

## Service Priority Plan 2011/12 and Future Years

### Service: Schools Service

#### Service Statement:

The Schools Service provides an education service to the community, within Council policy, by carrying out the following functions:

- The Service is responsible for securing adequate and efficient provision of school education for pupils aged 3 – 18, education for pupils with additional support needs.
- The Service is also responsible for providing services which are ancillary to the above. These include residential accommodation for pupils, grants, bursaries, school meals and milk.
- The Library and Information Service provides services to the community by developing and supporting access to library services in communities throughout Shetland.
- The Young People's Service carries out the following functions: Youth Centre provision; Youth Empowerment; Equalities; and Inclusion.

#### Our Aims and Objectives

The Vision for the Schools Service is to achieve "outstanding outcomes for all".

This is expressed in terms of four main aims. These are:

1. To be **responsible** for the creation and promotion of policy and direction for the whole Schools Service, which takes into account local and global culture and values.
2. To provide opportunities for staff and pupils to learn continuously, and to become **confident** in their work.
3. To provide vigorous, **effective** Quality Assurance, which acknowledges and encourages self-evaluation, with a commitment to improvement.
4. To work together as a Service, and in partnership with other organisations, to be **successful** and effective, thus ensuring outstanding outcomes for all.

## Summary of Priorities for 2011/12:

- Ensure that the needs of pupils with Social Emotional and Behavioural Needs (SEBN) are being met fully at school level and within specialist units.
- To support schools in their developments towards a Curriculum for Excellence
- To fully implement all areas of Curriculum for Excellence in all schools by 2014
- To progress the Blueprint for Education as remitted by the Council
- Through the revised Quality Assurance policy, ensure consistency of delivery, and maximise the impact of the Quality Improvement Officer team to secure continuous improvement in Shetland's schools
- **Maintain high quality services with reduced resources;**
- **Capitalise on Scotland Excel contracts;**
- Engagement with employers: carry out the three yearly Employers Survey, collate results and report to Skills and Learning Partnership
- Develop resource-sharing mechanisms to support vocational education
- Ensure framework is in place to support and resource Activity Agreements through MCMC and Bridges
- The Library Service's priorities for 2011/12, in summary are as follows:
  - Progress repairs programme to Old Library Centre, ensuring compatibility with wider library design;
  - Examine potential transfer to an Open Source Library Management System;
  - Promote awareness and uptake of the full range of Library and Information Service, particularly amongst hard to reach groups, e.g. through Shetland Times feature;
  - Offer and publicise a broad range of vents, projects and opportunities for involvement for adults, to ensure the broadest appeal, particularly in respect of those hard to reach;
  - Ensure all babies, early years children and families receive Library and Bookbug services;
  - Undertake outreach work, events, summer reading schemes, and young people's groups, to engage the widest groups of young people possible, including the hard to reach.
- **The Young People's Service priorities for 2011/12 in summary are as follows:**
  - **Confirming Youth Service staffing establishment;**

- Improve support for sessional staff and reduce sickness levels;
- Youth participatory budgeting project
  
- Tall Ships and summer programme
  
- Music development
  
- Town Centre detached work (e.g. Viking Bus Station)
  
- Further developing links to Curriculum for Excellence
  
- Restructuring of Shetland Youth Voice and YouthBank Shetland
  
- Engaging hard to reach young people, those who do not attend youth centre/club provision
  
- Co-ordination and broking of activity agreements
  
- Widening Participation through engaging 'hard to reach' learners
  
- Curriculum for Excellence
  
- Developing sessional staff
  
- Widening Participation: Information and Support; Improving Health; and Building Capacity
  
- Work with communities to identify, prioritise and respond to local learning needs
  
- Work with partners to identify and engage young people less likely to take part in learning, and to provide a range of targeted learning activities which improve skills and confidence
  
- Develop accessible youth information and support to young people where they are

- Provide programmes that support young people to become more active, develop healthier lifestyles and gain confidence
- Engage and support young people to influence decision making in their community

