Shetland Islands Council

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**Director of Corporate Services: Christine Ferguson**

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Date: 20 August 2018

Dear Sir/Madam

You are invited to the following meeting:

**Education and Families Committee**
**Council Chamber, Town Hall, Lerwick**
**Monday 27 August 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.

**ITEM**

*(Agenda item 3 relates to the giving of advice or the discharge of the Committee's function as an education authority)*

1. Children's Services Performance Report – Three Month/First Quarter 2018/19
   *CS-32*

2. Management Accounts for Education and Families Committee: 2018/19 – Projected Outturn at Quarter 1
   *F-057*

3. External Audit Report (Care Inspectorate) – Isles Haven Nursery
   *CS-31*

Shetland Islands Council

Agenda Item

**1**

| | | |
|---|---|---|
| **Meeting(s):** | **Education and Families Committee** | **27 August 2018** |
| **Report Title:** | **Children's Services Performance Report – 3 Months / 1st Quarter 2018/19** | |
| **Reference Number:** | **CS-32-18-D1** | |
| **Author / Job Title:** | **Helen Budge, Director of Children's Services** | |

## 1.0 Decisions / Action required:

1.1 That Education and Families Committee discuss the contents of this report and make any relevant comments on progress against priorities to inform further activity and the planning process for next and future years.

## 2.0 High Level Summary:

2.1 This report summarises the activity and performance of Children's Services Directorate for the first quarter of 2018/19, the three months up to June 2018.

## 3.0 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".*

**4.0 Key Issues:**

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

**Directorate Achievements in 2018/19**

4.2 During the first quarter of 2018/19 the Directorate's achievements included:

- Organised events during the Fostering Fortnight to promote fostering;
- Planning for Journeys in the North – Looked After Children and Care Leavers;
- Attended the Who Cares Scotland Event in Inverness;
- Detailed planning and preparations for the Big Takeover;
- Islesburgh Community Centre successfully supported the delivery of Shetland Folk Festival;
- Active Schools continue to support a range of activities across Shetland;
- Hosted Shetland Play Convention led by Play Scotland;
- The Asymmetrical week has been implemented;
- Promoted the Library's new integrated eBook, eAudio and eMagazine app and increased usage;
- Improving timely interventions to families by a review of Children and Families Social Work Duty and Intake Team.

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

5.1 None

**6.0 Implications:**

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|---|---|
| **6.1** | There is involvement of service users and communities in a number of the projects. The impacts vary in the specific areas of work. |

| | |
|---|---|
| **Service Users, Patients and Communities:** | |
| **6.2 Human Resources and Organisational Development:** | There are no direct implications arising 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 trade 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. |
| **6.3 Equality, Diversity and Human Rights:** | There are no direct implications arising from this report. The Council 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. |
| **6.4 Legal:** | There are a number of projects and key actions within 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. |
| **6.5 Finance:** | The 2018/19 annual revenue budget for Children's Services at the end of Quarter 1 was £42.116m and the projected outturn was £42.803m. For capital, the annual budget was £3.192m with a projected outturn of £2.247m. |
| **6.6 Assets and Property:** | There are no asset or property implications arising from this report. |
| **6.7 ICT and new technologies:** | There are no ICT implications arising from this report. |
| **6.8 Environmental:** | There are no environmental implications arising from this report. |
| **6.9 Risk Management:** | Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to further negative external scrutiny. |
| **6.10 Policy and Delegated Authority:** | The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;<br><br>"Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring – |

| | | |
|---|---|---|
| | (a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.<br><br>Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus." | |
| **6.11 Previously considered by:** | None | N/A |

**Contact Details:**

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Report Finalised: 20 August 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:**
None

END

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

Shetland Islands Council

**Generated on:** 20 August 2018

## Shetland Partnership Plan 2018-2028

### . Participation

People participate and influence decisions on services and use of resources

| Code & Title | Description | Long-term Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| DP146 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 and embedded in the Integrated Children's Service Plan. It is now an Action in the Plan which is monitored by the Children's Forum. |
| | | | Actual Start | 01-Aug-2016 | 50% | |
| | | | Original Due Date | 31-Aug-2017 | Expected success | |
| Lead | | | Due Date | 01-Apr-2020 | | |
| Children's Services Directorate | | | Completed Date | | Likely to meet target | |

| Code & Title | Description | Long-term Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| DP147 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 | | Young people have been fully involved in the work being done to revise the anti-bullying policy.<br><br>A group of young people have co-designed the programme for the Big Takeover and planning of this event is ongoing. |
| | | | Actual Start | 17-Feb-2017 | 100% | |
| | | | Original Due Date | 31-Jul-2017 | Expected success | |
| Lead | | | Due Date | 01-Apr-2018 | | |
| Children's Services Directorate | | | Completed Date | 01-Apr-2018 | Likely to meet target | |

### . People

Individuals and families thrive and reach their full potential

| Code & Title | Description | Long-term Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| DP138 Northern Alliance | Collaborate effectively in the Northern Alliance to improve aspects of Children's Services delivery. | Progress made in closing the attainment gap.<br>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. A new Regional Lead has been appointed. An Improvement Plan and Workforce Development Plan have been developed and consulted on in June. |
| | | | Actual Start | 16-Aug-2016 | 87% | |
| | | | Original Due Date | 01-Jul-2020 | Expected success | |
| Lead | | | Due Date | 01-Jul-2020 | | |
| Children's Services Directorate; Quality Improvement; Schools | | | Completed Date | | Likely to meet target | |

| Code & Title | Description | Long-term Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| DP139 Excellence and Equity in Scottish Education | Implement locally the key priorities from the Delivery Plan including the National Improvement Framework:<br>• Parental Involvement<br>• Youth Participation<br>• National Improvement Framework<br>• 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.<br><br>A new draft Parental Involvement Strategy has been prepared.<br><br>The Education Reform - Joint Agreement was published in June 2018. This sets out the direction for implementing change in education. |
| | | | Actual Start | 01-Jun-2016 | 100% | |
| | | | Original Due Date | 01-Jul-2020 | Expected success | |
| Lead | | | Due Date | 01-Jul-2020 | | |
| Children's Services Directorate; Quality Improvement | | | Completed Date | 10-Apr-2018 | Likely to meet target | |

| Code & Title | Description | Long-term Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| DP140 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 | | Funding has been extended to 2021 and now sits with Shetland Islands Council. Gail Bray has been appointed as Developing the Young Workforce Co-ordinator. |
| | | | Actual Start | 01-Dec-2015 | 40% | |
| | | | Original Due Date | 31-Mar-2017 | Expected success | |
| Lead | | | Due Date | 31-Mar-2021 | | |
| Quality Improvement; Schools | | | Completed Date | | Likely to meet target | |

