16-19 year olds			97.4%	96.1%			<p>Performance: Consistently above national average.</p> <p>Improvement: The new opportunities offered through the Shetland Learning Partnership augment what opportunities schools have to offer Senior Phase pupils.</p>
LB06 How satisfied are residents with local libraries? from My Local Council Survey	92.1%	91.7%	88.7%	86.7%	88%		<p><b>Performance:</b> Local Government Benchmarking Framework statistic. Slightly under target but well above Scottish average of 74.7%. 93% of respondents to the Scottish Household Survey who had used the service in the previous 12 months were 'very' or 'fairly' satisfied. Library In-house customer survey for 2017 indicates a 96% satisfaction rate.</p> <p><b>Improvement:</b> A refurbishment project to address some issues with space, layout and availability of stock has been delayed but is expected to get underway in 2018.</p>
SC01 Free School Meals - % of Primary pupils (P4-7) registered for Free School Meals	7	6.7	6.5	7.5			<p>Performance: Lowest rate of take-up in Scotland, national average is 17.5%.</p> <p>Improvement: More advertising and communication with schools. Letters issued to previous applicants.</p>

	Previous Years				This Year		
Code & Short Name	2013/14	2014/15	2015/16	2016/17	2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Target		
SC02 Free School Meals - % of Secondary pupils registered for Free School Meals	4.8	4.9	4.5	6.3			Performance: Increase from last year. Lowest rate of take-up in Scotland, national average is 14.1%. Improvement: More advertising and communication with schools. Letters issued to previous applicants.
SC03 Clothing grants	298	286	273	278			Performance: Small increase on last year. Improvement: More advertising and communication with schools. Letters issued to previous applicants.
SL03 Islesburgh Hostel - Overall customer satisfaction rate	94%	95%	95%	95%	90%		<b>Performance Statement:</b> Target met for 2016-17 as Islesburgh Hostel continues to have high customer satisfaction levels. <b>Improvement Statement:</b> To continue providing high quality services within existing budgets.

	Previous Years				This Year		
Code & Short Name	2013/14	2014/15	2015/16	2016/17	2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Target		
SL07 Percentage of pupils participating in Active Schools activities	51%	55%	58%	55%	60%		<p><b>Performance Statement:</b> The number of individual children participating in Active Schools Activities is slightly lower than last year, but is still significantly higher than the national average.</p> <p><b>Improvement statement:</b> The continue developing a wide range of after school activities that are attractive to all school children across Shetland.</p>
SQ02 Educational attainment - number of pupils achieving 5 or more qualifications at SCQF Level 4 or higher at end of S4	90.5%	89.5%	91.3%	87.1%			<p><b>Performance:</b> Consistently above national average. Comparator authority average is 80.9%.</p> <p><b>Improvement:</b> Specific issues in individual schools were addressed by Quality Improvement Officers.</p>
SQ03 Educational attainment - number of pupils achieving 5 or more qualifications at SCQF Level 5 or higher.	63.1%	63.4%	68.2%	70.3%			<p><b>Performance:</b> Consistently above national average, third highest authority in this measure. National average is 60%.</p> <p><b>Improvement:</b> Specific issues in individual schools addressed by Quality Improvement Officers.</p>





<b>Meeting(s):</b>	Education and Families Committee	05 March 2018
<b>Report Title:</b>	Management Accounts for Education and Families Committee: 2017/18 – Projected Outturn at Quarter 3	
<b>Reference Number:</b>	F-017-F	
<b>Author / Job Title:</b>	Jonathan Belford, Executive Manager - Finance	

### 1.0 Decisions / Action required:

#### 1.1 The Education and Families Committee RESOLVES to:

- 1.1.1 review the Management Accounts showing the projected outturn position at Quarter 3; and
- 1.1.2 agree the actions set out by the Director of Children's Services in paragraph 4.3 to mitigate the projected overspend.

### 2.0 High Level Summary:

- 2.1 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 Directorate 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.
- 2.2 On 15 February 2017 (SIC Min Ref: 7/17) the Council approved the 2017/18 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 £12.252m. 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.
- 2.3 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.
- 2.4 Since the approval of the 2017/18 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.

### **3.0 Corporate Priorities and Joint Working:**

- 3.1 There is a specific objective in the Corporate Plan that the Council will have excellent financial management arrangements to ensure that it continues to keep a balanced and sustainable budget, and is living within its 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.

### **4.0 Key Issues:**

- 4.1 This report presents the projected outturn position for 2017/18 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.
- 4.2 The projected revenue outturn position for Education and Families Committee is an overspend of £380k (1%), however this includes specific grant income of £150k which will not be utilised in 2017/18, and will require to be carried forward to 2018/19. This means the services in this Committee area are collectively projected to spend more than their approved budget.
- 4.3 Children's Services Directorate monitors and discusses the budget position regularly at management team meetings including sickness and maternity cover. Vacant posts within Children's Social Work will be re-advertised, in an attempt to reduce the need for Agency staff.
- 4.4 The projected capital outturn position for Education and Families Committee is an underspend of £747k which is the result of work payments not being drawn down as quickly as anticipated and will be required to be carried forward to 2018/19. This means the services in this Committee area are collectively projected to spend within their Council approved budget.
- 4.5 See appendices 1 and 2 attached for detailed information on the revenue and capital outturn positions.
- 4.6 Provision was made in the Council's 2017/18 budget for cost pressures and contingencies. This budget is to cover Council-wide issues. It is held centrally by the Executive Manager - Finance.
- 4.7 Cost pressures are recurring in nature and increase the base cost of the service being delivered, eg pay awards, whereas contingency items are deemed non-recurring and likely to vary year on year, eg ferry breakdown costs.
- 4.8 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.
- 4.9 An allocation of £1,166k has been made to the Children's Services Directorate from the cost pressure/contingency budget to meet employee staff cost pressures and the Annual Service Payment for the new Anderson High School.



