

MINUTES

A & B

Policy and Resources Committee
Council Chamber, Town Hall, Lerwick
Tuesday 2 July 2019 at 2.00pm

Present:

A Cooper	S Coutts
S Leask	E Macdonald
R McGregor	I Scott
C Smith	G Smith
T Smith	R Thomson

Apologies:

A Duncan

In Attendance:

M Sandison, Chief Executive
C Ferguson, Director of Corporate Services
N Grant, Director of Development Services
J Manson, Executive Manager – Finance
D Morgan, Executive Manager – Criminal Justice/Interim Chief Social Work Officer
S Msalila, Executive Manager - ICT
J Riise, Executive Manager – Governance and Law
V Simpson, Executive Manager – Community Planning and Development
H Sutherland, Head of Planning and Modernisation, NHS
E Cripps, Internal Auditor
E Perring, Policy Manager
B Hall, Partnership Officer
C Anderson, Senior Communications Officer
L Adamson, Committee Officer

Chairperson

Mr Coutts, Leader of the Council, presided.

Circular

The circular calling the meeting was held as read.

Declarations of Interest

None

Minutes

The minutes of the meeting held on 26 February 2019 were approved on the motion of Mr G Smith, seconded by Mr Thomson.

The minutes of the meeting held on 13 May 2019 were approved on the motion of Mr Thomson, seconded by Mr G Smith.

The Committee considered a report by the Director of Corporate Services (CRP-11-19-F) that summarised the activity and performance of Corporate and Executive Services for 2018/19.

In introducing the report, the Director of Corporate Services said that the achievements as reported in Section 4 highlights the busy year, and she advised that progress has continued on business transformation and service redesign.

In response to a comment, the Committee were provided with an update on project DP037, "Council's Reform Project and OIOF Campaign", where it was noted that the Islands Plan and Islands Impact Assessments were subject to consultation at this time.

Reference was made to the report of 5% progress on project DP160, "Participatory Budgeting Expectations", and with the target completion date of 30 September 2019 a request was made for an update on the project. The Executive Manager – Finance confirmed that plans were in place to meet the required 1% of the Council's budget to be directed at participatory budgeting, and that the target project for the current year was the transport review. He also advised on proposals to include participatory budgeting in the budget setting process to form part of the Medium Term Financial Plan going forward. In response to a further question, the Chief Executive advised that Shetland had been one of the first local authorities to pilot participatory budgeting. She went on to advise that the Council has been active in raising awareness locally, and capacity has increased whereby a number of Community Councils are now running their own participatory budgeting events.

During debate, comments were made on the constraints on the Council in terms of the expectation of the Scottish Government for 1% of the Council's budget to be directed at participatory budgeting. In referring to the achievements and significant activity within Corporate and Executive Services during 2018/19, and also to the challenges from the reduction in funding from the Scottish Government, the Leader said he was confident that the Council was doing all it could, within its own control, to be as efficient as it could be.

Decision:

The Committee NOTED the report.

36/19

Service Redesign Programme Update

The Committee considered a report by the Director of Corporate Services (CRP-13-19-F) that informed on progress of the Council's Service Redesign Programme (SRP).

In introducing the report, the Director of Corporate Services highlighted the priority projects for 2019/20 as set out in Section 4.7. She referred to the financial challenges going forward, and advised on the emphasis for quality outcomes for the community.

In responding to a question, the Director of Corporate Services acknowledged that one of the objectives of the SRP, namely, "together with the Business Transformation Programme (BTP), to deliver at least £16m recurring financial savings by April 2022", was an ambitious target. She advised that regular updates would be provided to Members to be kept informed on progress. The Chief

Executive advised that the SRP was particularly ambitious due to the level of resource required to deliver change whilst maintaining service delivery. She added that other areas of the Council were prioritising change where there were opportunities to impact on the future growth in demand or cost of services.

In responding to a comment, it was agreed that the Lead Officer for Project “DP208” would be updated to the Director of Infrastructure Services.

During debate, comment was made that the SRP and the BTP were becoming the norm, for the Council to make efficiencies that are driven by financial necessity due to the continual reduction in funding from the Scottish Government. The Leader commented on the challenges for a small Local Authority to resource the Service Review projects. He said that there were areas of redesign that were having positive outcomes for the people of Shetland with no adverse impact on communities. He acknowledged however that such opportunities would diminish going forward.

Decision:

The Committee NOTED the report.

37/19

Business Transformation Programme: Phase 2 Update

The Committee considered a report by the Director of Corporate Services (CRP-14-19-F) that informed on the progress of the Business Transformation Programme Phase 2.