| Code & Title | Description | Long-term Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| DP141 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 | | Early Learning and Childcare expansion continued in Whiteness and Dunrossness Primary Schools and in Burra Playgroup. The trial at Urafirth Primary School continues. Funding allocation for 2018/19 has been granted on a needs basis. |
| | | | Actual Start | 16-Aug-2016 | 35% | |
| | | | Original Due Date | 31-Mar-2020 | Expected success | |
| Lead | | | Due Date | 31-Mar-2020 | | |
| Quality Improvement | | | Completed Date | | Likely to meet target | |

| Code & Title | Description | Long-term Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| DP142 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 | | Shetland Islands Council adopted Shetland's Corporate Parenting Strategy on 30 August 2017. The inaugural meeting of the Shetland Corporate Parent Board took place on 01 March 2018. The Corporate Parent board includes local representatives from corporate parents named in the Children and Young People (Scotland) Act 2014, and relevant partners. The Corporate Parenting Strategy will be reviewed in conjunction with our partners to ensure we are addressing local issues. Council Officers also lead on the implementation of actions within the Strategy. |
| | | | Actual Start | 01-May-2016 | 100% | |
| | | | Original Due Date | 30-Sep-2017 | Expected success | |
| Lead | | | Due Date | 03-Sep-2018 | | |
| Children's Services Directorate | | | Completed Date | 20-Aug-2018 | Likely to meet target | |

| Code & Title | Description | Long-term Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| DP144 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. |
| | | | Actual Start | 01-Apr-2016 | 50% | |
| | | | Original Due Date | 01-May-2020 | Expected success | |
| Lead | | | Due Date | 01-May-2020 | | |
| Children's Services Directorate | | | Completed Date | | Likely to meet target | |

| Code & Title | Description | Long-term Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| DP145 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 | | A targeted recruitment campaign is underway to recruit foster carers, focusing on areas where we have a particular shortage of placements (e.g. teenagers, sibling groups etc.).<br><br>A strategic outline case is being developed for the reconfiguration of Children's Resources, which will encompass residential childcare and short breaks for children with additional support needs. |
| | | | Actual Start | 01-Nov-2015 | 30% | |
| | | | Original Due Date | 30-Nov-2016 | Expected success | |
| Lead | | | Due Date | 01-Apr-2020 | Likely to meet target | |
| Children's Services Directorate | | | Completed Date | | | |

| Code & Title | Description | Long-term Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| 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 was approved by Finance Executive Manager and work has commenced on finalising job profiles and person specifications. |
| | | | Actual Start | 01-Mar-2018 | 5% | |
| | | | Original Due Date | 01-Jun-2022 | Expected success | |
| Lead | | | Due Date | 01-Jun-2022 | Likely to meet target | |
| Children's Services Directorate | | | Completed Date | | | |

## . Place

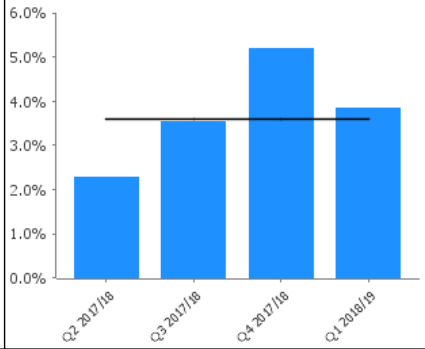
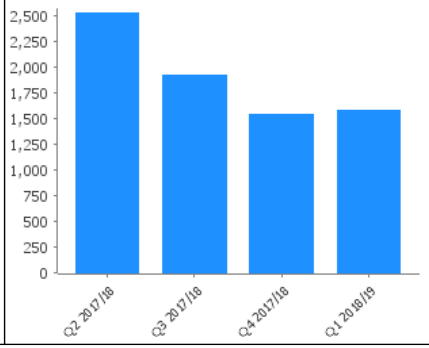
Shetland is an attractive place to live, work, study and invest

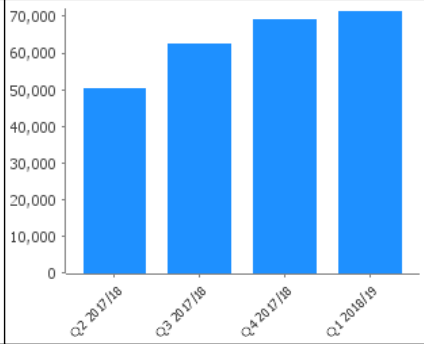
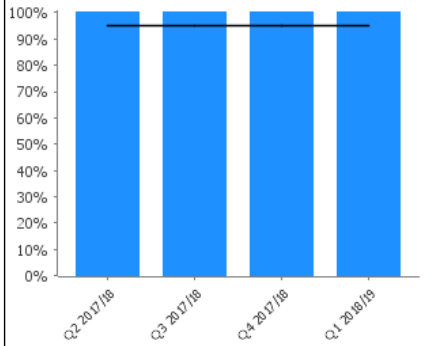
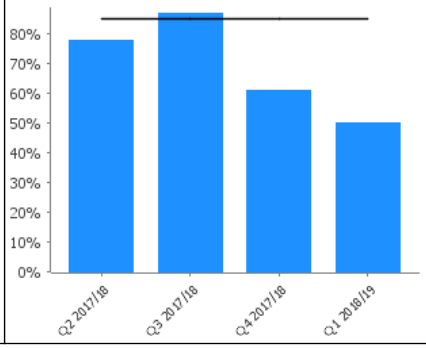
| Code & Title | Description | Long-term Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| DP115 Active Shetland - A Strategy for Physical Activity and Sport | Undertake consultation and publish the new Active Shetland - A Strategy for Physical Activity and Sports Strategy 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 has undertaken a public consultation review of the current Sports Strategy, which also included seeking priorities for the development of the new Active Shetland Strategy. The findings of this review were presented to the Shetland Partnership Board and a Shetland Sports Forum. The content of the Strategy is now complete and is waiting for the completion of the Shetland Partnership Plan to ensure that it is consistent with the priorities of this Plan. |
| | | | Actual Start | 18-May-2016 | 95% | |
| | | | Original Due Date | 31-Mar-2017 | Expected success | |
| Lead | | | Due Date | 30-Nov-2018 | Likely to meet target | |
| Children's Services Directorate | | | Completed Date | | | |