**In 2011/12 this Service is provided by:**

- Staff Summary

Teachers

Post	Total FTE
Primary teachers (includes nursery)	384
Secondary teachers	206
<b>TOTAL</b>	<b>590</b>

Support Staff

Post	Total FTE
Janitors	19.28
Groundsman	1
Clerical Assistants	29.68
Devolved School Management Officers	8.92
Supervisory Assistants	6.88

Auxiliaries	5.36
Classroom Assistants	12.87
ASN Assistants and Auxiliaries	73.68
Early Years Assistants *	11.02
Early Years Workers *	7.72
Science Technicians	3.77
Music Instructors	14.95
Other Instructors	1.42
Storeperson/Home Economics Technician	0.09
Technician	1
Crossing Patrol Attendant	0.33
Janet Courtney Halls of Residence	15.66
<b>TOTAL</b>	<b>213.63</b>

- **Library and Information Service: 30.7 FTE**

- **Young People's Service:**

1 Manager (shared with Community Work), 1 Project Co-ordinator (Bridges), 3 Support Workers, 6 Youth Development Workers, 120 Sessional Staff, 1 Administration Assistant

- Assets Summary
  - 1 High School;
  - 1 High School with a primary and nursery department (with an attached additional support needs unit);
  - 1 School with secondary, primary and nursery department;
  - 1 School with primary and nursery department;
  - 5 Junior High Schools with secondary, primary and nursery departments;
  - 24 Primary Schools (one of which has an additional support needs unit attached);
  - Additional support base (behaviour);
  - Bridges project;
  - Central support service at Hayfield House.
  - The Young People's Service has the following assets:
    - Access to office space at Islesburgh, Pitt Lane and Hayfield.
    - Much of the work of the Young People's Service is delivered in community owned and run premises; some are purpose built Youth Centres, others operate from community halls around Shetland.
    - The Pitt Lane office is a private rental, and this cost could be removed if alternative, suitable premises could be found for Bridges.
  - The Library and Information Service has the following assets:
    - 2 mobile libraries
    - 1 delivery van
    - 1 central library and learning centre
    - 8 school libraries (3 open to the public outwith school hours)
    - 180,000 total items of stock for lending
    - 21 public access computers in Lerwick Library
    - 22 computers for pupil use in schools (19 provided by schools and managed by school library staff)
    - 37 staff computers, including 2 laptops in mobile libraries
    - Talis Library Management System
    - 6 partnership community collections
  
- Finance Summary

- Schools Service (controllable budget) - £36,718,958 (excluding all recharges and capital charges).
- Including recharges and capital charges, the total budget for 2011/12 is £41,614,892.
- The Library and Information Service's total controllable budget for 2011/12, excluding recharges, is £1,082,974.
- The total budget of the Young People's Service for 2011/12 is £706,150.

**Service Standard:**

- Summary of service levels and quality, using relevant comparisons / recent inspections (internal/external) / peer review
- Her Majesty's Inspectorate of Education inspects the quality of education in pre-school centres, schools, teacher education, learning in the community and the local authority. They also report on the effectiveness of services for children and child protection. The latest inspection of the local authority was in February / May 2008 and result was as follows:

**Quality Indicator**

Improvements in performance	Very good
Impact on Learners	Very good
Impact on Parents/Carers and Families	Very good
Impact on Staff	Good
Impact on the Local Community	Very good
Impact on the Wider Community	Very good
Vision, Values and Aims	Good
Leadership and Direction	Good
Developing People and Partnerships	Adequate
Leadership of Change and Improvement	Good

