

Minutes

Meeting: Board

Date: 6 September 2012

Time: 2:00pm

Venue: Rooms 7 & 8 Compass House

Present:

Frank Clark, Chair
Theresa Allison
Morag Brown
Mike Cairns
Garry Coutts
Ian Doig
Anne Haddow
Douglas Hutchens
Cecil Meiklejohn
David Wiseman
Sally Witcher

In Attendance:

Annette Bruton, Chief Executive
Karen Anderson, Director of Operations
David Cumming, Director of Operations
Gill Otley, Director of Operations
Gordon Weir, Director of Resources
Kenny McClure, Head of Legal Services
Collin McAllister, Corporate Planning, Communications and
Engagement Manager
Alexis Jay, Chief Social Work Adviser
Anne Forsyth, Executive Assistant

Apologies:

Denise Coia, Board Member

The Chair welcomed everyone to the meeting including four observers.

1.0 APOLOGIES FOR ABSENCE

Apologies for absence, as listed above, were noted.

2.0 DECLARATION OF INTEREST

A declaration of interest was made by Douglas Hutchens, Board Member in respect of item 9.

3.0 MINUTE OF MEETING HELD ON 14 JUNE 2012

The minute of the meeting held on 14 June 2012 was submitted and approved as a correct record.

4.0 MATTERS ARISING

There were no matters arising.

5.0 REPORT FROM STRATEGY AND PERFORMANCE COMMITTEE OF 28 AUGUST 2012

The Chair presented the minute to the Board for consideration and discussion of the recommendations made by the Committee.
The Board:

- Noted the report and considered the undernoted points in detail.

5.1 MONITORING OUR PERFORMANCE Q1 2012-13

The Director of Operations (Planning, Assurance and Public Reporting) presented the report. The following points in particular were highlighted:

- That 90% of scheduled inspections started had been completed by 31 July 2012.
- That the planned figure for inspections had changed during the year due to cancellations and services becoming active.
- The new national model of inspection planning.
- That the final two child protection inspection reports had been published.
- That there had been an increase in the number of complaints received.

- That 21 enforcement notices had been issued. A system for reporting on these was in development and this would highlight issues of significance for Board members. That the National Enquiry Line (NEL) had received 6,675 calls in the period from April to June 2012.
 - That 81% of draft service inspections reports had been issued within 20 working days.
 - That the request from the Committee to include additional information in future reports would be carried out and that where possible, these had been included in the Board's report.
 - That the Committee had asked for additional qualitative information. The work carried out by Board members and officers of the Audit Committee to develop the new key performance indicators (KPIs) and quality indicators (QIs) would improve the reporting of qualitative performance information.
- The Board:
- Noted the update and was assured of appropriate progress.
 - Welcomed the assurance that the target for inspections for the year was on track to be met.
 - Supported the move to providing more qualitative performance information.
 - Agreed that more testing targets for lay assessor involvement in inspections should be developed both for the current year and for 2013/14.
- The Director of Operations (Planning, Assurance and Public Reporting) presented a report which outlined the approach to planning inspection for 2013-14 and longer term planning 2013-16. The following points in particular were highlighted:
- That the Care Inspectorate would meet with Scottish Government directors to discuss cross-cutting policy priorities for the next three years. This work would be carried out in September 2012.
 - That members would attend a two-day strategic development event in late November/early December 2012 to consider corporate, inspection and resource planning.
 - That consideration was being given to business process and that a detailed analysis was underway for future requirements.

5.2 CARE INSPECTORATE PLANNING ACTIVITIES

- That 21 enforcement notices had been issued. A system for reporting on these was in development and this would highlight issues of significance for Board members. That the National Enquiry Line (NEL) had received 6,675 calls in the period from April to June 2012.
 - That 81% of draft service inspections reports had been issued within 20 working days.
 - That the request from the Committee to include additional information in future reports would be carried out and that where possible, these had been included in the Board's report.
 - That the Committee had asked for additional qualitative information. The work carried out by Board members and officers of the Audit Committee to develop the new key performance indicators (KPIs) and quality indicators (QIs) would improve the reporting of qualitative performance information.
- The Board:
- Noted the update and was assured of appropriate progress.
 - Welcomed the assurance that the target for inspections for the year was on track to be met.
 - Supported the move to providing more qualitative performance information.
 - Agreed that more testing targets for lay assessor involvement in inspections should be developed both for the current year and for 2013/14.