4.10	As detailed in Appendix 1, the additional costs in relation to the move to the New Anderson High School is £147k. This is able to be afforded by the Council due to cost pressure budgets not being fully required during the year.
<b>5.0</b>	<b>Exempt and/or confidential information:</b>
5.1	None.
<b>6.0</b>	<b>Implications :</b>
<b>6.1 Service Users, Patients and Communities:</b>	Any implications in relation to the actions and service provision in this report will be included in the Directors of Children's Services and Development's Performance Management reports.
<b>6.2 Human Resources and Organisational Development:</b>	Any implications in relation to the actions and service provision in this report will be included in the Directors of Children's Services and Development's Performance Management reports.
<b>6.3 Equality, Diversity and Human Rights:</b>	Any implications in relation to the actions and service provision in this report will be included in the Directors of Children's Services and Development's Performance Management reports.
<b>6.4 Legal:</b>	Any implications in relation to the actions and service provision in this report will be included in the Directors of Children's Services and Development's Performance Management reports.
<b>6.5 Finance:</b>	<p>The 2017/18 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 2016/17 budget has been used to balance the General Fund. This is a one-off solution for 2017/18.</p> <p>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 with fund managers to make a return.</p> <p>It is therefore vital that the Council delivers its 2017/18 budget. This report demonstrates that the services under the remit of the Education and Families Committee are collectively projecting to spend more than their Council approved budget.</p>
<b>6.6 Assets and Property:</b>	Any implications in relation to the actions and service provision in this report will be included in the Directors of Children's Services and Development's Performance Management reports.
<b>6.7 ICT and new technologies:</b>	Any implications in relation to the actions and service provision in this report will be included in the Directors of Children's Services and Development's Performance Management reports.

<b>6.8 Environmental:</b>	<p>Any implications in relation to the actions and service provision in this report will be included in the Directors of Children's Services and Development's Performance Management reports.</p>
<b>6.9 Risk Management:</b>	<p>Any implications in relation to the actions and service provision in this report will be included in the Directors of Children's Services and Development's Performance Management reports. 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.</p> <p>The main financial risks for services reporting to this Committee are</p> <ul style="list-style-type: none"> <li>• Additional costs in relocation and ongoing running costs of the old and new AHS;</li> <li>• Need for supported accommodation may vary due to either demand or legislation;</li> <li>• Need for support in schools may vary due to either demand or legislation; and</li> <li>• Changes to school rolls resulting in additional teaching staff required.</li> </ul> <p>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 requires remedial action.</p> <p>The Council makes provision within its budget for cost pressures and contingencies that may arise. This approach provides additional confidence for the Council to be able to mitigate any adverse financial circumstances.</p> <p>A strong balance sheet and the availability of usable reserves ensure that the Council is prepared for significant unforeseen events.</p> <p>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.</p>
<b>6.10 Policy and Delegated Authority:</b>	<p>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 2017/18 financial year. This report provides information to enable the Committee to ensure that the services within its remit are operating within the approved budgets.</p>

	The Council's Financial Regulations state that the Executive Manager - Finance has a responsibility to ensure that detailed monitoring by Directors and Executive Managers is carried out and that the Council will determine the reporting content, timescale, frequency and receiving committee(s) required for monitoring statements and the Executive Manager - Finance will be responsible for ensuring compliance with this.	
<b>6.11 Previously considered by:</b>	<i>n/a</i>	<i>n/a</i>

**Contact Details:**

Laura Gray, Senior Assistant Accountant. [lauragray@shetland.gov.uk](mailto:lauragray@shetland.gov.uk) 02/02/2018

**Appendices:**

Appendix 1 – Education and Families Committee Projected Revenue Outturn Position for 2017/18

Appendix 2 –Education and Families Committee Projected Capital Outturn Position for 2017/18

**Background Documents:**

SIC Budget Book 2017/18, SIC 15 February 2017

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=20520>



## Education and Families Committee

## 1. Projected Revenue Outturn Position 2017/18

Budget v Proj. Outturn Variance at Q2 (Adv)/ Pos	Service	Revised Annual Budget Q3	Projected Outturn at Q3	Budget v Proj. Outturn Variance at Q3 (Adv)/ Pos
£000		£000	£000	£000
(137)	Director of Children's Services	2,122	2,269	(147)
(14)	Children and Families	1,210	1,251	(41)
(92)	Children's Resources	4,377	4,659	(282)
5	Library	868	854	15
(218)	Quality Improvement/Schools	30,466	30,470	(4)
0	Sport and Leisure	1,153	1,098	55
(2)	Community Planning and Development	329	305	24
<b>(459)</b>	<b>Total Controllable Costs inc Specific Grant Income to be Carried Forward</b>	<b>40,526</b>	<b>40,906</b>	<b>(380)</b>
	<b>Carry Forward Specific Grants:</b>			
	Library		16	(16)
	Quality Improvement/Schools inc PEF Funding		87	(87)
	Sport & Leisure		47	(47)
	<b>Total c/f</b>		<b>150</b>	<b>(150)</b>
<b>(459)</b>	<b>Total Controllable Costs</b>	<b>40,526</b>	<b>41,056</b>	<b>(530)</b>

An explanation of the main variances by service at quarter 3 is set out below.

### 1.1 Director of Children's Services - projected outturn overspend (£147k) (7%)

The projected overspend includes costs involved in moving to the new AHS. The Service had identified, as part of budget setting for 2017/18, that up to £200k would be required to achieve the move.

### 1.2 Children and Families - projected outturn overspend (£41k) (3%)

This projected overspend is due to agency staff costs to cover staff vacancies and specific work in relation to Youth Justice along with legal fees for complex social work cases.

### **1.3 Children's Resources - projected outturn overspend (£282k) (6%)**

This projected overspend relates to the following:

- additional staff and agency staff for the temporary reopening of Arheim, which has now ceased;
- Cost of agency staff to carry out specific work in relation to Corporate Parenting.
- Off Island accommodation costs.

### **1.4 Library - projected outturn underspend £15k (1%)**

This underspend is a result of external grant funding, which will require to be carried forward to 2018/19 £16k and a revaluation in non-domestic rates £5k.