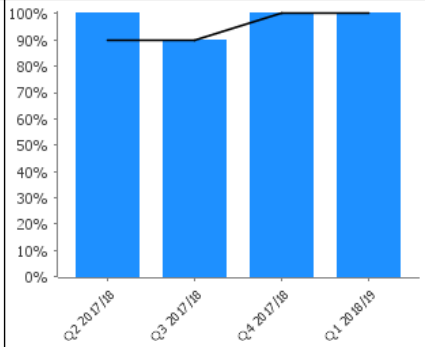
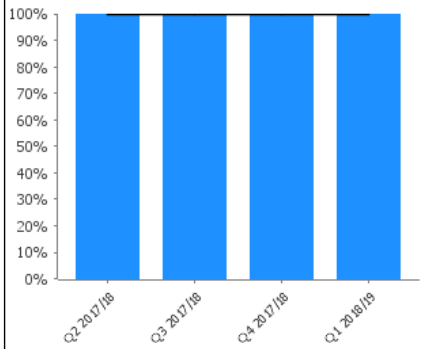
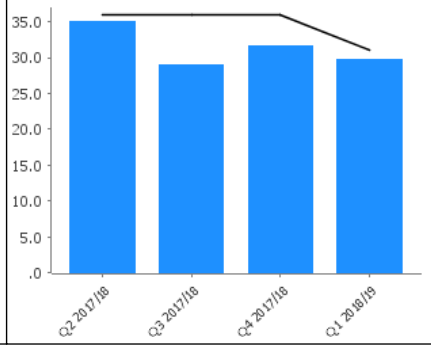
# Appendix B PPMF Performance Indicators (Quarterly)- Children's Services Directorate

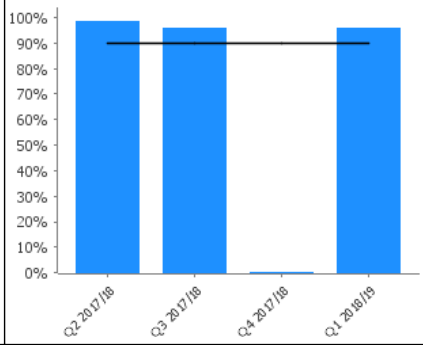
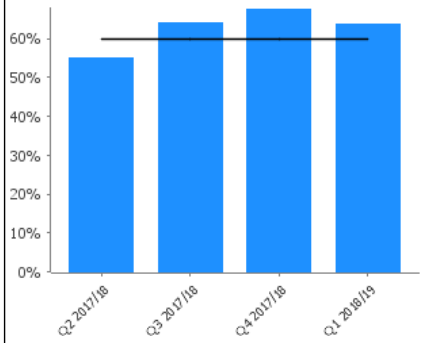
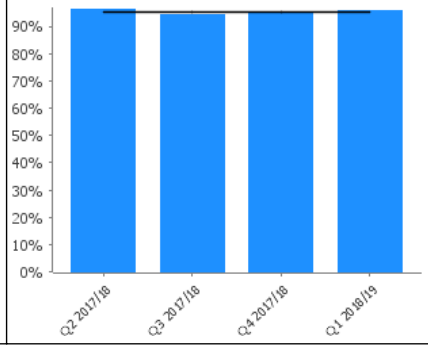
Shetland Islands Council

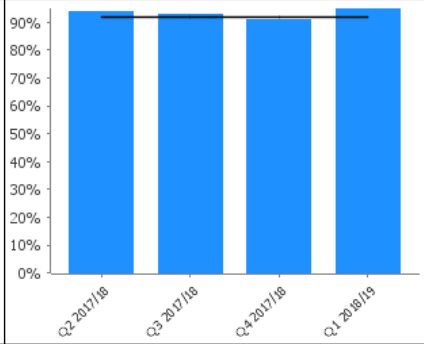
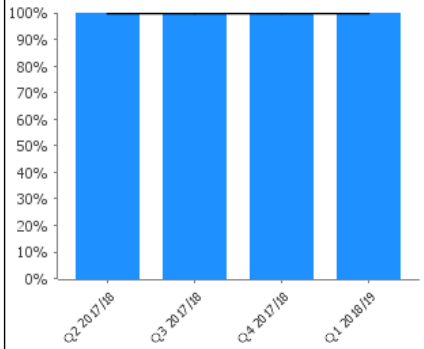
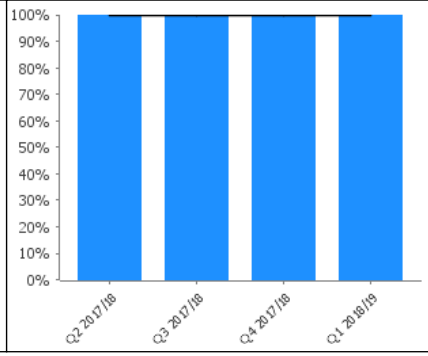
**Generated on:** 20 August 2018

| Code & Short Name | Previous Years | | Quarters | | | | | Graphs | Past performance & future improvement Statements |
|---|---|---|---|---|---|---|---|---|---|
| | 2016/17 | 2017/18 | Q2 2017/18 | Q3 2017/18 | Q4 2017/18 | Q1 2018/19 | Q1 2018/19 | | |
| | Value | Value | Value | Value | Value | Value | Target | | |
| OPI-4C-B Sick %age - Children's Services Directorate | 2.5% | 3.5% | 2.3% | 3.5% | 5.2% | 3.8% | 3.6% |   | Sickness Levels are slightly above target but are down from the previous quarter. Absence levels are carefully monitored by Executive Managers and Team Leaders. |
| OPI-4E-B Overtime Hours - Children's Services Directorate | 5,748 | 7,909 | 2,528 | 1,927 | 1,544 | 1,585 | |   | Following a peak in overtime hours we have reduced them over the last three quarters. |

| Code & Short Name | Previous Years | | Quarters | | | | | Graphs | Past performance & future improvement Statements |
|---|---|---|---|---|---|---|---|---|---|
| | 2016/17 | 2017/18 | Q2 2017/18 | Q3 2017/18 | Q4 2017/18 | Q1 2018/19 | Q1 2018/19 | | |
| | Value | Value | Value | Value | Value | Value | Target | | |
| OPI-4G-B Employee Miles Claimed - Children's Services Directorate | 293,882 | 254,850 | 50,175 | 62,562 | 69,133 | 71,151 | |  | Pattern of mileage claims for Quarter 4 reflects teachers travelling to other schools and is in line with the budget. |
| B01 FOISA responded to within 20 day limit - Children's Services | 93% | 100% | 100% | 100% | 100% | 100% | 95% |  | 50 out of 50 |
| CF01 LAC reviews done within required timescales | 71% | 78% | 78% | 87% | 61% | 50% | 85% |  | **Performance** - 10 reviews out of 20 completed on time, 4 were missed due to staffing shortages and 5 missed due to child/family issues.<br>**Improvement** - Recruiting issues being addressed and review of admin processes being dealt with to support social workers. |