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The Board:

- The excellent work that had taken place in respect of procurement performance.
- That the Executive Team, in response to a potential forecasted underspend, had identified alternative expenditure proposals which had been brought forward from future year priorities.
- That there would be a targeted focus on particular skills and the staff profile needs in each geographical area on subsequent recruitment campaigns.

The Board:

- Noted the report.

The Convener of the Audit Committee presented the minute to the Board for consideration and discussion of the recommendations made by the Committee. The following points were noted:

- That the internal audit was a continuous process and that follow-up procedures were in place by the auditors to ensure that all management actions were completed.
- The full discussion on the audit report in respect of registration.
- That work was underway with CIPFA which would look at the very complex area of continuing financial viability of care providers.

7.0

REPORT FROM AUDIT COMMITTEE OF 19 JUNE 2012

The Board:

- The excellent work that had taken place in respect of procurement performance.
- That the Executive Team, in response to a potential forecasted underspend, had identified alternative expenditure proposals which had been brought forward from future year priorities.
- That there would be a targeted focus on particular skills and the staff profile needs in each geographical area on subsequent recruitment campaigns.

The Board:

- Noted the report.

The Convener of the Resources Committee presented the minute to the Board for consideration and discussion of the recommendations made by the Committee. The following points were noted:

6.0

REPORT FROM RESOURCES COMMITTEE OF 19 JUNE 2012

The Board:

- Endorsed the Strategy and Performance Committee's input to the planning process.
- Noted that the Strategy and Performance Committee had agreed the approach to the revision of the Corporate Plan for implementation 2012-16.
- Noted that the Strategy and Performance Committee considered the progress to date on implementation of new approaches to planning.

The Board:

- That the structure review which had been approved by Board on 10 July 2012 would support delivery of the three-year Corporate Plan.

8.0

**CHIEF EXECUTIVE'S REPORT
REPORT NO: B-08-2012**

The Chief Executive presented the report which provided the Board with an update on key developments since the June 2012 Board meeting. In particular, the following points were noted:

- That the Audit Committee had been encouraged by the internal auditor's response to the duty of user focus audit.
- The good progress that was being made in producing new KPIs and QIs and that these would be presented to the Audit Committee on 3 October 2012.

The Board:

- Noted the report.

- That there would be a move away from reporting on geographical areas in future reports as this was now being captured in performance monitoring reports. In future, the Chief Executive's report would take an Inspectorate-wide approach to reporting.

- That the intelligence and risk project staff had continued their significant work on key deliverables.

- A number of initiatives were underway aimed at improving quality assurance of inspection reports on regulated services.

- A draft methodology and quality indicator framework had been tested in the Angus area to support the development of a new joint inspection model for services for children. Lessons learned were being written-up and a quality indicator framework for pilot inspections during 2012-13. A communication plan was being finalised and a range of consultation events and mechanisms established to inform and involve delivery bodies, partners and people who use care services.

- All six first round inspections of secure care services for children and young people had been completed. Further work to support further development of consistency, quality assurance, resource deployment and inspection planning activities would be included in Chief Executive's Report to Board in December 2012.

- That the Care Inspectorate had been recognised by the Carbon Trust for progress made in reducing Carbon emissions.

- Detailed contract negotiations had entered the final stage in respect of the new payroll and HR Management Information System and was progressing.

