

## MINUTES

- Meeting:** Board
- Date:** 7 April 2011
- Time:** 2.00pm
- Venue:** Rooms 6,7 & 8, Compass House, Dundee
- Present:** Frank Clark, Chair  
Theresa Allison  
Morag Brown  
Michael Cairns  
Douglas Hutchens  
Cecil Meiklejohn  
Carol Paton  
David Wiseman  
Sally Witcher
- In Attendance:** Jacquie Roberts, Interim Chief Executive  
Gordon Weir, Director of Resources  
Karen Anderson, Director of Operations  
David Cumming, Director of Operations  
Gill Ottley, Director of Operations  
Kenny McClure, Head of Legal Services  
Alexis Jay, Chief Social Work Adviser  
Anne Forsyth, Executive Assistant
- Apologies:** Denise Coia, Board Member  
Garry Coutts, Board Member  
Anne Haddow, Board Member  
Marian Martin, Assistant Chief Inspector

Item	Action
<b>1.0 WELCOME AND INTRODUCTION BY THE CHAIR</b>	

The Chair welcomed all to the first Board meeting of Social Care and Social Work Improvement Scotland, including one observer and in particular, Alexis Jay, Chief Social Work Adviser.

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The Chief Social Work Adviser explained to the Board the general remit of her role with Scottish Government and the important relationship with SCSWIS to gain evidence to support her advice to Ministers. The Board looked forward to SCSWIS working with the Chief Social Work Adviser.

## **2.0 APOLOGIES FOR ABSENCE**

Apologies for absence, as listed above, were noted.

## **3.0 CORPORATE GOVERNANCE OF SCSWIS REPORT NO: B-01-2011**

The Chair presented the report which consisted of six specific appendices, placing before the Board for discussion, agreement and acceptance, the proposed:

- Standing Orders;
- Reservation of Power and Scheme of Delegation; and
- Code of Conduct for members.

The report also invited members to agree that these documents be reviewed after SCSWIS' first year of operation and the Committee terms of reference within the first six months of SCSWIS' existence.

The Board:

- Discussed each Appendix and was content to accept, subject to amendments, the Reservation of Powers and Scheme of Delegation (Appendix 1); the Standing Orders (Appendix 2); and the Code of Conduct (Appendix 3).
- Noted that Standing Order 6 referred to the preference of notice of meetings and papers would be by e-mail and members were asked to inform the Executive Assistant if hard copies were required to be posted or available on the day of a meeting.
- Agreed that 'Declaration of Interest' would be a standing agenda item for the Board and its Committees.
- Noted the content of the letter to the Accountable Officer and its effect in practice (Appendix 4).
- Noted the SCSWIS Board and Committee Structure (Appendix 5).
- Discussed and noted the Management Statement and Financial Memorandum which defined the expectations of Scottish Government in relation to the governance of SCSWIS.
- Approved delegation to the Director of Resources of the approval of non-competitive actions, subject to the limits as set out in the Appendix to the Finance Memorandum.
- Agreed that the Corporate Governance documents should be reviewed after one year of operation and, in the case of Committees' terms of reference, after six months.

**Board  
Members**

**Executive  
Assistant**

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#### **4.0 COMMENCEMENT OF SCSWIS REPORT NO: B-02-2011**

The Interim Chief Executive presented the report which advised the Board on the readiness of SCSWIS to commence business on 1 April 2011. It was explained that in order to ensure both business start-up and business continuity from the three merging organisations, some significant decisions had to be made between December 2010 and March 2011.

The Chair drew members' attention to the fact that the tenure of the appointment of the Interim Chief Executive was due to end in December 2011. He considered that it would be appropriate for this to be extended to March 2012 to allow completion of one full year of operation of SCSWIS and to enable the substantive Chief Executive to take over from the start of the 2011/12 financial year. He had discussed this with the Interim Chief Executive who had confirmed that she would be willing to agree to such an extension if this was the wish of the Board.

A discussion took place around the absence of Equality Impact Assessments (EIAs). The Director of Operations (Planning, Assurance and Public Reporting) confirmed that her team would be commencing on these shortly and that retrospective EIAs would be provided.

The Board:

- Noted the practical arrangements that had been put in place for the transition to and commencement of SCSWIS on 1 April 2011 and agreed to ratify the key decisions taken by the SCSWIS Chair and Interim Chief Executive during the period December 2010 to March 2011.
- Supported the Chair's suggestion that the Interim Chief Executive be invited to serve until 31 March 2012 and noted that the substantive Chief Executive appointment would be made by SCSWIS with the recommendation referred for confirmation by Scottish ministers.
- Noted the arrangements for the preparation of EIAs.

#### **5.0 SUMMARY INSPECTION PLAN 2011-2012 REPORT NO: B-03-2011**

The Interim Chief Executive presented the report which advised members of the revised summary inspection plan 2011-2012 and Scottish Ministers' requests to SCSWIS to:

- a) develop an integrated children's services scrutiny system during 2011-2012; and
- b) continue the joint inspections of Child Protection Services.

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The Board:

- Agreed the inspection plan for 2011-2012 which was an early revised version of the one formally agreed by Scottish Ministers in March 2011 incorporating revisions requested by Scottish Government. The Board agreed that the Interim Chief Executive would now formally submit the revised plan for approval.
- Confirmed its support that SCSWIS made the development of an integrated system for the scrutiny and improvement of children's services a priority in its operational plan.