| Code & Short Name | Previous Years | | Quarters | | | | | Graphs | Past performance & future improvement Statements |
|---|---|---|---|---|---|---|---|---|---|
| | 2016/17 | 2017/18 | Q2 2017/18 | Q3 2017/18 | Q4 2017/18 | Q1 2018/19 | Q1 2018/19 | | |
| | Value | Value | Value | Value | Value | Value | Target | | |
| CF06 Number of Case Conferences held within 21 days of decision to progress | 100% | 87% | 100% | 90% | 100% | 100% | 100% |  | **Performance** – All conferences convened within 10 day target. **Improvement** – continue working within inter-agency CP procedures when convening conferences |
| CR01 Annual Inspection Reports - Chidren's Residential properties graded as 'Adequate' or better | 100% | 100% | 100% | 100% | 100% | 100% | 100% |  | **Performance**: All units currently have inspection grading of 'Adequate' or better in all 4 inspection themes. **Improvement:** Maintain existing standards within existing resources. |
| LB01 Number of library items issued quarterly (1,000s) | 144.8 | 130.8 | 35.1 | 29.0 | 31.7 | 29.8 | 31.0 |  | Book issues are slowly falling, which is a national trend. However Shetland's issue figures remain relatively high with good uptake in early years and schools. eBook lending is beginning to rise. |

| Code & Short Name | Previous Years | | Quarters | | | | | Graphs | Past performance & future improvement Statements |
|---|---|---|---|---|---|---|---|---|---|
| | 2016/17 | 2017/18 | Q2 2017/18 | Q3 2017/18 | Q4 2017/18 | Q1 2018/19 | Q1 2018/19 | | |
| | Value | Value | Value | Value | Value | Value | Target | | |
| SL01 All play areas inspected at least 4 times a year | 95% | 0% | 98.6% | 96% | 0% | 96% | 90% |  | **Performance**: The target for inspection play areas for period 1 in 2018-19 has been met.<br><br>Improvement: To ensure that this target is met throughout the remainder of the year. |
| SL06 Room bookings in Islesburgh - % of rooms in use | 59.75% | 62.83% | 55% | 64% | 67.33% | 63.7% | 60% |  | **Performance**: In the first quarter of 2018-19 rooom bookings in Islesburgh Community Centre have been above the target figure despite a reduction in bookings over the easter holidays.<br><br>**Improvement**: To maintain the high levels of usage within current budgetary constraints. |
| SQ04 Attendance rates - primary school pupils | 95.65% | 95.13% | 96.1% | 94.1% | 94.7% | 95.9% | 95.1% |  | **Performance**: Yearly government figures continually show Shetland to be performing above the national average.<br>**Improvement**: To be monitored quarterly to maintain high levels. |

| Code & Short Name | Previous Years | | Quarters | | | | | Graphs | Past performance & future improvement Statements |
|---|---|---|---|---|---|---|---|---|---|
| | 2016/17 | 2017/18 | Q2 2017/18 | Q3 2017/18 | Q4 2017/18 | Q1 2018/19 | Q1 2018/19 | | |
| | Value | Value | Value | Value | Value | Value | Target | | |
| SQ05 Attendance rates - secondary school pupils | 92.92% | 92.65% | 93.7% | 92.7% | 90.7% | 94.7% | 91.9% |  | **Performance:** Yearly government figures continually show Shetland to be performing well above the national average. **Improvement**: :To be monitored quarterly to maintain high levels |
| SQ06 Positive inspection reports of pre-school settings | 100% | 100% | 100% | 100% | 100% | 100% | 100% |  | **Performance**: All local authority settings currently have inspection grading of 'Adequate' or better in all 4 inspection themes. **Improvement**: Quality Improvement will continue to monitor this excellent position to ensure it is maintained. |
| SQ07 Positive inspection reports for schools | 100% | 100% | 100% | 100% | 100% | 100% | 100% |  | **Performance**: All units currently have inspection grading of 'Adequate' or better in all 4 inspection themes. **Improvement**: Quality Improvement will continue to monitor this excellent position to ensure it is maintained. |

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

**NOTE:** Sickness absences are seasonal, therefore quarters are compared to the same quarters in previous years

**Generated on:** 20 August 2018

| | Years | | | | 2 years ago | Last year | This year |
|---|---|---|---|---|---|---|---|
| Short Name | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Q1 2016/17 | Q1 2017/18 | Q1 2018/19 |
| | Value | Value | Value | Value | Value | Value | Value |
| Sickness Percentage - Whole Council | 4.2% | 3.7% | 3.1% | 4.0% | 2.6% | 4.0% | 3.7% |
| Sick %age - Chief Executive's "Directorate" | 2.4% | 3.5% | 1.2% | 2.9% | 0.5% | 1.1% | 3.3% |
| Sick %age - Children's Services Directorate | 3.7% | 2.9% | 2.5% | 3.5% | 2.3% | 3.2% | 3.8% |
| Sick %age - Community Health & Social Care Directorate | 6.0% | 5.6% | 5.2% | 6.3% | 4.1% | 7.6% | 4.9% |
| Sick %age - Corporate Services Directorate | 2.4% | 1.8% | 1.9% | 2.6% | 0.8% | 2.3% | 1.4% |
| Sick %age - Development Directorate | 4.2% | 3.5% | 2.9% | 2.8% | 2.2% | 2.1% | 2.6% |
| Sick %age - Infrastructure Directorate | 4.0% | 3.8% | 2.4% | 3.3% | 2.5% | 2.9% | 3.6% |

# Appendix C - Complaints - Children's Services Directorate

Shetland Islands Council

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:** 20 August 2018

## Standard of service received

| ID | Stage Title | Received Date | Status | Closed Date | Service/Directorate | Days Elapsed | Complaint Upheld? |
|---|---|---|---|---|---|---|---|
| COM-17/18-718 | Investigation | 08-Mar-2018 | Closed | 20-Apr-2018 | Schools | 42 | Partially Upheld |
| COM-17/18-767 | Frontline | 12-Mar-2018 | Closed | 23-Apr-2018 | Children & Families | 29 | Not Upheld |
| COM-18/19-768 | Investigation | 16-Apr-2018 | Alert | | Children & Families; Governance & Law | 90 | |
| 201718/07 | Frontline | 12-Mar-2018 | Closed | 23-Apr-2018 | Children & Families | 29 | Partially Upheld |
| 201718/08 | Frontline | 14-Mar-2018 | Closed | 03-Apr-2018 | Children & Families | 13 | Partially Upheld |
| COM-18/19-787 | Investigation | 16-May-2018 | Closed | 15-Jun-2018 | Schools | 25 | Partially Upheld |
| COM-18/19-796 | Frontline | 12-Jun-2018 | Closed | 26-Jun-2018 | Schools | 10 | Partially Upheld |
| COM-18/19-800 | Frontline | 18-Jun-2018 | Closed | 26-Jun-2018 | Shetland Library | 6 | Not Upheld |
| COM-18/19-805 | Investigation | 20-Jun-2018 | Closed | 06-Aug-2018 | Schools | 33 | |