DOO (PA&PR)
CE

The Director of Operations (Planning, Assurance and Public Reporting) presented the report which asked the Board to note and approve the report which had been prepared jointly by the Care Inspectorate and Healthcare Improvement Scotland (HIS). This advised the Care Inspectorate and HIS Board and Executive Team members of a series of key messages, issues and recommendations that had emerged from recent experience of scrutiny in England, including criticisms of the CQC. In particular, the following points were noted:

LESSONS LEARNED FROM CARE QUALITY COMMISSION (CQC) AND THE SCRUTINY EXPERIENCE IN ENGLAND
REPORT NO: B-09-2012

9.0

The Board:

- Agreed to reflect on issues it would like to see included in future reports, whether routinely or from time-to-time.
- Noted the report.

Members

CE

- Scottish Government was considering a fees consultation which the Director of Resources and the Finance and Procurement Manager had assisted with. This was a Scottish Government consultation and the Care Inspectorate would provide a response in due course. That work had commenced on joint a Care Inspectorate/SSC procurement for internal audit services. A full report would be submitted to the Audit Committee on 3 October 2012.
- Guidance had been issued to staff in respect of the 'recommendation' by the Sheriff's Note on the 'FAI into the death of JM'.
- The Care Inspectorate's Professional Advisers (Pharmacy) had produced new guidance in respect of medications recording practices which had been circulated widely. Consideration was being given to bring forward a proposal for a thematic study/review on medication practices.
- Work was progressing on the structure review and responses received from staff representatives through the trades union. An independent evaluation of Director-level posts had been carried out by Hay group. This included benchmarking the posts. The Chief Executive would write to the Director-General of Health and Social Care asking for Scottish Government approval for the grades and structure.

There were seven distinct areas from which we could learn:
 - new scrutiny models and managing expectations of key stakeholders (recommendations 1-7)

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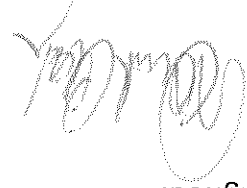
10.0

PROPOSED CARE INSPECTORATE VALUES
REPORT NO: B-10-2012

The Chief Executive presented the proposed values for consideration by the Board. The following points in particular were noted:

- The Board:
 - Noted and approved the report, taking assurance from the above comments.
 - Agreed that an action plan was developed and implemented by the Care Inspectorate and HIS to prioritise the recommendations contained in the report.
- Each section outlined key messages, and where appropriate, any issues of relevance identified for the Care Inspectorate and HIS. The recommendations enabled both bodies to reduce risk, learn from the CQC and, where appropriate, take action.
- Specific comments on recommendations were as follows:
 - There needed to be a better understanding of the Care Inspectorate by the public and stakeholders.
 - The Board needed to continue to focus on the strategic aspects of organisational changes. This included core skills and wider sector-specific expertise.
 - The number of recommendations in relation to public reporting had been encompassed in the Audit Committee's report on KPIs and QIs.
 - There was assurance that intelligence had alerted members to risk and management of risk. As this was the beginning of the process the Board needed to take time to consider what it needed to be sighted on.
 - The Board and its Committees had already identified required work on quality assurance which was being taken forward.
 - That the Chief Executive had been in initial dialogue with colleagues at the CQC and that a meeting with CSWI was taking place on 12 September 2012.

Professor Frank Clark CBE



Signed:

The date of the next meeting was noted as 18 December 2012, at 2.00 pm, Compass House, Dundee.

12.0 DATE OF NEXT MEETING

There was no other competent business.

11.0 AOCB

- The Board:
- Noted and approved the content of the report and the proposed values for the Care Inspectorate, noting that there was the need to articulate these further and consistently across the organisation to enable the understanding of the behaviours that would be reflective of these values.
 - That four national events had taken place in March 2012 which provided a forum for all staff to consult on the values for the Care Inspectorate.
 - That the importance of consistency across the organisation in following-through the understanding of the values should take place, particularly with staff being given the opportunity to reflect on practice and to apply the values when carrying out their duties.
 - That providers should be able to recognise the values as relevant.
 - That the values needed to be reviewed and sustained.
 - That the Board should feel able to adopt these values and to reflect them in its work.