The Chair confirmed that work on the Corporate Plan for 2011-12 was underway and that a draft would be presented for consideration by the Strategy and Performance Committee at its May meeting. The Plan (with any amendments) would then be referred to the Audit Committee to develop a set of draft Key Performance Indicators which in turn would form a key part of the Board's performance management framework.

## **6.0 APPROVAL OF 2011-12 BUDGET REPORT NO: B-04-2011**

The Director of Resources presented the report to obtain approval for the 2011-12 budget and the fees that would be charged to care service providers. The following points were noted:

- The bottom line budget reduction was 7.6% in 2011-12, rising to a cumulative 13.5% for 2012-13.
- Best Value was a thread that would run through the Executive Team's work and the Corporate Plan.
- Stated transport costs were the combined Care Commission and SWIA budgets and the HMIE costs were at a much lower level. Transport Costs was an area for potential review.
- Supplementary pension charges were being discussed at senior Scottish Government official level and there was a degree of financial risk that SCSWIS had not yet been able to quantify.
- The last of the main Regulation of Care Award (RoCA) cohorts was due to complete in December 2011. Consideration was being given to an appropriate qualification for SCSWIS inspecting employees. The SSSC and SCSWIS would discuss and jointly approach Scottish Government with proposals.

The Board:

- Approved the 2011-12 budget accepting the assurance from the Director of Resources that there were sufficient funds available in 2011-12 to meet the planned business needs of the organisation.
- The Board agreed that SCSWIS must not move away from the need for an appropriately skilled and qualified workforce

- Noted that SCSWIS faced some significant challenges and work was now underway to develop a plan to address these issues and prepare for the 2012-2013 budget.
- Approved the fee rates proposed for use in 2011-12 which had been kept at the same level as the previous year. The Board noted that a Capital Expenditure Plan would now be submitted to a meeting of the Resources Committee.

## **7.0 INTERIM STRUCTURE FOR SCSWIS FOR 2011-2012 REPORT NO: B-05-2011**

The Interim Chief Executive presented the report which outlined SCSWIS' interim organisational structure and how it would support the delivery of the operational plan. The Interim Chief Executive advised of the anticipated benefits, synergies and efficiencies arising from the new arrangements and of the proposed arrangements for streamlining and improving registration, enquiries and complaints activities in SCSWIS.

The Board noted in particular:

- That the structure was an interim one and would require a review after the first year.
- That the Shadow Partnership Forum had approved the structure in February 2011.
- SCSWIS' developing business needs and the eight key principle features that determined the interim structure.
- That the job titles were working titles and any recommended changes would be presented to the Board at a later date.
- The three vacant manager posts were in the process of being filled as a matter of priority.
- Time recording would be an essential part of the review of this interim structure and would need to commence soon.
- The word 'minimum' should be inserted before the words 'rotation of one year'.

The Board was content with the interim structure and the approach being undertaken including the reference to the approach to streamlining which the Board saw significant benefits arising from.

## **8.0 INSPECTION OF LOOKED AFTER CHILDREN IN THE STATES OF JERSEY REPORT NO: B-06-2011**

The Director of Operations (Intelligence and Complaints) presented the report which informed members of a continuing inspection on Jersey which had been inherited by SCSWIS as legacy work from SWIA. The work was being funded by the States of Jersey.

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The Board:

- Supported the arrangement which were taking place and noted that there was nothing involved which would displace essential SCSWIS activity. The Board responded positively to the opportunity to be involved in the work.

## **9.0 COMMITTEES OF THE BOARD AS AT 1 APRIL 2011**

The Chair presented the paper which set out the proposed membership of the Committees of the Board.

The Board:

- Noted that a review may need to take place to ensure correct membership of the Committees.
- Noted the appointment of Ian Doig, (a current member of the SSSC's Council with a strong financial background), as the Co-opted member of the Audit Committee.
- Approved the membership of the Committees.

The Chair informed the Board that the Employee Development Manager had put together a draft programme which responded to the short and medium term development needs of the Board.

## **10.0 SCHEDULE OF BOARD AND COMMITTEE MEETINGS 2011-12**

The Chair presented the paper which informed members of the proposed schedule of Board and Committee meetings for 2011-12 and explained the rationale behind the timescale.

The Board:

- Approved the schedule.

## **11.0 AOCB**

The Director of Operations (Programming, Co-operation and Registration) informed the members of an upcoming Fatal Accident Inquiry and confirmed that SCSWIS would be involved. This was the Fatal Accident Inquiry into the death of two children who had formally attended the Good Shepherd Centre. It was acknowledged that the Interim Chief Executive and the Chief Social Work Adviser would require to maintain close liaison about this case.

It was confirmed that a copy of the recent Care Commission publication 'Improving the Quality of Care in Scotland' would be provided for members as useful background information.

**Executive  
Assistant**

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**12.0 DATE OF NEXT MEETING – 16 JUNE 2011  
(VENUE TO BE CONFIRMED)**

The date of the next Public Board meeting was noted as 16 June 2011 (venue to be confirmed).

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