## Behaviour/Attitude of staff

| ID | Stage Title | Received Date | Status | Closed Date | Service/Directorate | Days Elapsed | Complaint Upheld? |
|---|---|---|---|---|---|---|---|
| COM-17/18-669 | Investigation | 01-Sep-2017 | Closed | 30-Apr-2018 | Schools | 167 | Upheld |
| COM-17/18-717 | Investigation | 14-Feb-2018 | Closed | 02-May-2018 | Schools | 79 | Not Upheld |
| COM-17/18-730 | Frontline | 16-Mar-2018 | Closed | 07-Jun-2018 | Children's Services Directorate | 10 | Partially Upheld |
| COM-18/19-769 | Frontline | 04-May-2018 | Closed | 11-May-2018 | Schools | 5 | Not Upheld |

## Cannot group these rows by Complaint Type Description

| ID | Stage Title | Received Date | Status | Closed Date | Service/Directorate | Days Elapsed | Complaint Upheld? |
|---|---|---|---|---|---|---|---|
| COM-18/19-804 | Frontline | 29-Jun-2018 | Alert | | Schools | 36 | |

# Appendix D Children's Services Risk Assessment

| Category | Corporate Plan | Risk & Details | Current Likelihood | | Current Impact | | Current Risk Profile | | Current and Planned Control Measures | Controlled Likelihood | | Controlled Impact | | Controlled Risk Profile | | Responsible Officer |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Corporate | A4. Young People - Protecting vulnerable children and young people | EC0027 - Fees/Charges LossAs 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. Care Leavers need to be supported in moving on. | Possible | 3 | Minor | 2 | Medium | 6 | • 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 | 2 | Minor | 2 | Low | 4 | Helen Budge |
| Directorate | F1. Our "20 by '20" - Leadership & Management | EC0016 - Accidents /Injuries - Staff/Pupils/ Clients/OthersChildren's Services has a large number of staff across many services. A failure or lapse in professional standards, or unforseen incident could cause or lead to injury or harm to staff in the course of their employment, impact on communities, litigation, liability, press interest. | Possible | 3 | Significant | 3 | Medium | 9 | • CMT to review PIN stats and policies. MAPA training (new CALM) for staffMay '16 update - MAPA training underway. PIN stats analysis requested | Possible | 3 | Minor | 2 | Medium | 6 | Helen Budge |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Directorate | F1. Our "20 by '20" - Leadership & Management | EC0018 - Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etcChildren's Services operate within a complex legislative environment and is required to comply with national and local policies including equalities, etc, a breach of any of these could lead to a failure to meet statutory objectives, Care Inspectorate/ Health and Safety investigation, Poor report, censure, HSE improvement/ prohibition notice or prosecution | Rare | 1 | Significant | 3 | Low | 3 | • 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.<br>• 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 | 1 | Minor | 2 | Low | 2 | Helen Budge |
| Directorate | F1. Our "20 by '20" - Leadership & Management | EC0020 - Deadlines - failure to meetOrganisation works within the, sometimes conflicting requirements for confidentiality, to meet FOISA, adress complaints and be transparent and publicly accountable. | Possible | 3 | Significant | 3 | Medium | 9 | • System and plan in place to ensure new complaints are recorded and managed consistently. | Unlikely | 2 | Significant | 3 | Medium | 6 | Helen Budge |
| Directorate | F5. Our "20 by '20" - Standards of Governance | EC0019 - Publicity - badChildren's Services operates within the requirements of FOISA, confidentiality and public accountability. These different priorities can conflict. Communications and media misperception continues to be a challenge. A failure to share information/ mis-perception by media or incident can lead to negative media coverage & reputational damage | Possible | 3 | Significant | 3 | Medium | 9 | • Communications Policy/ Strategy is followed by staff, major projects have specific communications strategies as required under PRINCE2, e.g. Quality Improvement Framework. | Unlikely | 2 | Significant | 3 | Medium | 6 | Helen Budge |
| Directorate | F5. Our "20 by '20" - Standards of Governance | EC0022 - Key staff - loss ofChildren's Services has a large cohort of staff with many specialist posts. Shetland is a small place with a limited pool of labour. Also, unemployment is low. Vacant posts are difficult to fill, and this is acute in some areas. Retirement or resignation, particularly in specialist posts, can lead to recruitment costs, on-going vacancies and pressure on remaining staff | Possible | 3 | Major | 4 | High | 12 | • Recruitment and selection policy is being reviewed, transfer agreement in place to support the efficient use of resources.Regular monitoring of workforce profile information including recruitment and retention is carried out to be able to respond appropriately where there are hot spots. A further review of social work by the Chief Social worker in partnership with HR will also inform where further changes can be made. | Possible | 3 | Significant | 3 | Medium | 9 | Helen Budge |

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Directorate | F8. Our "20 by '20" - Efficient | EC0017 - Economic / Financial - OtherEC0017 - Economic / Financial - Other - Children's Services is required to make significant savings as part of the organisation's Medium Term Financial Plan. If savings projects fail or are delayed, the Service/ Directorate will fail to make the required savings, organisation wont meet requirements of MTFP. | Almost Certain | 5 | Major | 4 | High | 20 | • Children's Services continues to work towards realising efficiency savings | Unlikely | 2 | Significant | 3 | Medium | 6 | Helen Budge |
| Operational | F1. Our "20 by '20" - Leadership & Management | EC0011 - Health and safety - Statutory inspectionsHayfield House is a large building with 96 staff.<br>A Serious incident, including loss of life or serious injury, Loss of part or all of the building, Failure to ensure regular health and safety checks are carried out within Hayfield House could lead to a HSE inspection/ investigation. Could result in Legal and Financial Implications, Service delivery disrupted or stopped. | Unlikely | 2 | Major | 4 | Medium | 8 | • Regular Safety Checks, Business Continuity Plan in place,Building Services - PAT testing - annual<br>Fire Risk Assessment and Plan reviewed annually<br>Weekly fire alarm checks<br>Yearly fire evacuation drills<br>Annual check of fire fighting equipment<br>Building checklist emailed to management team - 11 Oct 2016<br>Monthly safety checks including emergency lighting etc<br>Mandatory manager H & S training | Rare | 1 | Significant | 3 | Low | 3 | Helen Budge |

# Shetland Islands Council

Agenda Item

**2**

| | | |
|---|---|---|
| **Meeting(s):** | Education and Families Committee | Date 27 August 2018 |
| **Report Title:** | Management Accounts for Education and Families Committee: 2018/19 – Projected Outturn at Quarter 1 | |
| **Reference Number:** | F-057-F | |
| **Author / Job Title:** | Jonathan Belford, Executive Manager - Finance | |

## 1.0 Decisions / Action required:

1.1 The Education and Families Committee RESOLVES to review the Management Accounts showing the projected outturn position at Quarter 1.

