

# MINUTES

# B – PUBLIC

**Policy and Resources Committee**  
**Council Chamber, Town Hall, Lerwick**  
**Monday 13 May 2019 at 10.00am**

**Present:**

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

**Apologies:**

A Duncan	R McGregor
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**In Attendance:**

H Budge, Director – Children’s Services  
C Ferguson, Director - Corporate Services  
J Smith, Director – Infrastructure Services  
S Bokor-Ingram, Chief Officer – Integration Joint Board (IJB)  
J Manson, Executive Manager – Finance  
S Brunton, Team Leader - Legal  
S Flaws, Quality Improvement Officer – Early Learning and Childcare (ELC)  
B Kerr, Communications Officer  
E Park, Transport Contracts & Operations Officer  
H Sutherland, Head of Planning and Modernisation – NHS Shetland  
L Geddes, Committee Officer

**Chairperson**

Mr Coutts, Leader of the Council, presided.

**Circular**

The circular calling the meeting was held as read.

**Declarations of Interest**

Mr Leask declared an interest in Agenda Item 8 “Energy Recovery Plant and Shetland Heat Energy and Power – Strategic Outline Case” as he had some business engagements regarding some areas of this item where he may be compromised. He advised that he would therefore leave the room during the discussion.

Mr Thomson declared an interest in Agenda Item 5 “Taxi Tariff Review” as the holder of a taxi licence, and advised that he would leave the room during the discussion.

**Minutes**

The minutes of the meeting held on 6 March 2019 were approved on the motion of Mr G Smith, seconded by Mr S Leask.

26/19      **Management Accounts for Community Health and Social Care 2018/19 - Projected Outturn at Quarter 4**

The Committee considered a report by the Executive Manager – Finance (F-033-19-F) outlining the projected outturn position at Quarter 4.

The Executive Manager – Finance summarised the main terms of the report, advising that the projected outturn position was an underspend of £52,000, with the variances outlined in the appendices to the report. It was being recommended that an increase of £56,000 was made to the Council contribution to the IJB in recognition of the Apprenticeship Levy, Relocation and Recruitment expenses, the funding of capital costs of call system replacement, and ICT equipment.

In response to a question, he advised that all employers using apprentices were required to pay the Apprenticeship Levy. It was based on the number of apprentices but because the numbers were not known, it had been placed in contingencies for transferring over later in the year. Using apprentices was of benefit to local authorities and the Council was seeking to expand its number, so it was important to make sure that the benefits to the Council were maximised as the Levy had to be paid.

It was questioned if overspends in Community Care Resources would impact on people receiving care, and the Chief Officer – IJB advised that needs were routinely measured on a regular basis and they were being met. Staffing levels in care centres were set by the Care Inspectorate, and there had been a need to use agency staff to meet some of these requirements and to meet needs in the Care at Home service. Vacancies were only filled by agency staff when necessary, and it could be demonstrated that the work carried out over the years in recruitment, retention and workforce development was now proving successful.

He went on to say that care planning was of a high standard, and he was not aware of any unmet need. Plans were regularly reviewed, and efforts were made to ensure low level needs were also identified. There were a number of ways in which referrals could be made, including via members of the community.

The Chief Officer – IJB also advised that the projected underspend in mental health was mainly due to two members of staff being on secondment. However every person using the service had had their package of care re-evaluated to make sure it was effective, and nothing had decreased from a financial perspective as the majority of care packages had been found to be appropriate. The service had been scrutinised to ensure it was operating effectively, and it was continuing to develop.

He confirmed that the Additionality Funding from the Scottish Government was something that was allocated, rather than having to be bid for. It was part of a shift of funding out of acute health towards community health and social care. It did create some uncertainty year to year about what would be allocated, and it was hoped that there would be more certainty in future about the delivery of long-term funding.

It was commented that given it was Shetland Mental Health Week, it was important that mental health remained a significant issue as it was an area of concern.

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

**Decision:**

The Committee:

- REVIEWED the Management Accounts for the Community Health and Social Care Directorate showing the projected outturn position at Quarter 4.
- RECOMMENDED to the Council that it approves an increase in the payment for 2018/19 to the Community Health and Social Care Partnership Integration Joint Board of £56k, recognising the transfer of Cost Pressure and Contingency budget held by the Council and other budget changes, as detailed in Section 4.3 of the report. This will increase the payment for 2018/19 to £21.131m.
- AGREED the actions set out by the Director of Community Health and Social care in Section 4.6 of the report to mitigate the projected overspend.

27/19

**SIC Overall Management Accounts 2018/19 Projected Outturn at Quarter 4**

The Committee considered a report by the Executive Manager – Finance (F-031-19-F) setting out the overall Council projected financial position as at Quarter 4.