The Director of Corporate Services introduced the report.

In response to a question, the Director of Corporate Services informed on the Council’s utilisation of Scotland Excel to ensure best value is achieved. She also advised on the Council’s use of a further UK wide framework and with local frameworks to establish best value in the islands situation. Joint working was also taking place with the NHS on shared purchasing, and with the improvement services and on other leadership development management processes.

Reference was made to Project DP035, namely “Future use of existing AHS site at Knab”, where the update was noted that “individual plans for demolition and decant were now being actioned”. Comment was however made on the importance for all aspects of the project to move forward to progress the quality house builds on the site. The Director of Development Services provided a further update on progress, and gave assurance that the point raised had been taken on board.

Reference was made to the third bullet point at Section 4.4, where it was reported that the Property Asset Management Strategy 2019-2024 had been approved by Council on 11 June 2019. The Committee noted that the Council had asked for further work to be done on the Strategy and had approved the proposed actions so that progress could be made in the meantime.

In response to a request for progress on Project BTP205, “Broadband and Connectivity”, the Director of Development Services reported that the project to develop the fibre network in Yell, Unst and Fetlar had progressed to the tendering stage and was expected to meet its target date for completion by the financial year end. He advised that while there has been some concern on progress with the

'R100' Programme the Scottish Government continues to aim for the target date, being the end of 2021.

During debate, Members advised on the need to continue to lobby in terms of connectivity, to ensure delivery of infrastructure for Shetland's communities.

Decision:

The Committee NOTED the report.

38/19

ICT Capital Maintenance and Replacement Programme

The Committee considered a report by the Executive Manager – ICT (ICT-01-19-F), which presented, for approval, the projects which form the ICT Service's Capital Maintenance and Replacement Programme for 2019/20.

The Executive Manager – ICT introduced the report.

In response to a question regarding the Computers for Schools 2019/20 project, the Executive Manager – ICT confirmed the involvement of school service staff and representation from teachers and head teachers in developing the ICT Strategy, where ICT for schools is one of the main strands of work.

In response to a question, the Executive Manager – ICT advised on proposals to update all Windows 7 computers before they go end of life in 2020.

In response to a further question, the Executive Manager – ICT confirmed that there is a system in place to restrict access to certain websites. She added that the level of access can be varied, for example, for schools and other staff groups.

On the motion of Mr Coutts, seconded by Mr Thomson, the Committee approved the recommendation in the report.

Decision:

The Committee RESOLVED to approve the projects in the ICT Capital Maintenance Replacement Programme for 2019/20.

39/19

ICT Strategy 2019 – 2024

The Committee considered a report by the Executive Manager – ICT (ICT-02-19-F), which presented the Council's ICT Strategy for the 5 years from 2019 – 2024.

The Executive Manager – ICT introduced the report.

In response to a question, the Executive Manager – ICT said that she considered the budget to implement the Council's ICT Strategy was at a realistic level to provide the ICT requirements for the Council.

On the motion of Mr Coutts, seconded by Ms Macdonald, the Committee approved the recommendation in the report.

Decision:

The Committee RECOMMENDED that the Council resolve to approve the ICT Strategy 2019 – 2024.

40/19

Accounts Commission Report “Local Government in Scotland, Challenges and Performance 2019” – Local Context and Implications for the Council

The Committee considered a report by the Executive Manager – Finance (F-029-F), that presented the Accounts Commission report, providing a high level, independent view of challenges Councils’ face, and recommendations to meet challenges and improve performance.

In introducing the report, the Executive Manager – Finance advised that the Accounts Commission report was in three parts, with the first part focusing on the context for Councils, including service demand, reduced funding and on increasing obligations arising from national policy initiatives. He referred Members to Exhibit 1 on Page 11 of the report, to the current major policy and legislative changes affecting local government, and then to Exhibit 4 at Page 19 where Shetland was recorded as having the second highest level of reduction in core revenue funding from 2013/14, with a reduction of 14.1%. He advised that the second part sets out how Councils were responding to the challenges, and the final section covers Council performance and impacts on communities. The Executive Manager – Finance highlighted the six recommendations that apply to all Councils as set out in Section 4.3 of the report. He also drew attention to the resources available to Members in terms of a scrutiny online toolkit, and to the range of questions included within the report for Members to challenge the proposals in the Council’s Medium Term Financial Plan, in line with the recommendations in the Audit Scotland report.