### **1.5 Quality Improvement/Schools - projected outturn overspend (£4k)**

This projected overspend relates to:

- An increased need for ASN support that has been identified (£104k);
- An increase in staffing in primary settings as a result of increasing rolls, sickness, maternity and supply teacher holiday pay entitlement (£200k)

These projected overspends are partially offset by underspends on property rates across the Schools Service £215k and external grant funding £87k which will not be fully spent in 2017/18 and will require to be carried forward to 2018/19.

### **1.6 Sport and Leisure - projected outturn underspend £55k (5%)**

This underspend is due to external grant funding £47k which will require to be carried forward to 2018/19.

### **1.7 Community Planning and Development - projected underspend £24k (7%)**

The position for Community Planning and Development's budget overall is an underspend of £24k.

## Education and Families Committee

## 2. Projected Capital Outturn Position 2017/18

Budget v Proj. Outturn Variance at Q2 (Adv)/ Pos	Service	2017/18 Revised Annual Budget Q3	Projected Outturn at Q3	2017/18 Budget v Proj. Outturn Variance at Q3 (Adv)/ Pos
£000		£000	£000	£000
0	Quality Improvement/Schools	7,136	6,389	747
0	<b>Total Controllable Costs</b>	<b>7,136</b>	<b>6,389</b>	<b>747</b>

An explanation for the main variances is set out below.

### 2.1 Quality Improvement/Schools - projected outturn on target

The outturn for contract works payments for the Halls of Residence, Clickimin works and Clickimin paths have been revised downwards due to the payments not being drawn down as fast as anticipated. The variance will require to be carried forward to 2018/19.







<b>Meeting(s):</b>	<b>Education and Families Committee</b>	<b>5 March 2018</b>
<b>Report Title:</b>	<b>External Audit Reports – Care Inspectorate</b>	
<b>Reference Number:</b>	<b>CS-10-18-F</b>	
<b>Author / Job Title:</b>	<b>Jordan Sutherland, Executive Manager – Children’s Resources</b>	

## 1.0 Decisions / Action required:

- 1.1 That the Education and Families Committee NOTE the content of the Care Inspectorate Reports for Children’s Residential Services, Short Breaks for Children and Islesburgh Out of School Care.

## 2.0 High Level Summary:

- 2.1 In August 2014, a policy and procedure was approved by Policy and Resources Committee requiring that all reports from external advisors be directed to, and considered by, the relevant committee (Min Ref: P&R 28/14)
- 2.2 This paper presents three Care Inspectorate reports. The full reports are attached as appendices, and the grading history for each service is contained within the report.
- 2.3 The Care Inspectorate have changed their methodology, and no longer inspect all of the quality themes at every inspection. The quality grades for each of the services inspected were as follows:

### Short Breaks for Children – 17 October 2017

Quality of Care and Support	5 – Very Good
Quality of Environment	Not assessed
Quality of Staffing	Not assessed
Quality of Management & Leadership	3 – Adequate

### Children’s Residential Services – 02 November 2017

Quality of Care and Support	5 – Very Good
Quality of Environment	Not assessed
Quality of Staffing	4 – Good
Quality of Management & Leadership	Not assessed

### Islesburgh Out of School Care – 21 November 2017

Quality of Care and Support	5 – Very Good
Quality of Environment	Not assessed
Quality of Staffing	Not assessed
Quality of Management & Leadership	3 – Adequate

### **3.0 Corporate Priorities and Joint Working:**

- 3.1 Shetland Islands Council's Corporate Plan 2016-2020 highlights young people as a priority, in particular:

*"Children and young people from vulnerable backgrounds and in care, will be getting the learning and development opportunities that allow them to fulfil their potential" and,*

*"Vulnerable children and young people in need of our care and support will continue to be protected from harm"*

### **4.0 Key Issues:**

- 4.1 The reports highlight areas of strength, particularly in relation to the care and support provided by each service, which were all rated as 'very good.' This is testament to the hard work of the staff supporting young people who use our services.
- 4.2 All care services in Scotland are required to be registered with the Care Inspectorate, and must produce an action plan detailing how any requirements or recommendations will be taken forward following an inspection. All of the services have submitted action plans and will ensure the actions identified are taken forward.
- 4.3 Short Breaks for Children received a grade of 'adequate' for management and leadership. The Care Inspectorate highlighted some particular issues during the inspection, which are reflected in the recommendations made in the report. Immediate improvements have been made in light of the findings of the inspection.
- 4.4 The Care Inspectorate issued Guidance for Regulated Services Providers in 2013, which included the following descriptor for an 'adequate' quality grade:
- "Most aspects of the quality theme/quality statement are met. Aspects which are not met may be subject to recommendations but don't cause concern. The 'Adequate' grade applies to performance at a basic but adequate level. This grade represents a standard where the strengths have a positive impact on the experiences of users. However, while weaknesses will not be important enough to have a substantially adverse impact, they are constraining performance. This grade implies the service should address areas of weakness while building on strengths. This is likely to be reflected in recommendations for improvement in respect of relevant National Care Standards."*
- 4.5 There have been a number of changes within the Short Breaks service, including change of Senior staff, and the feedback indicates that staff are uncertain about roles, responsibilities and decision making. The Interim Managers are taking forward an action plan following the inspection and we will support the service to make, and sustain, the necessary improvements.
- 4.5 Children's Residential services provides residential care for children and young people who are looked after and accommodated by the Local Authority. There are currently 6 young people in residential placements in Shetland, and one additional bed used for emergency accommodation. These placements are split across three houses, and the service has been split into two registered services, so in future years we will receive separate inspection reports for each.