## 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 Directorates' performance reports, and allows the Committee the opportunity to provide instruction to officers to address any forecast overspends in order that the budget is delivered by year-end.

2.2 On 14 February 2018 (SIC Min Ref: 5/18) the Council approved the 2018/19 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 £11.684m. 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 2018/19 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 2018/19 as at the end of the first quarter for revenue and capital. The forecasts have been determined by Finance Services after consultation with the relevant budget responsible officers.

4.2 The projected revenue outturn position for the Education and Families Committee is an overspend of £695k, which means the services in this Committee area are collectively projected to spend more than their approved revenue budget.

4.3 The Director of Children's Services will address the projected overspend by ensuring that Children's Services Management Team closely monitor spend within the budgets allocated through discussion at weekly team meetings and continuing to look for efficiencies as they arise during the year to offset the overspends in certain areas. Work with Human Resources will continue to look at workforce planning for Children and Families Social Work to support recruiting to posts and reducing the use of agency staff. Children's Services will monitor the young people being accommodated off island and continue to commit to providing accommodation here in Shetland for our young people as appropriate. Where budget underspends arise, they will be utilised to cover the necessary expenditure on off island placements until some of our longer term strategies in the emotional wellbeing project and the Children's Resources review are implemented. Staffing across schools will be looked at to ensure we are as efficient as the national teacher pupil ratios allow. Sickness levels will continue to be monitored, implementing the maximising attendance policy and procedures for all staff.

4.4 The projected capital outturn position for the Education and Families Committee is an underspend of £945k in 2018/19, with a slippage requirement for 2019/20 of the full amount. This means the services in this Committee area are collectively projected to spend the Council approved capital budget in total.

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 2018/19 Budget for cost pressures and contingencies. 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 apprenticeship levy, 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.<br><br>4.9 No cost pressure or contingency budget has been applied to date to Children Services Directorate's overall budget. | |
| **5.0 Exempt and/or confidential information:** | |
| 5.1 None. | |
| **6.0 Implications :** | |
| **6.1 Service Users, Patients and Communities:** | 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. |
| **6.2 Human Resources and Organisational Development:** | 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. |
| **6.3 Equality, Diversity and Human Rights:** | 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. |
| **6.4 Legal:** | 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. |
| **6.5 Finance:** | The 2018/19 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.<br><br>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. It is therefore vital that the Council delivers its 2018/19 budget.<br><br>This report demonstrates that the services under the remit of the Education and Families Committee are projecting to spend more than their Council approved budget. |
| **6.6 Assets and Property:** | 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. |
| **6.7 ICT and new technologies:** | 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. |

| | |
|---|---|
| **6.8**<br>**Environmental:** | 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. |
| **6.9**<br>**Risk Management:** | There are numerous risks involved in the delivery of services and the awareness of these risks is critical to successful financial management.<br><br>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.<br><br>The most significant financial risks for services reporting to this Committee are:<br><br>• The need for supported accommodation may vary due to either demand or legislation;<br>• The need for support in schools may vary due to either demand or legislation; and<br>• Changes to school rolls can result in a requirement for additional teaching staff.<br><br>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.<br><br>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.<br><br>A strong balance sheet and the availability of usable reserves ensure that the Council is prepared for significant unforeseen events.<br><br>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. |

| | | |
|---|---|---|
| **6.10 Policy and Delegated Authority:** | Section 2.1.2(3) of the Council's Scheme of Administration and Delegations states that the Committee may exercise and perform all powers and duties of the Council in relation to any function, matter, service or undertaking delegated to it by the Council. The Council approved both revenue and capital budgets for the 2018/19 financial year. This report provides information to enable the Committee to ensure that the services within its remit are operating within the approved budgets.<br><br>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. | |
| **6.11 Previously considered by:** | *n/a* | *n/a* |

**Contact Details:**
Laura Gray, Senior Assistant Accountant, laura.gray@shetland.gov.uk, 20 August 2018

**Appendices:**
Appendix 1 – Education and Families Committee Projected Revenue Outturn Position 2018/19
Appendix 2 – Education and Families Committee Projected Capital Outturn Position 2018/19

**Background Documents:**
SIC Budget Book 2018/19, SIC 14 February 2018
http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=22032

## Education and Families Committee

### 1. Projected Revenue Outturn Position 2018/19

| Service | 2018/19 Revised Annual Budget at Q1 | 2018/19 Projected Outturn at Q1 | 2018/19 Budget v Proj. Outturn Variance at Q1 (Adv)/ Pos |
|---|---|---|---|
| | £000 | £000 | £000 |
| Director of Children's Services | 2,598 | 2,571 | 27 |
| Children and Families | 1,285 | 1,442 | (157) |
| Children's Resources | 4,616 | 4,904 | (289) |
| Library | 925 | 925 | 0 |
| Quality Improvement/Schools | 31,469 | 31,755 | (286) |
| Sport and Leisure | 1,224 | 1,205 | 19 |
| Community Planning and Development | 343 | 351 | (8) |
| **Total Controllable Costs** | **42,459** | **43,154** | **(695)** |

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

**1.1 Director of Children's Services - projected outturn underspend £27k (1%)**

There are no significant variances in this service area.

**1.2 Children and Families - projected outturn overspend (£157k) (12%)**

Within this service area there are a number of social worker vacancies, resulting in a projected underspend of £259k. However, due to the nature of these posts it has become necessary to utilise agency staff to cover some of these vacancies and to carry out specific work in relation to Youth Justice, which is projected to result in an overspend of £388k.

**1.3 Children's Resources - projected outturn overspend (£289k) (6%)**

This overspend is due to the cost of travel and accommodation in relation to young people being accommodated off island, including secure accommodation (£200k) and the cost of accommodating young people being looked after on island (£310k). There are a number of contributing factors to the additional cost of on-island residential care, namely the opening of a property in Brae, additional overtime being worked and the vacancy factor that was built into the estimates not being met. These overspends are partially offset by underspends due to vacancies within Short Breaks, Bruce Family Centre and Islesburgh Out of School Club £146k and the anticipated nil spend on the HUB project £90k.