During debate, reference was made to Page 41 of the report, which informed that “education performance has improved since 2011, but progress slowed in 2017/18 and the attainment gap between the most and least deprived pupils has widened in the last year”. Mr G Smith advised from the report at the recent meeting of Education and Families Committee, that schools in Shetland have raised attainment overall and closed the gap in Primary Literacy, Primary Numeracy and Secondary Numeracy. Mr Smith also highlighted the improvements reported at Glasgow City Council. He advised that Shetland only received a fraction of the additional funding that Glasgow City received, and said that if the Scottish Government was to mainstream funding in this area the results locally could be improved further.

In referring to Exhibit 4, reporting the changes in core revenue funding to Councils between 2013/14 and 2018/19, the Leader paid credit to the Council as a whole in managing the revenue cut of 14.1%. He advised on his disappointment that reduced funding would appear to be the direction of travel going forward, but said that the Council would continue to aspire to provide high quality services in Shetland.

On the motion of Mr Coutts, seconded by Mr Thomson, the Committee approved the recommendation in the report.

Decision:

The Committee:

- NOTED the content of the Accounts Commission report, the issues highlighted in the report, the initiatives in place across the Council and the progress made in addressing the challenges for Shetland in this context;
- RESOLVED to instruct the Corporate Management Team to take account of the key findings and messages in their work going forward; and
- NOTED that progress in this regard will be covered by future performance updates to Policy and Resources Committee.

41/19

Performance Management Framework 2019-2024

The Committee considered a report by the Head of Planning and Modernisation - NHS Shetland, on behalf of the Chief Executive NHS Shetland, SIC Director of Corporate Services and the Chief Officer of the Integration Joint Board (IJB) (CC-24-19-F), which presented the draft Performance Management Framework 2019-2024, developed jointly with the NHS Board, Shetland Islands Council and the IJB.

The Head of Planning and Modernisation – NHS Shetland introduced the report, and advised that the Performance Management Framework had been developed on a ‘once for Shetland’ basis, and would be readily available and accessible by each of the organisations. She advised on the transparent approach, and on the positive impact on staff with opportunities to learn and make continuous improvement. The Head of Planning and Modernisation added that the NHS and IJB had considered and approved the Framework at their recent meetings.

There were no questions. During debate, the Leader commented on the significant amount of work to develop the Framework to reach the implementation stage, and he advised on the importance for a collective approach, and for the buy-in by staff. Mr Coutts moved that the Committee approve the recommendation in the report. Mr Cooper seconded.

Decision:

The Committee RECOMMENDED that the Council approve the Performance Management Framework 2019-2024 for implementation, and that it replaces the Commissioning and Procurement Framework 2016-2020 in the Council’s Policy Framework contained in Part A of the Constitution, to be managed by the Policy and Resources Committee.

42/19

Social Work in Scotland Impact Report December 2018

The Committee considered a report by the Executive Manager – Criminal Justice/Interim Chief Social Work Officer (CS-20-19-F), which presented the Accounts Commission report “Social Work in Scotland Impact Report”.

In introducing the report, the Executive Manager – Criminal Justice/Interim Chief Social Work Officer clarified that the Accounts Commission Impact Report 2018 reflects the Scottish position, rather than being specific to Shetland, and covers areas of social work and social care services. She also informed on the proposals to develop a local Improvement Plan to address the recommendations in the report.

During the discussion, the Leader reminded the Committee that the focus in terms of the remit of the Committee was in Adult Social Work.

In responding to a comment, the Executive Manager – Criminal Justice/Interim Chief Social Work Officer referred to the findings in the report, for Scotland to continue to deliver services as it is doing, and she said that locally the Service was working within budget. The Chief Executive highlighted that Elected Members have decisions to make on budget priority areas, and adult social work was an area that has continued to be prioritised. She referred to the challenges going forward with the increasing demand for services and on the capacity to recruit to the service, but said she would expect the service to be a budget priority going forward.

Reference was made to Exhibit 5 in the report, which illustrated that from 2006 to 2017 the number of people aged 65 and over receiving homecare has continued to decrease. In that regard, Mr G Smith said he hoped that the trend was due to early intervention and prevention, rather than a reduction in services in that area.

Decision:

The Committee CONSIDERED and COMMENTED on the Social Work in Scotland Impact Report in relation to Adult Social Work and on matters relating to the workforce and role of the Chief Social Work Officer; and

NOTED the Social Work in Scotland Impact Report and that the Chief Social Work Officer will produce a local improvement plan that will address the recommendations in the report.

43/19

Annual Child Poverty Action Plan

The Committee considered a report by the Director of Children's Services (CS-18-19-F) which presented Shetland's first Annual Child Poverty Action Report (ACPAR).