The Executive Manager – Finance summarised the main terms of the report, advising that the actual outturn would be reported to the Committee on 11 June. The combined revenue and capital outturn was projected to be underspent by £11.635 million, and the projected draw on reserves was £12.734 million, which was under the revised budget draw of £20.252 million. The majority of this was linked to capital underspends which would go back into reserves and be spent in future years. The report also sought retrospective approval for capital expenditure on the 2018/19 Ferry Life Extension Budget, and the schedule of charges had been reviewed.

Responding to questions, he advised that the Asset Rationalisation Programme had been expected to be concluded by March, but there had been some delays which had meant that it could not be recognised in last year's management accounts. There had also been some unexpected costs in Infrastructure Services that had been factored in to next year's budget. Negotiations continued with the Scottish Government in respect of ferries funding, and this had been factored in to future assumptions and planning.

The Leader pointed out that discussions were continuing with Scottish Ministers on ferry funding. The Council had clearly evidenced the need, and would continue to make the case for fair funding and engage with all parties.

It was commented that staff involved should be commended for continuing to provide services in an efficient manner.

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

**Decision:**

The Committee RECOMMENDED that the Council RESOLVES to:

- NOTE the Management Accounts showing the overall projected outturn position at Quarter 4

- RETROSPECTIVELY APPROVE the capital expenditure on the 2018/19 Ferry Life Extension Budget as set out in Appendix 5
- APPROVE the changes to the 2019/20 Council Schedule of Charges as set out in Appendix 6

28/19

**Shetland Islands Health and Social Care Partnership: Joint Strategic Commissioning Plan 2019/2022**

The Committee considered a report (CC-14-19-F) by the Head of Planning and Modernisation, on behalf of the Chief Officer– IJB, presenting the Shetland Islands Health and Social Care Partnership: Joint Strategic Commissioning Plan 2019/2022 (the Strategic Plan).

The Chief Officer – IJB summarised the main terms of the report, advising that the Strategic Plan had been approved by the IJB and NHS Shetland. Presentation of the report to this meeting enabled the Council to make its views known and to engage with partners on particular sections.

The Head of Planning and Modernisation added that the Strategic Plan was normally refreshed every year, but it had been delayed to take account of the outputs from the North of Scotland Regional Discussion Paper, the development of the Shetland Partnership Plan, and to take account of knowledge gained from the scenario planning workshops on the future of health and care services. A new section had been included regarding getting the best start for children and families and to recognise the investment in children's services by health services. A section had also been included relating to mental health to acknowledge its importance. The Strategic Plan also looked at the asset-based approach to public health, and was closely aligned with the Shetland Partnership Plan in respect of developing solutions with communities and outwith formal health and care settings, and shifting the balance of care from hospital to community.

Responding to a question, she advised that the Strategic Plan required to be more specific in relation to some of its targets for health and social care, and the target that had been set in respect of drinking levels was one which aligned with the target in the Shetland Partnership Plan. Targets were set using evidence-based indicators at a national level, and some may be challenging from a Shetland perspective.

It was questioned if the elements of services required for an enhanced care at home service to be delivered were close to being in place, and the Chief Officer – IJB advised that they were still some way off. There had been some success recently regarding the options that people could choose for self-directed support and the work done to provide care in homes. A whole systems approach and a lot of dialogue with the community would be required, but it also required a mind shift for the community around trying to maximise people's outcomes and building on strengths. A review had recently been carried out by the Care Inspectorate and their report would be used in an action plan to drive things forward, but the projects that had already been going on for some time were headed in the right direction.

He went on to confirm that there had recently been an increase in uptake of self-directed support. There was a shift in the number of people using their own staff for part-time support, and there were currently around 90 personal assistants providing support for people in Shetland. Capacity would be limited by the number of people available to provide support.

Some discussion took place regarding how key performance indicators would be measured for future targets in relation to young people, mental health, and public wellbeing. The Head of Planning and Modernisation advised that health and wellbeing and mental health outcomes were a developing area, and there was a national piece of work going on. Some indicators were already in place, but some were difficult to measure or the numbers were too small to find a reasonable measure.

It was commented that the Strategic Plan was ambitious but positive, and that it was admirable to have such an aspirational plan. The additions in respect of a community-based approach and those intended to give children and families the best start were welcomed, as was the priority given to mental and physical health and wellbeing. However it was important that the delivery plans shaped the changes proposed, and that all services worked collectively. There would require to continue to be a focus on transforming care and delivering enhanced care at home services, and the Committee would require to monitor this to ensure that it was possible to deliver what was proposed, as a number of risks had been identified.

Mr Coutts moved that the Committee recommend to the Council that it is not minded to consult with the other Party with a view to requiring the IJB to rewrite the Strategic Plan, and Mr G Smith seconded.