4.6	Islesburgh Out of School Care provides after school care and daycare during school holidays. The service received a grade of 'adequate' for management and leadership. One requirement and one recommendation were made during the inspection and an action plan was submitted on the 24 <sup>th</sup> of January 2018. Both these matters have already been addressed by the Registered Manager.
<b>5.0</b>	<b>Exempt and/or confidential information:</b>
5.1	None
<b>6.0</b>	<b>Implications:</b>
<b>6.1 Service Users, Patients and Communities:</b>	All these services provide support to children and their families, and the feedback in relation to care and support provided is positive with children achieving good outcomes. Each service will continue to build on strengths through their individual service improvement plans.
<b>6.2 Human Resources and Organisational Development:</b>	<p>We will continue to support the professional development of leadership and management staff in conjunction with Human Resources and Workforce Development policy. This will include succession planning to ensure provide opportunities for staff to progress within the services.</p> <p>As a number of recommendations relate to existing Council workforce policies such as Personal Development Planning. Work will take place to ensure managers are aware of their responsibilities and that these policies are applied consistently across the relevant service areas.</p>
<b>6.3 Equality, Diversity and Human Rights:</b>	None.
<b>6.4 Legal:</b>	None.
<b>6.5 Finance:</b>	None.
<b>6.6 Assets and Property:</b>	None.
<b>6.7 ICT and new technologies:</b>	None.
<b>6.8 Environmental:</b>	None.
<b>6.9 Risk Management:</b>	The Council has a statutory duty to ensure its care services are appropriately registered with the Care Inspectorate and comply

	with the National Care Standards. The social services workforce is regulated by the Scottish Social Services Council (SSSC), and as such must staff be appropriately registered and comply with the SSSC Codes of Practice.	
<b>6.10 Policy and Delegated Authority:</b>	In accordance with Section 2.3.1 of the Council's Scheme of Administration and Delegations, the Education and Families Committee has responsibility and delegated authority for functional areas relating to children and families, schools, pre-school and lifelong learning. This report is for noting only, and no decisions are sought at this time.	
<b>6.11 Previously considered by:</b>	None.	

**Contact Details:**

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Report Finalised: 20 February 2018

**Appendices:**

Appendix 1: Care Inspectorate report: Short Breaks for Children 17 October 2017  
Appendix 2: Care Inspectorate report: Children's Residential Services 02 November 2017  
Appendix 3: Care Inspectorate report: Islesburgh Out of School Care 21 November 2017

**Background Documents:**

[Guidance for Regulated Care Service Providers – Care Inspectorate, March 2013.](#)

END

## Short Breaks for Children Care Home Service

15 Burgh Road  
Lerwick  
Shetland  
ZE1 0LA

Telephone: 01595 745240

Type of inspection: Unannounced  
Inspection completed on: 17 October 2017

**Service provided by:**  
Shetland Islands Council

**Service provider number:**  
SP2003002063

**Care service number:**  
CS2003009602

## About the service

Short Breaks for Children provides a respite service for young people in two separate properties close to the town centre of Lerwick. The service at Laburnum House provides residential care for a maximum of six children and young people with learning difficulties and multiple complex needs, with a further two young people being cared for at a smaller property at Haldane Burgess Crescent.

The service state their aims to:

- Seek the views of children and young people, and their families or carers, about the quality of the services we provide.
- We will provide information about responses given in surveys through newsletters etc.
- We will respond promptly and courteously to any complaints.
- Involve children and young people, and their families, in decision-making processes relating to their care.
- Ensure services address the whole needs of children and young people by actively involving relevant agencies in their care.
- Meet National Care Standards in all aspects of the service.
- Support staff and promote their continuous professional development through regular supervision and training.
- Ensure all staff are registered with the Scottish Social Services Council and have reached the required level of qualification within their first period of registration.

This service has been registered since April 2002.

The Care Inspectorate regulates care services in Scotland. Information about all care services is available on our website at [www.careinspectorate.com](http://www.careinspectorate.com)

## What people told us

Throughout the inspection young people were observed to be well supported by staff who encouraged them to be involved in interesting activities, and develop life skills.

Parents spoken with were satisfied that their child was well supported and had confidence that staff knew their child well and ensured they had a positive experience at the service. They confirmed they had an active part in drawing up and reviewing support plans.

## Self assessment

The Care Inspectorate did not request a self assessment from services in the inspection year 2017/18.

The service had an 2017-18 service improvement plan which identified their plans for the future.

## From this inspection we graded this service as:

Quality of care and support	4 - Good
Quality of environment	not assessed
Quality of staffing	not assessed
Quality of management and leadership	3 - Adequate

## What the service does well

Staff knew the young people well and had a good understanding of their support needs and general likes, dislikes and interests. They worked alongside parents and other key professionals to share information and strategies of support.

Some young people had comprehensive support plans which identified their strengths, what they would like to do while at short breaks and what they would like to achieve. Goals had been identified which were individual and linked to achievement. Some young people also had very specific information and protocols in relation to their support and made good use of parents as an important source of information.

Young people were encouraged to be involved in a range of interesting and varied activities which were fun, and also developed their confidence and life skills. Good use was made of resources in the local community, including the sports centre, parks and beaches. Both of the properties had gardens, with one in particular having a large enclosed space with play equipment.

The Local Authority (Shetland Island Council) had a children's resources service plan, a directorate plan and a corporate plan. These documents identified the vision for children and young people in Shetland and how they would deliver services to meet their needs. Short breaks also had a service specific improvement plan which linked to the organisational plans and identified areas for improvement across the quality themes, care and support, environment, staffing and management and leadership. Most of the identified improvements had a target date of March 2018, and will therefore be examined at the next inspection. Those which had been progressed included staff training and steps to improve attendance at staff meetings.

## What the service could do better

Support plans had comprehensive information, however had not been reviewed as required to ensure the information was updated and relevant. Parental signatures did not always indicate that the most recent plan had been shared and agreed, though it is likely they had as communication with parents was frequent and positive **(see Recommendation 1)**.

An audit of medication demonstrated that systems were unclear and needed to be immediately reviewed to ensure that instructions and recording were accurate and did not lead to error **(see Recommendation 2)**.

Discussion with staff raised concerns about decision-making and spending. Despite assurances from a senior manager that there were no undue financial restrictions there were hugely lengthy time periods between discussion and agreement about play and sensory equipment and household purchases, and when they were actually purchased - if at all. There were real examples of restricted spending, and lengthy decision-making having an impact on the experience for young people. The team also felt that opportunities for young people to experience new activities had reduced due to a restriction on spending and that this was having a negative impact on the opportunities young people had previously enjoyed **(see Recommendation 3)**.