- The Library and Information Service's Service Standards:
  - The national Public Library Quality Improvement Matrix provides the standard for the assessment of overall performance. Shetland Library was externally assessed against the matrix in 2008 and performed very well.
  - Shetland Library tops Scotland's statistics in terms of usage. The integrated nature of the service (school/public library) and the remote, island nature of the authority means however that this is achieved at a higher cost than many other authorities. Shetland Library performs very well in quality measures, e.g. Investors in People, the Public Library Quality Improvement Matrix, and has recently received an 'Excellence Award' from the Scottish Library and Information Council.
  - Performance relating to the 2010/11 Service Plan was reviewed with staff responsible for each action. Targets were largely achieved.
  - Results from the Customer Satisfaction Survey 2010 and the 2008 national inspection of Public Library Quality Standards are incorporated in the Action Plan, particularly the need to improve public library buildings in Lerwick, which was a key outcome of both exercises. Performance is review in quarterly support and supervision meetings with senior staff.
  
- The Young People's Service Service Standards:
  - HMle How Good is your Community Learning and Development 2
  - Standards Council for Community Learning and Development for Scotland

## **Strategic Service Risk Assessment**

### **Legislation:**

- Impact of ASL legislation
- Scottish Consultation Act
- The Library and Information Service has no known legislative changes in 2011/12 or future years.
- The Young People's Service has no known legislative changes in 2011/12 or future years.

**Strategic Priorities:**

Meeting SOA / Corporate Plan /Other Strategic Documents as listed as Policy Framework in Council Constitution [SOA / Corporate Plan Six Month Update / Functional Policies]

SOA/Corporate Plan Outcomes and Progress (October 2010 to March 2011):

<b>Sm.2: We recognise each person's strengths, building on these to ensure everyone can ensure their potential through learning opportunities that build capacity, increase confidence and encourage participation and responsible citizenship.</b>				
<b>Indicator</b>	<b>Source</b>	<b>Baseline</b>	<b>Target</b>	<b>Progress at October 2010</b>

<p>Sm.2.1 Levels of attainment in National Qualifications at S4, S5 and S6</p> <p>a. Percentage of S4 pupils with 5 or more Standard Grades or equivalent at General Level or better</p> <p>b. Percentage of S5 pupils with 5 or more Highers or equivalent</p> <p>c. Percentage of S6 pupils with at least one Advanced Higher or equivalent</p>	<p>Scottish Govt and Scottish Qualifications Agency</p>	<p>2009 – 89.9%</p> <p>2009 – 14%</p> <p>2009 – 10.5%</p>	<p>Increase 2010 – 91%</p> <p>Increase 2010 – 12%</p> <p>Increase 2010 – 16%</p>	<p><b>AMBER</b> 2010 – 90%</p> <p><b>GREEN</b> 2010 – 15%</p> <p><b>AMBER</b> 2010 – 12%</p>
<p>Sm.2.2 The workforce is appropriately skilled for the local job market</p>	<p>SIC Employers Survey</p>	<p>2007 – 23% had difficulty recruiting suitably skilled staff</p>	<p>2010 - &lt;20%</p>	<p>Employers Survey to be conducted in 2011</p>
<p>Sm.2.3 The percentage of school leavers in positive and sustained destinations</p>	<p>Census conducted by SDS</p>	<p>2006 – 91.1%</p> <p>2007 – 92.4%</p> <p>2008 – 91.8%</p>	<p>2010 - &gt;92%</p> <p>2012 - &gt;95%</p>	<p><b>RED</b> 2010 – 89%</p> <p>(28 out of 248 leavers not in positive destinations)</p>