The Policy Manager summarised the main terms of the report. She added that while Shetland has a relatively low number of children in poverty at any time, this has not changed, whilst there has been a reduction across Scotland as a whole. The ACPAR sets out clear targets to reduce the number of children that are living in poverty.

In response to a question, the Policy Manager confirmed that the 4 year ESF Funding for delivery of the Financial Health Service, Energy Advice Service and Employability Services had been guaranteed.

In advising from the discussion at Education and Families Committee, Mr G Smith said that the focus had been on the cost of living, and that there was to be further work in that area. He commended the officers who had developed the ACPAR, which he said would increase knowledge and raise awareness of the issues faced in the community. The officers were also complemented on the structure of the report, the presentation of evidenced based information and on the case studies.

On the motion of Mr G Smith, seconded by Mr Leask, the Committee approved the recommendation in the report.

Decision:

The Committee RESOLVED to approve Shetland's first Annual Child Poverty Action Report, for publication.

Supporting Delivery of Shetland's Partnership Plan 2018-28

The Committee considered a report by the Chief Executive (CE-02-19-F), which presented Shetland's Partnership Plan (SPP) 2018-28, the Delivery Plan and Outcomes Improvement Framework.

The Chief Executive introduced the Shetland Partnership Plan 2018-28, and advised on the approach and process to take forward the shared vision and priorities contained therein. She referred Members to the 3 year Delivery Plan, at Appendix 1, that sets out the context and rationale of the proposed work, supported by the Project Charters, at Appendix 3. The Outcomes Improvement Framework 2019, at Appendix 2, sets out how the shared vision and outcomes will be delivered. The Chief Executive confirmed that regular updates would be provided on each of the projects going forward. She commended the officers involved in working with the partnership in preparing the documents presented.

There were no questions. During debate, the Leader echoed the comments on the effort of staff in preparing the documents. He commented on the challenges ahead in delivering the 10 year plan and in that regard advised on the importance for Members to receive the regular updates.

Mr Coutts moved that the Committee approve the recommendation in the report, with a proposed amendment to Section 1.3, to be amended to read, "...the attendance of the Leader or his substitute". Ms Macdonald seconded, and the Committee concurred.

Decision:

The Committee RESOLVED to:

- AGREE to support the arrangements for the delivery of Shetland's Partnership Plan 2018-28;
- ENDORSE the Delivery Plan 2019-22;
- APPROVE the Council's membership on the Shetland Partnership Management & Leadership Team, namely the Chief Executive or her nominee, and the attendance of the Leader or his substitute; and
- APPROVE the Council's membership on the Shetland Partnership Network, namely the Leader, Chairs of Education & Families, Development and the Environment and Transport Committees, and the Chief Executive.

Town Centre Capital Grant Fund 2019-20

The Committee considered a report by the Director of Development Services (DV-20-19-F), which presented proposals to identify the projects eligible to apply for the Town Centre Capital Grant (TCCG) Fund.

In introducing the report, the Director of Developments Services advised on the allocation of TCCG funding to the Council, the eligibility criteria for projects and on the short timescale for funding to be allocated this financial year. In that regard, he

referred to the recommendation in the report, for delegated authority to be granted to the Chief Executive to decide on the projects from those listed in Appendix 1.

In response to questions, the Director of Development Services said that he would expect that the cost of staff time would be funded as part of the successful projects to be taken forward. He also advised from discussions with the Scottish Government that this was a one-off grant of funding, and there were no proposals for any further TCCG funding beyond 2019/20.

During debate, reference was made to one of the eligibility criteria for the TCCG funding whereby only areas with a population of over 1000 could put forward applications, and for Shetland that included Lerwick and Scalloway only. It was suggested that should any TCCG funding become available in future years that the population figures of other areas of Shetland should be reviewed to ascertain whether any other communities would then meet the criteria in terms of population numbers.

Mr Scott referred to the community participation and the success of the Recreate Scalloway project, and advised on priority projects that were to be taken forward.

(Mr Scott and Mr C Smith left the meeting).

During further debate, some Members commented that while the grant of funding was welcomed, the criteria was however restrictive, being specific to Lerwick and Scalloway, rather than for other rural and island areas. Comment was also made in terms of the tight timescale, both to agree which projects would go forward, and then for the successful projects to be developed.

On the motion of Mr Coutts, seconded by Mr Cooper, the Committee approved the recommendation in the report.

Decision:

The Committee RESOLVED to grant delegated authority to the Chief Executive, or her nominee, to allocate Town Centre Capital Grant Fund monies for financial year 2019/20 from the list of active projects identified and in accordance with Scottish Government conditions and guidelines.

The meeting concluded at 3.43pm.

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Chair