Team meetings and staff supervision were in place however needed to be more outcome focussed and lead to improvement. Team meeting minutes demonstrated ongoing discussion about the same topics with little or no progress. A managerial presence at all meetings might support a greater focus and enable immediate decisions to be made which improve progress **(see Recommendation 4)**.

In discussion with staff, and via questionnaires which had been returned, there was a high level of dissatisfaction from staff that the service was not moving forward in the way that they hoped, and that the young people deserved. Staff felt that they were doing their best however were frustrated about a lack of drive, vision and enthusiasm for the service. There was a need for role clarity at a senior level to ensure that all of the team were aware who was responsible for ensuring agreed decisions and actions were carried out **(see Recommendation 5)**.

Staff were not routinely debriefed by a senior member of staff following significant incidents. Peer support was good but formal debrief did not take place as and when it should, and therefore did not provide staff with the opportunity to reflect on incidents sufficiently, or to receive appropriate support from senior staff. Incident recording continued to be too generic to identify antecedents and strategies of support **(see Recommendation 6)**.

## Requirements

Number of requirements: 0

## Recommendations

Number of recommendations: 6

1. All service users must have support plans which identify how their individual support needs will be met. Plans should be regularly reviewed to ensure the information is accurate and informs their care.

National Care Standard 4: Support Arrangements

2. The provider should ensure that effective systems of medication recording and administration are in place to ensure the wellbeing of young people.

National Care Standard 12: Keeping well, medication

3. Effective financial procedures should be in place to ensure that young people using the service have the resources they need to have a positive experience. Where purchases are agreed these should be timely.

National Care Standard 7: Management and Staffing



4. Team meeting and staff supervision should be regular and outcome focussed. Discussion and decisions should be progressed as agreed within a reasonable timescale.

The manager should make every effort to be at all team meetings.

National Care Standard 7: Management and Staffing

5. Senior staff should ensure that there is clarity about their individual roles, and that staff are aware who has responsibility for specific decisions.

National Care Standard 7: Management and Staffing

6. Incident recording should be more detailed, support reflective practice and identify strategies of support. Staff should be debriefed after all significant incidents.

National Care Standard 7: Management and Staffing

## Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at [www.careinspectorate.com](http://www.careinspectorate.com).

## Inspection and grading history

Date	Type	Gradings
16 Jun 2016	Unannounced	<div>Care and support</div> <div>Environment</div> <div>Staffing</div> <div>Management and leadership</div> <div>4 - Good</div> <div>5 - Very good</div> <div>5 - Very good</div> <div>4 - Good</div>
5 Aug 2015	Unannounced	<div>Care and support</div> <div>Environment</div> <div>Staffing</div> <div>Management and leadership</div> <div>5 - Very good</div> <div>5 - Very good</div> <div>4 - Good</div> <div>3 - Adequate</div>
4 Aug 2014	Unannounced	<div>Care and support</div> <div>Environment</div> <div>Staffing</div> <div>Management and leadership</div> <div>5 - Very good</div> <div>4 - Good</div> <div>5 - Very good</div> <div>4 - Good</div>

Date	Type	Gradings	
22 Aug 2013	Unannounced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	4 - Good
1 Feb 2013	Unannounced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	Not assessed
		Management and leadership	Not assessed
25 Jul 2012	Unannounced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	5 - Very good
13 Feb 2012	Unannounced	Care and support	4 - Good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	4 - Good
30 Aug 2011	Unannounced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	5 - Very good
		Management and leadership	4 - Good
2 Dec 2010	Unannounced	Care and support	5 - Very good
		Environment	Not assessed
		Staffing	6 - Excellent
		Management and leadership	Not assessed
30 Jul 2010	Announced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	4 - Good
26 Mar 2010	Unannounced	Care and support	4 - Good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	3 - Adequate

Date	Type	Gradings	
30 Jul 2009	Announced	Care and support	4 - Good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	3 - Adequate
6 Mar 2009	Unannounced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and leadership	4 - Good
18 Jul 2008	Announced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and leadership	4 - Good

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## Children's Residential Services Care Home Service

23 Grodians  
Lerwick  
Shetland  
ZE1 0WT

Telephone: 01595 745305

Type of inspection: Unannounced  
Inspection completed on: 2 November 2017

**Service provided by:**  
Shetland Islands Council

**Service provider number:**  
SP2003002063

**Care service number:**  
CS2003009603

## About the service

At the time of the inspection Children's Residential Services was provided from three residential services located within Shetland. A further premises was also available for use, but had no one staying there at the time of this inspection.

The different premises provide options for the young people in Shetland to live in a home which meets their needs. One of the houses has three young people, one has two young people and the other is a singleton placement. Two of the properties (and the one currently unused) are in the town of Lerwick, with the other in a small rural area some miles outside the town.

The service state their aims and objectives as the provision of "a safe, homely environment for young people enabling choice, independence and supporting the physical, spiritual, emotional and cultural needs of service users.

This service has been registered since 1 April 2002.

## What people told us

All of the young people met the inspector during the inspection visits. Young people also returned questionnaires to the Care Inspectorate prior to the inspection.

With the exception of one, young people were positive about their care and support and their relationships with the people who cared for them. They described both day-to-day and special occasions where they were involved in decisions about their lives and interesting and fun things in the wider community.

Where young people suggested improvements to the service these were shared with the registered manager (with the young people's permission).

## Self assessment

The Care Inspectorate did not request a self assessment in the inspection year 2017/18. The service/local authority had a range of improvement and development plans to ensure they continued to meet the needs of children in Shetland.

## From this inspection we graded this service as:

Quality of care and support	5 - Very Good
Quality of environment	not assessed
Quality of staffing	4 - Good
Quality of management and leadership	not assessed

## What the service does well

Young people generally lived in a supportive, nurturing environment supported by staff who wanted them to achieve. Great importance was placed on the relationships between young people and the staff who cared for

them, and for the most part staff and young people enjoyed each others company. Where there was conflict this was generally resolved as swiftly as possible with the staff team aware of ongoing challenges and actively attempting to address these.