<p>Sm.2.4 The proportion of working age people achieving SCQF Level 6 or above</p>	<p>Annual Population Survey</p>	<p>2006 – 58.3% (Scotland 59.5%)</p> <p>2007 – 27.6% (Scotland 60.0%)</p> <p>2008 – 58.1% (Scotland 60.5%)</p> <p>*Calculated as a 3-year rolling average</p>	<p>2010 - &gt;58.5%</p> <p>2012 - &gt;59.5%</p>	<p><b>RED</b></p> <p>2010 – 59.6% (Scotland 60.6%)</p> <p>*Calculated as a 3-year rolling average</p>
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	Outcome/Target	Lead Officer	Timescale	Status October 2010 to March 2011
<b>Sm.1: We will provide help to individuals to get the learning opportunities they need, focusing on the long-term unemployed, the 18-24 age group, those misusing substances and winter school leavers.</b>				
Sm 1.1	<b>Meet Scottish Government targets on P1 class size</b>  <b>Target:</b> Reduce number of pupils in classes with 25 pupils and over	Head of Schools	31 August 2011	<b>GREEN</b>  On target, based on current class size projections
<b>Sm.2: We recognised each person's strengths and building on these to give them greater capacity, increased confidence and encourage participation and responsible citizenship.</b>				
Sm 2.1	<b>All Scottish Government milestones for Curriculum for Excellence met from early stage to senior phase</b>  <b>Target:</b> Implementation in pre-school to S1	Head of Schools	30 June 2013	<b>GREEN</b> <ul style="list-style-type: none"> <li>• All of Shetland's primary schools have implemented Curriculum for Excellence from early to second level.</li> <li>• Secondary schools and departments have implemented Curriculum for Excellence at Secondary 1 and are preparing for Secondary 2 implementation.</li> <li>• Implementation in S3 will be in 2012/13 and the introduction of new qualifications will be in year 2013/14.</li> </ul>

Sm 2.2	<p><b>Blueprint for Education proposals considered and agreed plan for implementation in place</b></p> <p><b>Target:</b> Consider Blueprint proposals and implement decisions</p>	Head of Schools	Ongoing	<p><b>GREEN</b></p> <p>2 x Secondary reports went to Council 7 &amp; 8 Dec 2010</p> <p>4 x Primary reports went to Council 10 &amp; 17 May 2011</p>
Sm 2.3	<p><b>Implementation of the ASL Act</b></p> <p><b>Target:</b> Continue to ensure meet up and coming changes in legislation</p>	Head of Schools	Complete	<p><b>GREEN</b></p> <p>Amendments have now been made. Information about the ASL Act has been distributed to schools and made available on our website.</p>
<b>Sm. 3: We will work to match Shetland's skills with Shetland's economic need.</b>				
Sm 3.1	<p><b>High uptake of opportunities matching the needs of the local economy by providing young people with the skills and competencies necessary to match economic needs</b></p> <p><b>Target:</b> Explore development of 2 new vocational pathway courses</p> <p>5% increase in places awarded</p>	Head of Schools, Director of Shetland College	30 June 2012	<p><b>GREEN</b></p> <ul style="list-style-type: none"> <li>• New 'Contemporary Skills in Art' course developed and Aquaculture course reinstated in 2010/11, with an 18.6% increase in places awarded since 2009/10.</li> <li>• A new Maritime Skills course will commence in August/September 2011.</li> <li>• A renewable energy course is also planned but is currently on hold due to staff illness at UHI.</li> <li>• A planned PE course is now an SQA approved course.</li> </ul>

	Outcome/Target	Lead Officer	Timescale	Status October 2010 to March 2011
<b>C 1: Children's Services</b>				
<b>C1.3</b>	<p><b>Every child with additional support needs would move from school to a positive destination</b></p> <p><b>Target:</b> All children</p>	Head of Schools	March 2012	<p><b>AMBER</b></p> <p>There are still a number of children attending Bridges:</p> <ul style="list-style-type: none"> <li>• 25 in year 2009-2010</li> <li>• 26 in year 2010-2011</li> </ul>

## The Library and Information Service – Strategic Priorities:

### SINGLE OUTCOME AGREEMENT

#### Wealthier and Fairer

- Information for businesses through web-based resources – available online through the 24hr library
- Improvement of life chances for children and young people through Bookbug and 1421 projects

#### Smarter

- Informal learning opportunities through paper and electronic resources
- Community learning opportunities specifically targeting the hard to reach within communities
- Early learning opportunities through Bookbug and under-five outreach
- Informal and formal learning opportunities through school libraries
- 24hr Library Online
- Free wi-fi
- Extended opening hours: 54 hours a week, to promote access to learning