### 1.4 Library - projected outturn on target

There are no significant variances in this service area.

### 1.5 Quality Improvement/Schools - projected outturn overspend (£286k) (1%)

Revisions to school transport contracts following the introduction of the asymmetric week have resulted in an additional cost of £178k. It was agreed by Education and Families committee on 5 February 2018 that this would be met from existing resources within Children's Services, and as such, budget totalling this sum has been transferred to Transport Planning. Other overspends include sickness cover (£47k) and increased need in ASN (£40k).

### 1.6 Sport and Leisure - projected outturn underspend £19k (2%)

There are no significant variances in this service area.

### 1.7 Community Planning and Development - projected outturn overspend (£8k) (2%)

There are no significant variances in this service area.

**Education and Families Committee**

## 2. Projected Capital Outturn Position 2018/19

| Service | 2018/19 Revised Annual Budget at Q1 | 2018/19 Projected Outturn at Q1 | 2018/19 Budget v Proj. Outturn Variance at Q1 (Adv)/ Pos |
|---|---|---|---|
| | £000 | £000 | £000 |
| Children Resources | 670 | 0 | 670 |
| Quality Improvement/Schools | 2,522 | 2,247 | 275 |
| **Total Controllable Costs** | **3,192** | **2,247** | **945** |

An explanation for the main variances is set out below.

**2.1 Children Resources - projected outturn underspend £670k (100%)**

No expenditure anticipated this financial year as the project has been taken back to scoping stage. This underspend will require to be carried forward to 2019/20.

**2.1 Quality Improvement/Schools - projected outturn underspend £275k (11%)**

Due to late announcement of Early Learning and Childcare funding, it is not anticipated that we will fully spend this year's allocation. Any underspend will require to be carried forward to 2019/20.

Shetland Islands Council

Agenda Item **3**

| | | |
|---|---|---|
| **Meeting(s):** | **Education and Families Committee** | **27 August 2018** |
| **Report Title:** | **External Audit report (Care Inspectorate) – Isles Haven Nursery** | |
| **Reference Number:** | **CS-31-18-F** | |
| **Author / Job Title:** | **Jordan Sutherland, Executive Manager – Children's Resources** | |

## 1.0 Decisions / Action required:

1.1 Education and Families Committee are asked to NOTE the content of this report, following an inspection of Isles Haven Nursery carried out by the Care Inspectorate.

## 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 The purpose of this report is to highlight the findings of an unannounced inspection carried out by the Care Inspectorate at Isles Haven Nursery on 1st May 2018. The final report is attached as Appendix 1.

2.3 The service achieved the following quality grades at inspection:

| | |
|---|---|
| Quality of Care and Support | 5 – Very Good |
| Quality of Environment | 5 – Very Good |
| Quality of Staffing | 5 – Very Good |
| Quality of Management & Leadership | 5 – Very Good |

## 3.0 Corporate Priorities and Joint Working:

3.1 Shetland Island's 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 Care Inspectorate highlight areas of strength in the provision of early learning and childcare at Isles Haven Nursery, including:

- Staff knowledge and understanding of children's needs
- Effective partnerships with parents and professionals
- Promotion of outdoor play
- Learning opportunities for children
- Staff development and training, and
- Involvement of parents

4.2 The service has retained its quality grades at 'very good' since the last inspection by the Care Inspectorate in June 2016

4.3 The Care Inspectorate made one recommendation in their report regarding the nappy changing area, which was immediately addressed by the service. The full report is attached as appendix 1.

| 5.0 | Exempt and/or confidential information: |
|---|---|

5.1 None

| 6.0 Implications | |
|---|---|
| **6.1 Service Users, Patients and Communities:** | There are no significant impact on services users arising from this report. The report highlights that the service is performing well and generally, parents and children are happy with the care they receive from Isles Haven Nursery. |
| **6.2 Human Resources and Organisational Development:** | The recommendation made by the Care Inspectorate is in relation to infection control procedures. The service has taken immediate steps to improve performance in this area. |
| **6.3 Equality, Diversity and Human Rights:** | None |
| **6.4 Legal:** | None |
| **6.5 Finance:** | None |
| **6.6 Assets and Property:** | None |
| **6.7 ICT and new technologies:** | None |
| **6.8 Environmental:** | None |

| | |
|---|---|
| **6.9**<br>**Risk Management:** | None |
| **6.10**<br>**Policy and Delegated Authority:** | 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 relation to children and families, schools, preschool and lifelong learning.<br><br>This report is for noting only and no decisions are sought. |
| **6.11**<br>**Previously considered by:** | None. |

**Contact Details:**
Jordan Sutherland, Executive Manager – Children's Resources
jordan.sutherland@shetland.gov.uk
01595 74 4476

**Report Finalised**: 16 August 2018

**Appendices:**
Appendix 1: Care Inspectorate Report, Isles Haven Nursery, May 2018

END

care inspectorate

# Isles Haven Nursery
## Day Care of Children

Old Infant School
King Harald Street
Lerwick
Shetland
ZE1 0EQ

Telephone: 01595 745398

Type of inspection: Unannounced
Inspection completed on: 1 May 2018

**Service provided by:**
Shetland Islands Council

**Service provider number:**
SP2003002063

**Care service number:**
CS2003009584

HAPPY TO TRANSLATE

## 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 areas within a former primary school in Lerwick, Shetland. The service has exclusive use of one half of the building consisting of three playrooms, kitchen, office, children's toilets, staff toilet, disabled toilet, storage areas and fully enclosed outdoor area at the rear. The service also has shared use of the garden at the nearby Islesburgh Community Centre.

The service was registered to care for a maximum of 40 children aged two years to those not yet attending primary school. The service provides both full or part day care and is registered to care for vulnerable 2's.

Included within aims of the service was:

> "To provide a safe and stimulating environment in which children feel safe and secure".

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

Children on both days appeared happy, settled and confident in the care of the staff. They had formed positive relationships with staff and we saw them readily approaching staff who responded in a caring and nurturing manner. Children told us they enjoyed coming to Isles Haven and described their favourite things, which included: playing outside, story-time and 'making things'.

We sent out 16 Care Standards Questionnaires for parents and carers; 13 were completed and returned to us. We emailed four parents who supplied an email address and received no replies. When asked about the overall quality of care their child received at Isles Haven Nursery, 12 parents indicated they were very satisfied and one indicated they were satisfied.