The service had a range of residential 'options' which allowed young people to live in an environment suited to them. Accommodation was sited in the centre of Lerwick, and in a more remote area of Shetland and was of varying sizes, allowing young people to live alongside others, or in singleton placements. These options had provided real benefits to young people, including living with siblings and having the support of a consistent and committed staff team.

Support plans were generally of a good standard and used the SHANARRI wellbeing indicators (Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible, Included) to identify the support young people needed. Young people had been involved in identifying their hopes and dreams for the future and what was important to them. Keyworkers compiled monthly letters for young people which included photographs and key achievements and which would be collated to an annual book documenting important events and achievements.

The healthcare needs of young people were well met, with all young people accessing a range of services to ensure they were as healthy as possible. Support plans included information and guidance about any medical needs and how the young person would be supported with these. Healthy lifestyles were encouraged with young people involved in menu planning and shopping, a range of interests and activities in the community. Holidays and events had been organised for young people during school breaks.

Young people were doing well in educational placements and in employment. Care staff had close contact with relevant staff in schools and work placements to ensure that the right support could be given across all services. Young people were supported and encouraged to have ambitions and to pursue their chosen career.

Most of the staff were very positive about their role and were fully committed to providing high quality professional care and support to the young people they cared for. Opportunities for training and qualification were good with the local authority also having positive links with CELCIS (centre for excellence for looked after children in Scotland) who provided them with bespoke training. Training plans were in place, which ensured the workforce would continue to be well-trained and qualified in the future.

New staff spoke positively about their induction to the service and the benefits of shadowing experienced staff. There was good peer support and some opportunity to discuss best practice at team meetings and formal supervision.

The local authority was making positive plans for the future. New electronic recording systems were in the final stages of discussion and a model of care and support being considered which would ensure a consistent therapeutic approach across the organisation.

These (if commissioned) will be examined at the next inspection.

## What the service could do better

In one part of the service some staff felt that there was no longer a consistent approach to the care of the young people, and the service was not moving forward in the positive direction it had previously. There had been some significant staff changes which may have had an impact on the way care was provided and at times some significant challenges to the young people living there. This was discussed more fully at inspection feedback.

The information in support plans was of a consistently good quality, however, had not always been updated or signed. Some significant details were therefore no longer relevant. Information in risk assessment documents was not specific enough, or in some instances realistic. **(See recommendation 1.)**

The organisation's procedures for recording and reporting significant incidents were not useful to the residential setting. They did not focus on supportive strategies, or ensure that staff and young people were debriefed following incidents though they often were). There may be some scope for the new electronic system being considered to address this, though it would currently not appear to do so. **(See recommendation 2.)** This is an area for improvement across children's services in Shetland and not just this service.

A formal procedure should be developed and shared with young people describing the procedure which will be followed when it is necessary to search bedrooms. Staff described perfectly appropriate reasons for searches being carried out, however, this should be informed by an effective policy. **(See recommendation 3.)**

## Requirements

**Number of requirements:** 0

## Recommendations

**Number of recommendations:** 3

1. All service users must have support plans which identify how their individual support needs will be met. Plans should be regularly reviewed to ensure the information is accurate and informs their care.

### **National Care Standard Care Homes for Children and Young People - Standard 4: Support Arrangements**

2. Procedures should be developed to ensure that incidents are effectively recorded and analysed to inform patterns of behaviour and support strategies which could be put in place to safeguard both young people and staff.

Incidents should also be notified to the Care Inspectorate as detailed in the Care Inspectorate publication 'Records that all registered care services (excluding childminding) must keep and guidance on notification reporting'.

### **National Care Standards Care Homes for Children and Young People - Standard 6: Feeling Safe and Secure and Standard 7: Management and staffing.**

3. A search policy should be developed which describes the situations which might lead to a room search and the procedure which will be followed.

### **National Care Standard Care Homes for Children and Young People - Standard 6: Feeling Safe and Secure**



## Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at [www.careinspectorate.com](http://www.careinspectorate.com).

## Inspection and grading history

Date	Type	Gradings	
9 Aug 2016	Unannounced	Care and support	5 - Very good
		Environment	4 - Good
		Staffing	Not assessed
		Management and leadership	Not assessed
27 Jun 2015	Unannounced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	4 - Good
9 Apr 2014	Unannounced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	4 - Good
		Management and leadership	4 - Good
16 Apr 2013	Unannounced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	4 - Good
30 Jul 2012	Unannounced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	4 - Good
15 Feb 2012	Unannounced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	4 - Good
30 Aug 2011	Unannounced	Care and support	5 - Very good

Date	Type	Gradings	
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	4 - Good
2 Dec 2010	Unannounced	Care and support	5 - Very good
		Environment	Not assessed
		Staffing	Not assessed
		Management and leadership	Not assessed
28 Jul 2010	Announced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	5 - Very good
25 Mar 2010	Unannounced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	5 - Very good
2 Nov 2009	Announced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	5 - Very good
19 Mar 2009	Unannounced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and leadership	4 - Good
15 Jul 2008	Announced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and leadership	4 - Good

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## Islesburgh Out of School Care Service Day Care of Children

Islesburgh Community Centre  
King Harald Street  
Lerwick  
Shetland  
ZE1 0EQ

Telephone: 01595 745115

Type of inspection: Unannounced  
Inspection completed on: 21 November 2017

**Service provided by:**  
Shetland Islands Council

**Service provider number:**  
SP2003002063

**Care service number:**  
CS2006128813

## About the service

This service was previously registered with the Care Commission and transferred its registration to the Care Inspectorate on 1 April 2011. The service operates from a busy community centre in Lerwick, Shetland. The centre is a large three-storey building with car parking and a garden at the rear.

During the operating times the service will have exclusive use of the general purpose room, multipurpose hall, occasional use of room 16, the radio room, the drama room, and have shared use of the 'techno booth', the lounge area, toilets within the centre and the outdoor garden. They may also use Rooms 5, 6 and 7, and shared use of kitchen and toilets in Islesburgh House.

The service was registered to provide a care service to a maximum of 42 children aged four and a half to 14 years. When using the radio room and drama room together the maximum number will be 38. Children due to start school in August may attend the club for the summer holidays before they begin.