- Accessibility outreach and adaptive aids
- 1421 focus on Youth and Health Information

#### Healthier

- Help Yourself to Health, alongside NHS
- 1421 Health Messages
- Bookbug outreach alongside health visitors

#### Safer and Stronger

- Support for remote communities through mobile libraries, housebound services, community collections, and support for all libraries
- Support for cultural development through events

#### Greener

- Library is the original recycler
- Tidy Business Award – Gold Standard
- Recycling containers in buildings
- Mobile libraries serving remote areas
- Promotion of the enjoyment and interpretation of the Shetland environment through the Shetland Collection

Performance indicators both for general uptake and number of events / activities / outreach activities provide evidence of outcomes on all indicators.

### **CROSS-CUTTING CORPORATE THEMES**

#### **Equalities**

Shetland Library aims to provide equality of access to services and seeks to promote equality in all its activities, with particular regard to the Equalities Bill, requiring public authorities to be active in promoting equality, eliminating unlawful conduct and fostering good relations in relation to age, disability, gender, race, religion or belief, sexual orientation, pregnancy and maternity, gender re-assignment and the need to address the inequality that arises from socio-economic disadvantage.

Successful funding bids to the Scottish Government have enabled the library to improve language resources and general access for incoming workers and families, to introduce new resources to aid customers with disabilities and to focus on those aged 14 to 21.

#### **Health Improvement**

Shetland Library promotes services to all, including those experiencing health difficulties through e.g. Help Yourself to Health initiative, operated alongside the NHS, Bookbug work alongside health visitors and health improvement initiatives through 1421 work.

#### **Social Exclusion**

In line with the findings of recent research, the Library and Information Service recognises that it is often individuals and households rather than communities who face deprivation and social exclusion in Shetland.

Services are therefore prioritised for the following groups:

- Young people whose parents are not able to ensure they can access opportunities and grow up feeling a part of the community within which they live.
- Adults of any age who have low self-esteem and/or poor mental health, often due to situations which have developed as a result of negative experiences in the past which can result in homelessness and substance misuse. This is particularly acute if their situation is not understood by the community within which they live.
- Those who are physically disabled or have a long-term illness and their carers, when they do not receive adequate support and understanding.
- Those looking after a young family without access to their own transport, particularly those living in remote areas of Shetland.
- Older people unable to access opportunities that would enable them to feel a part of the community.

#### **Environmental Management, Carbon Reduction and Poverty Actions**

- Sustainability is key to many aspects of Shetland Library
- The library is the original recycler – books borrowed by many readers
- Recycling books – selling books on cheaply
- Operate system of rural library vans and remote libraries to promote inclusion
- Free ICT access to public, including extended access for special events (Island Games, Folk Festival, Hamefarin, Tall Ships, Scottish Youth Parliament elections)
- Free wi-fi
- Services for tourists, including maps, guides and internet services
- Learning packs to support training and development of individuals within the community
- Some home working introduced when there is no impact on customer service
- Housebound service with home delivery of books
- Talking newspaper for visually impaired
- Out of hours access to catalogue via internet, including placing requests for collection at fixed libraries, or delivered via mobile libraries
- 24 Library Online – free access to subscription reference resources on the web
- Site books where people are e.g. Wind Dog Café, Papa Stour ferry waiting room, Fair Isle
- Bookbug programme with school support to encourage early readers, including rural outreach programme
- Shetland Collection supports culture and heritage work
- Welcome Projects to support new incoming workers, families, and customers with disabilities

- Holding special events to encourage emergent and reluctant users e.g. agricultural shows, e-readers
- Reusable bags
- Staff awareness and usage of energy audit information to improve efficiency
- Successful retention of the Tidy Business Award, which looks at a range of sustainability factors

**Other Local Plans/Strategies**

- The Library and Information Service is a key contributor to the Single Outcome Agreement, the Children and Young People’s Plan, the Skills Strategy and the Cultural Strategy.