There were written comments, two of which were:

> "The nursery are always out and about with the children - at the park, at the library, attending 'bookbug' etc. and I think it really encourages the children to become active in their community and engage with other people/adults outwith nursery and grow in confidence. They don't have a big outdoor space at the nursery, but this never stops the children from getting exercise as they are always out for walks and to the park and to next door gardens for gym etc. which I prefer".
>
> "Clean lovely well structured nursery, find everyone there is very helpful".

During short interviews with parents we found they were very happy with all aspects of the service, stating their child was well supported in their learning and development. Parents were particularly pleased with the friendly staff describing them as helpful and kind, and liked that children played outdoors so often.

Among the many positive comments were:

> "Excellent nursery. All staff are easy to talk with. I have nothing negative to say about it and have recommended it to others."
> "The new 'Class Dojo' is great - nice to see my child at play and see where they have been".
> "I like that they go out so much and learn real life-skills".

## Self assessment

The service had not been asked to complete a self assessment in advance of the inspection. We looked at their quality assurance processes and how they were monitoring 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** | 5 - Very Good |
| **Quality of staffing** | 5 - Very Good |
| **Quality of management and leadership** | 5 - Very Good |

## What the service does well

Staff had a very good knowledge and understanding of the needs of each child and used this to actively support children. We saw staff put the wellbeing of children at the heart of the service and regularly discussed needs, for example: they had short meetings at the start of each session to discuss the service and specific support required. Staff were nurturing and caring with all children and understanding of the specific needs of the younger two-year olds. We saw children were happy, settled and confident.

Staff knew the children very well, and described their individual care and learning needs confidently. From looking at children's records we noted information was gathered from parents which helped staff prepare for and meet the children's needs. Information was fed into the children's care plans, which held clear, detailed information and were reviewed with parents every six-monthly. All information was regularly updated which showed us staff were aware of current needs and could meet these. Children with additional support needs received strong support.

Effective partnerships with parents and other professionals supported the high quality care children received. As a result children and their families were well supported and children were learning and developing at their own pace.

Children were supported to be healthy through daily opportunities to play outdoors. Parents told us this was one of the aspects they valued at Isles Haven. We accompanied the children for an outing to the nearby play-park on the first day, noting they were confident on the apparatus and competent at keeping themselves safe. On the second day we saw them play outdoors with an interesting and stimulating range of resources. Children were given healthy snacks and parents were asked to provide healthy options in their packed-lunch. Snack was a sociable experience which encouraged children to develop their language and social skills. We discussed how they might try a more informal rolling snack, when time allowed.

Effective procedures were in place to safeguard children. The child protection policy provided clear guidance for staff. Staff were knowledgeable and had a clear understanding of their roles and responsibilities to protect children. Appropriate systems were in place for recording and reporting any concerns. Staff attended child protection awareness training on a rolling-programme as part of their core training. Staff were also up-to-date with first aid training, food hygiene and manual handling.

We noted staff were suitably qualified to carry out their role and two were currently working towards a higher qualification. All were registered with the Scottish Social Services Council (SSSC). The SSSC is responsible for registering people who work in social services and regulating their education and training. Staff worked well as a team, ensuring children's needs were met and they were provided with a range of high quality learning experiences.

Staff were knowledgeable and competent and encouraged to develop their skills and knowledge further. They had attended a range of training opportunities and development opportunities aimed at improving the quality of children's experiences, for example Getting it right for Every Child (GIRFEC) and Pre-Birth to Three. They access the local authority's in-service training days which had a positive impact on children's learning experiences.

Children had access to a wide and varied choice of learning opportunities. We saw happy smiling faces and busy children enjoying their play. Children were involved in their learning having together times to plan using mind maps and floor books. They evaluated their learning recording what they now knew in the floor books, which were displayed within the service.

Staff understood the importance of involving parents in their child's learning. They provided a range of opportunities that encouraged parents to become involved. For example: each child had a 'Learning Story' displayed in the entrance area, The newly introduced 'Class Dojo' (online communication regime) was proving a very popular way of keeping the parents updated and involved with all aspects of the service. Staff undertook meaningful observations of children's stage of development which were used to identify next steps to support children learning and development. Children were interested and engaged in their play and were gently supported to achieve their potential.

## What the service could do better

We noted an infection control issue within the service ie. how the nappy change area was used. We noted that there were items of clothing stored here. This area was also being used to store items of play equipment. We discussed this should be used for nappy change only and spare clothing stored in a sealed container. We saw the tooth-brushing was carried out here and discussed this should be done elsewhere. We directed the service to the current infection control guidelines.

The current best practice information can be viewed at:

**Infection Prevention and Control in Childcare Settings (Day Care and Childminding Settings) September 2015 - see page 5:**

http://www.documents.hps.scot.nhs.uk/hai/infection-control/guidelines/infection-prevention-control-childcare.pdf

They should also look at the current nappy change guidelines which can be found on the Care Inspectorate website:

**The Hub: nappy changing facilities in early years, nurseries and large childminding service. Publication code OPS-0312-226**

We noted the Care Commission was included on the service's Complaint Policy. We brought this to the manager's attention during the feedback session with the manager and her line-manager. She stated her intent to change this immediately and add Care Inspectorate.

We discussed how their day was structured and how children moved from area to area at set times. We discussed free-flow play and self-directed play which was an area the manager told us they looked at frequently.

## Requirements

**Number of requirements:** 0

## Recommendations

**Number of recommendations:** 1

1. The service should look at how the nappy change area is being used. This should be for nappy change only and not used for tooth-brushing, storage of play equipment or spare clothing. Staff should ensure that the correct procedures for nappy changing are followed in line with current best practice guidance.

This is to ensure care and support is consistent with the Health and Social Care Standards which states that as a child I have confidence in people because they are trained, competent and skilled, are able to reflect on their practice and follow their professional and organisational codes. (HSCS 3.14) and I experience a high quality environment if the organisation provides the premises (HSCS 5.22)

## Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at www.careinspectorate.com.

## Inspection and grading history

| Date | Type | Gradings | |
|---|---|---|---|
| 1 Jun 2016 | Unannounced | Care and support<br>Environment<br>Staffing<br>Management and leadership | 5 - Very good<br>5 - Very good<br>5 - Very good<br>5 - Very good |
| 26 Jun 2014 | Unannounced | Care and support<br>Environment<br>Staffing<br>Management and leadership | 4 - Good<br>4 - Good<br>5 - Very good<br>4 - Good |
| 17 May 2012 | Unannounced | Care and support<br>Environment<br>Staffing<br>Management and leadership | 6 - Excellent<br>6 - Excellent<br>5 - Very good<br>5 - Very good |
| 13 Jan 2009 | Unannounced | Care and support<br>Environment<br>Staffing<br>Management and leadership | 5 - Very good<br>5 - Very good<br>4 - Good<br>5 - Very good |

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