At the time of inspection the service operated between the times of 15:00 - 17:30 during term time. During the school holidays and in-service days the service operated a full day session from 08:30 - 17:30.

The service is managed by a peripatetic manager, who was not present during the first and second unannounced inspection visits. We noted the peripatetic manager was on an extended holiday - see quality theme 4 Management.

Included within the aims and objectives of the service was:

"The main aim of the Islesburgh Out of School Club is to provide a safe, stimulating environment".

The Care Inspectorate regulates care services in Scotland. Information in relation to all care services is available on our website at [www.scswis.com](http://www.scswis.com).

We completed three unannounced visits to the service during this inspection process, the final one to meet with the peripatetic manager, discuss the service and share our findings

The Care Inspectorate is committed to improving the health and wellbeing of all children receiving a care service. We want to ensure they have the best start in life, are ready to succeed and live longer, healthier lives.

We check services are meeting the principles of Getting it Right for Every Child (also known as GIRFEC). Set up by Scottish Government, GIRFEC is a national approach to working in a consistent way with all children and young people. It is underpinned by the principles of prevention and early intervention. The approach helps services focus on what makes a positive difference for children and young people - and what they can do to improve. Getting it right for every child is being woven into all policy, practice, strategy and legislation that affect children, young people and their families.

There are eight wellbeing indicators at the heart of Getting it right for every child. They are: safe; healthy; achieving; nurtured; active; respected; responsible; and included. They are often referred to as the SHANARRI indicators. We use these indicators at inspection, to assess how services are making a positive difference for children.

## What people told us

We sent out 15 Care Standards Questionnaires (CSQs) and eight were returned to us before the inspection. We emailed parents who supplied their email address and received two replies. These showed us parents were happy with the service. When asked about the overall quality of care their child received at Islesburgh we found parents indicated they were very happy with the care and support they received.

When asked what they liked best about the service we received positive feedback including this written comment:

"The staff and the range of activities. Kenny, Alexis, Katie and Emily are a great team, well-balanced with a range of skills, talents and creativity. The service is well resourced with toys, games and art resources. The big hall for dodgeball games, etc and the garden are the icing on the cake".

Other written comments from parents included:

"The out of school club is an excellent setting. My child is very well cared for and nurtured. The staff in the setting are superb, they always have time to talk to me if I approach them. The staff always greet me and other parents. I am delighted with the use of the local environment by the out of school club. They are always very well prepared for trips and outings".

"I am confident that they are very well cared for in a safe environment with well-trained and caring staff".

From discussions with parents during the inspection we found parents were happy with the service provided. They told us their children enjoyed their time there and could choose from a wide selection of toys and activities. All parents thought the staff were friendly and helpful, describing them as: "brilliant", and "excellent".

We talked with several of the children during our inspection days. When asked if they liked coming to Islesburgh they confirmed they did. When asked what they liked about the service they generally described their favourite activities, which ranged from physical play in the hall to art and craft, with several of them saying they enjoyed the snacks and liked that they helped to plan the menu choice.

## Self assessment

The service had not been asked to complete a self assessment in advance of the inspection. We no longer ask services to do this. We looked at their quality assurance processes. During the inspection we discussed the need to further develop their development plan which outlined their priorities for improvement and how they would monitor the quality of the provision within the service.

## From this inspection we graded this service as:

Quality of care and support	5 - Very Good
Quality of environment	not assessed
Quality of staffing	not assessed
Quality of management and leadership	3 - Adequate

## Quality of care and support

### Findings from the inspection

Islesburgh Out of School Club had a happy and positive atmosphere on the three days we were present in the service. Children were cared for by kind and caring staff who were committed to the children and put them at the heart of their service. We saw all staff were interested in the children's views, news and stories and valued their opinions. The staff team worked very well together as a team being courteous, friendly and fair with each other - see also Theme 4: Quality of Management.

Staff were very good at consulting the children and making sure the activities provided were what they wanted to do. We saw happy smiling faces during the days we were there, and noted children were comfortable with staff and happy in their care. We saw children had free choice the activities and could choose from a varied and interesting selection provided. Children's ideas were well included in the planning. We saw weekly plans displayed for parents.

We found that all staff were aware of the children's individual needs and could describe how they provided the care needed for each child. All care was recorded within the care plans which were up-to-date and regularly reviewed.

When we were present we observed staff as they cared for the children. Staff were very good role models regarding behaviour and manners, showing them by example how to express manners, take turns and be respectful of their friends. All staff gave clear explanations of why behaviour may affect others and how it was better to be kind and share.

We found staff had developed positive relationships with the parents who used the service. Parents told us they were very happy with the support their child received, describing staff as "great", "friendly and good with the bairns" and "brilliant". Parents thought the communication was very good and told us this was consistent and informative. We saw a range of communication methods used including newsletters, emails and notice boards. Parents told us they received feedback from staff when they collected their child and staff always made time for them.

Children had access to healthy lifestyles with staff promoting outdoor play and exercise. One half of the large hall was sectioned off for high energy physical activities daily. During the holiday times children enjoyed a range of interesting outings and trips as well as having access to the large garden at the rear.



We noted staff had attended child protection training and were aware of their role in protecting children. Staff also received training in first aid which was refreshed on a rolling-programme. We saw there was a suitable method in place to record accidents and incidents with appropriate first aid equipment available. Control of infection was very good with children encouraged to wash their hands and staff wiping spills up immediately.

Healthy eating was promoted and healthy snacks provided, which the children had been involved in choosing. When asked the children told us they liked the snacks and always had plenty to eat.

## Requirements

**Number of requirements:** 0

## Recommendations

**Number of recommendations:** 0

**Grade:** 5 - very good

## Quality of environment

This quality theme was not assessed.

## Quality of staffing

This quality theme was not assessed.

## Quality of management and leadership

### Findings from the inspection

The staff team at Islesburgh Out of School Club were dedicated and keen to ensure the service was providing the care needed by the children and their families. We observed the staff as they went about their duties and noted they were experienced, enjoyed their role and keen to make sure children were happy and safe.

We saw staff were keen to keep abreast of current childcare issues and attended training whenever this was available to them. All requirements and recommendations from the previous report had been addressed.