**The Young People’s Service – Strategic Priorities:**

SOA/Corporate Plan Outcomes and Progress (October 2010 to March 2011):

<b>Sm.2: We recognise each person’s strengths, building on these to ensure everyone can ensure their potential through learning opportunities that build capacity, increase confidence and encourage participation and responsible citizenship.</b>				
<b>Indicator</b>	<b>Source</b>	<b>Baseline</b>	<b>Target</b>	<b>Progress at October 2010</b>
Sm.2.3 The percentage of school leavers in positive and sustained destinations	Census conducted by SDS	2006 – 91.1% 2007 – 92.4% 2008 – 91.8%	2010 - >92% 2012 - >95%	<b>RED</b> 2010 – 89%  (28 out of 248 leavers not in positive destinations)
<b>Hth.2: Tackle health inequalities ensuring that the needs of the most vulnerable and hard to reach groups are met</b>				

Hth.2.1 Pregnancies amongst under 16 year olds (3 year average per 1000 relevant population)	GROS (LI17)	2003-05: 13-15yrs – 3.3; 2004-06: 13-15yrs – 3.3; 2005-07: 13-15yrs – 4.2	Maintain rate below 4% (due to variability of low numbers)	<b>GREEN</b> 2008 – 2.3 per 1000 population
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<b>Action</b>	<b>Lead Responsibility</b>	<b>Timescale for Completion</b>
Ensure framework is in place to support and resource Activity Agreements through MCMC and Bridges	Helen Budge, Andy Carter, Stephen Renwick	August 2011
Enabling people to access social networks that enable them to have a good quality of life and retain a positive pathway, including the development of the Shetland Smart Card	Smart Card Programme Board  (Policy Manager)	June 2012
To support the work of the Shetland Alcohol and Drug Partnership to assist in the delivery of services to address the issue of substance misuse throughout the Shetland community	Shetland Alcohol and Drug Partnership  Chair: Hazel Sutherland  Co-ordinator: Karen Smith	Ongoing

## Financial

### Revenue Budget for 2011/12

- £42,285,123 including all recharges
- Library and Information Services: £1,082,974
- Young People's Service: £706,150

### Estimated Outturn 2011/12

- On target
- Library and Information Services: £1,082,974 (reductions built in for 2012/13 in staffing budgets. 2011.12 has significant 'spend to save' elements included in voluntary early retirement pension repayments)
- Young People's Service: On target

### External Funding Achieved / Proposed

Funding Achieved/Proposed	Amount
Education Maintenance Allowance	£25,000 admin grant, reclaim all payments made in addition to this
16+ Learning Agreements	£24,149 (DP salary)
Activity Agreements	£17,451
Probationer Income	Unknown at present
School Milk	£27,000 (claim back on what we use)
<b>Library and Information Services</b>	
Scotland's Islands funding, for exchange work with Orkney	£5753
<b>Young People's Service</b>	
Cash Back 4 Communities	1,980
Wir Community Wir Chances	3,580
Youth Bank (expected)	2,000

**All savings approved as part of the Budget Reduction Proposals for 2011/12 are on target:**

Proposal Detail	Approved Savings	Actual Savings
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Primary National Staffing Levels (implemented)	100,000	Green
Rationalisation of Cleaning Support Staff	213,000	Amber
Primary National Staffing Levels (planned)	353,000	Amber
Reduction in Central Management	-	Green 114,000
Schools rationalisation – Scalloway Secondary Departments	706,541	Green
Schools rationalisation – five primary schools (Uyeasound, Burravoe, North Roe, Sandness and Olnafirth)	839,500	Amber
Reduction in support staff (cleaning, janitors, supervisory assistants, classroom assistants, clerical)	-	
Secondary staff/Hub School staffing levels	-	340,000
<b>TOTAL</b>	<b>2,666,041</b>	<b>TOTAL?</b>

### Young People's Service

Proposal Detail	Approved Savings	Actual Savings
Community and Youth Work amalgamate management arrangements <i>*saving also attributed to Hazel Sutherland</i>	57,317	
TOTAL	57,317	

### Actions to Deliver Savings and Assessment of Progress / Meeting Targets

The Service is currently undertaking a major review of its resource management through the Blueprint for Education initiative. This began with Council approval in June 2007 and will continue until 2014. It involves both a review of the school estate and staffing.