**Decision:**

The Committee considered the Strategic Plan, and agreed to recommend to the Council that it is not minded to consult with the other Party with a view to requiring the IJB to rewrite the Strategic Plan.

29/19

**Review of Childcare Grant Aid Fund**

The Committee considered a report by the Quality Improvement Officer – ELC (CS-16-19-F) outlining the review of the Childcare Grant Aid Fund.

The Quality Improvement Officer – ELC summarised the main terms of the report, advising that a number of revisions had been made to the Childcare Fund to support providers in the private and voluntary sectors who may be operating out of limited budgets. In order to deliver the increased hours for ELC, it was important to make resources available to those providers so that they could make the changes required. Some minor changes had been made to the Fund to better reflect current thinking and pedagogy, and the maximum grant had been increased. It had been suggested at the meeting of the Education and Families Committee that the reference to the date “1 April 2011” in respect of Protection of Vulnerable Groups requirements could now be removed, and this had been taken on board.

In response to questions, she advised that the total budget was £6,000, but that it was intended to use funding that had been ring fenced for the expansion to supplement this budget further if funding was required during the expansion period.

Mr G Smith commented that if there was any pressure on the budget in meeting applications, it could come back to the Education and Families Committee for further consideration. He went on to thank staff in Children’s Services, the Sandwich School and Parent Council for their assistance to families following the announcement of the closure of the Sandwich Nursery, and their reassurance that

they would do what they could to meet their needs. He went on to move that the recommendations in the report be approved, and Mr T Smith seconded.

**Decision:**

The Committee APPROVED the revisions made to the existing Childcare Fund.

*(Mr Thomson left the meeting)*

30/19

**Taxi Tariff Review**

The Committee considered a report by the Transport Policy and Projects Officer (DV-12-19-F) outlining the review of Taxi Tariffs.

The Transport Contracts & Operations Officer summarised the main terms of the report, advising that the Council was required to review tariffs at 18 month intervals. Consultation had taken place with taxi owners and, if approved by the Council, the new tariff would be implemented from 14 June if no appeals were received.

Mr Coutts moved that the recommendation in the report be approved, and Mr Leask seconded.

**Decision:**

The Committee RECOMMENDED that the Council APPROVE the taxi tariffs changes, as set out in Appendix 1 of the report.

*(Mr Thomson returned to the meeting)*

31/19

**Corporate Risk Register**

The Committee considered a report by the Director of Corporate Services (CRP-10-19-F) presenting the current Corporate Risk Register.

The Director of Corporate Services summarised the main terms of the report, advising that the Corporate Risk Register had been considered by the Council's Risk Board. It was proposed to change the financial levels in the Council's Risk Management Matrix, and the new financial levels reflected the financial thresholds used by the Council and external auditors.

In response to a question, she advised that the risk in respect of the old Anderson High School campus plans and works was associated with the Knab Masterplan. It would be changed as this moved forward and there would be a risk register for each piece of work.

It was suggested that the risk in respect of the College merger needed to take into account the key risks in respect of the success or otherwise of the appointment of a Principal Designate, and the Director of Corporate Services advised that she would discuss this with the Director of Development Services.

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

**Decision:**

The Committee noted that the risks have been assessed using revised financial parameters, included in the revised Risk Management Matrix attached at Appendix 2 to the report, and APPROVED the revised Risk Management Matrix.

32/19

**Policy and Resources Committee Business Programme – 2019/20**

The Committee considered a report by the Director of Corporate Services (CRP-08-19-F) presenting the Business Programme for 2019/20.

**Decision:**

The Committee considered and noted the business planned for the Policy and Resources Committee in the financial year 2019/20.

**Mr Coutts moved that in order to avoid the disclosure of exempt information, the Committee resolve to exclude the public in terms of the relevant legislation during consideration of the following items of business, and Ms Macdonald seconded.**

*(Mr Leask left the meeting)*

33/19

**Energy Recovery Plant and Shetland Heat Energy and Power – Strategic Outline Case**

The Committee considered a report by the Director of Infrastructure Services providing an update on the work carried out since the previous report to the Committee in February 2017.

The Director of Infrastructure Services summarised the main terms of the report.

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

**Decision:**

The Committee RESOLVED to authorise the Director of Infrastructure Services to progress the preparation of an Outline Business Case to determine the future relationship between the Energy Recovery Plant and Shetland Heat Energy and Power Ltd in order to secure the future sustainability of the District Heating Scheme whilst continuing to deliver a best value solution for residual waste disposal in Shetland.

34/19

**Confidential Corporate Risk Register**

The Committee considered and noted a report by the Director of Corporate Services presenting the current Confidential Corporate Risk Register.

**Decision:**

The Committee NOTED the content of the report.

The meeting concluded at 11.30am.

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Chair