We looked at evaluation and noted this was an area the service continued to work on and we saw various systems used to monitor how they were operating. A comprehensive improvement plan was in place. This seems to be working well for this service and we noted there was a continued ethos of improvement overall. We noted a lot of fundraising activities had been completed and more were planned. The staff told us this was to raise funds for equipment and holiday times and hiring minibuses.

Quality assurance with parents included invitations to fundraising events, questionnaires to gain their views as well as daily conversations. We noted all feedback gained was looked at and valued. Any changes they made as a result was shared with parents. Parents told us they were asked for their opinions and staff were keen to keep them up-to-date and involved.

Children were encouraged to evaluate through together sessions, ideas books as well as in general throughout the day. We heard them ask for activities which staff listened to. We noted they were quick to make suggestions and noted staff valued their input.

When we arrived unannounced on 17 October 2017 during the school holidays we noted that the peripatetic manager was on an extended holiday. We visited unannounced on 2 November 2017 and the manager was not back. We found that there were senior staff from the Shetland Islands Council who had been asked to oversee the out-of-school club. However, when we telephoned them we found they were not aware they needed to be in the setting for one session per week - as detailed in the conditions of registration.

The staff were running the service well under the circumstances, but would be better supported had they been given the necessary managerial input whilst the peripatetic manager was not present. We discussed this by telephone with a line manager who was also unclear as to the role and responsibilities of peripatetic management. We explained the need to adhere to the conditions of registration as stated on Islesburgh Out of School's registration certificate, which was displayed within the service. He did state he would ensure the acting peripatetic manager would attend the service to support staff.

We made a requirement that the service work within the conditions of registration at all times - **see requirement 1**. We discussed this with the peripatetic manager during our final visit on 21 November 2017. We also discussed the need for the service to notify us of any absence of manager. A notification was submitted following the telephone call.

We noted on the staff questionnaires we had given out before the inspections, that staff stated they had not had a formal supervision for some time. We noted supervision had been taking place but not as regularly as previously. We shared this with the peripatetic manager.

We further noted that although the staff had completed a yearly review over the summer, they had not been given any written notes from this. Staff review and development ensure staff were happy in their role, able to make suggestions as well as keep up-to-date with training requirements and staff should have a record of this. We recommended that the manager ensured staff had the relevant record of their individual reviews - **see recommendation 1**.

We discussed the importance of ensuring staff were well supported especially since the peripatetic manager was not there every day. This was an area they planned to revisit.

We noted the service did have staff meetings which took place from 5-6 pm one day per month. However, we noted that the children were present in the service until 5.30 pm therefore, not all staff could attend. This was discussed with the peripatetic manager and we suggested that the timing of staff meetings be reviewed to allow all staff to have the opportunity to attend.

We also discussed that staff roles were to be looked at.

## Requirements

**Number of requirements:** 1

1. The provider must make suitable arrangements for when the peripatetic manager was not in post. They must ensure the acting peripatetic manager is present in the service for one session per week as detailed within the conditions of registration noted on the certificate of registration.

**This is in order to comply with Regulation 4(1)(a) and Regulation 7 (1)(2)(c)(d) of SSI 2011/210- Fitness of managers**

**Reference:**

**National Care Standards early education and childcare up to the age of 16 years. Standard 3: health and wellbeing; standard 12, confidence in staff; standard 14, well-managed service.**

## Recommendations

**Number of recommendations:** 1

1. It is recommended that all staff receive a copy of the written notes from their annual review. Reviews must take place annually in line with the Shetland Islands Council's procedures.

**National care standards, early education and childcare up to the age of 16.  
Standard 12: confidence in staff; standard 13: improving the service.**

**Grade:** 3 - adequate

## What the service has done to meet any requirements we made at or since the last inspection

### Previous requirements

#### Requirement 1

The service must ensure that each child has a detailed and accurate personal plan in place. Each plan must be reviewed at least every six months or sooner if required.

**This in order to comply with Regulation 5(1), (2)(a)(b) of SSI 2011/210 - Personal Plans**

**Timescale within two weeks of receipt of this report.**

**This requirement was made on 22 August 2014.**

#### Action taken on previous requirement

We noted each child had a care plan which was up-to-date and safely stored. Staff had been reviewing these regularly.

**Met - within timescales**

#### Requirement 2

The provider must ensure safe and effective systems are in place for the administration of medication. In order to achieve this the provider must:

Ensure medication is administered in accordance with current medication guidance - the service must not give the first dose of a medication that is new to the child.

**This is in order to comply with Scottish Statutory Instrument 2011/210 Regulation 4(1)(a)**

**This requirement was made on 22 August 2014.**

#### Action taken on previous requirement

The service had updated their medication policy and procedures following the previous inspection report.

**Met - within timescales**

## What the service has done to meet any recommendations we made at or since the last inspection

### Previous recommendations

#### Recommendation 1

The service must look at how they store medication and ensure this is done following the manufacturer's guidelines.

**National care standards, early education and childcare up to the age of age of 16**  
**Standard 3: health and wellbeing**

This recommendation was made on 22 August 2014.

#### Action taken on previous recommendation

At present there is no medication being stored on the premises. When this occurs there is a safe area for the storage of any medication and staff are familiar with the current medication guidelines.

### Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at [www.careinspectorate.com](http://www.careinspectorate.com).

### Enforcement

No enforcement action has been taken against this care service since the last inspection.

## Inspection and grading history

Date	Type	Gradings	
22 Aug 2014	Unannounced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	5 - Very good
11 Nov 2011	Unannounced	Care and support	5 - Very good
		Environment	Not assessed
		Staffing	5 - Very good
		Management and leadership	Not assessed
5 Nov 2010	Unannounced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	Not assessed
		Management and leadership	Not assessed
14 Jan 2010	Unannounced	Care and support	5 - Very good
		Environment	4 - Good
		Staffing	4 - Good
		Management and leadership	4 - Good
29 Aug 2008	Announced (short notice)	Care and support	4 - Good
		Environment	4 - Good
		Staffing	3 - Adequate
		Management and leadership	4 - Good

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