- A package of savings was approved by Shetland Islands Council (Primary Proposal 1) and these are in the process of being implemented.
- Shetland Islands Council has also agreed to the closure of the secondary department at Scalloway Junior High School, and two primary school closures are under consideration at the moment.
- The Service now charges for Instrumental Music Instruction.
- Reduction in centrally based staff:
  - the Service now has three Quality Improvement Officers, (there were six previously);
  - Education Support Officer, Early Years – this post deleted in March 2011.

### Capital Assets

Key issues being faced:

- Anderson High School new build project

- Use of Scalloway Secondary Department building
- Alternative uses for the Uyeasound Primary School and Burravoe Primary School buildings
- Refurbishment of Old Library Centre to provide improved public library facilities – delay in Building Condition report from Capital Programmes

#### External Funding Achieved / Proposed

- Scottish Futures Trust
- Happyhansel Primary School have received external funding

#### **Community Issues / Stakeholder Issues**

##### Key issues being faced:

- Proposed school closures under the Blueprint for Education programme
- Widespread public dissatisfaction about St Ringan's building – Building Condition report awaited to aid elected members in decision-making
- Reduction in budget resulting in less youth centre provision in communities, particularly in rural areas.
- Increased involvement in providing services for vulnerable young people without increased revenue.

##### Actions to address:

- Implementation of decision on proposed school closures

#### **Staffing**

##### Key issues being faced:

- Reducing pupil rolls
- Capacity of school estate
- Challenge to reduce staffing costs, whilst upholding excellent customer service

##### Actions to address:

- Reducing primary staff through implementation of maximum class sizes
- Reducing secondary staff through Hub model
- Cutting elements from each level of staff, but always checking that front-line services can be delivered, introducing increased flexibility in staff roles e.g. school staff covering

summer leave in public library, driver/handyman undertaking library assistant training to expand role

## **Systems / ICT**

Key issues being faced:

- IT availability in schools
- Responsible use of social networking by young people
- Increasing costs of current library management system
- Links to GLOW and SEEMIS

Actions to address

- Education on the dangers of social networking
- Open Source system being piloted by two central belt authorities – developments being monitored

## **Summary of Known Risks**

No significant scrutiny risks have been identified in Education. There is evidence from inspections and performance indicators that the Schools Service is performing well in Shetland. HMIE inspection reports identify a number of positive areas such as the quality of teaching, partnership working, guidance arrangements, and pastoral care. S1/S2 5-14 attainment levels have shown steady improvements. HMIE also reports that, in all measures of attainment from S4 to S6, pupils in Shetland's secondary schools perform well in comparison to national achievement levels (*from Shetland Islands Council Shared Risk Assessment Assurance and Improvement Plan*).

The structural review and reduction of services/funding is a risk for the Young People's Service.

## **Summary of Priorities for Future Years:**

- Forecasts, with a focus on Efficiencies / Budget Savings of 20-25% as an organisation
- Library and Information Service: Current level of service could not be delivered with 20-25% reductions. Little inefficiency as is and where it exists, e.g. some remote, island school libraries, challenging to capitalise on that to improve general service efficiency, without compulsory reduction in employee hours.
- Implement proposals of mini LEAN regarding service administration
- Improve monitoring evaluation systems
- Improve training and CPD for all staff
- Consolidate posts into a smaller work force and increase levels of professional skills.