

Minutes

Meeting: Resources Committee

Date: 12 June 2015

Time: 10.30 am

Venue: Rooms 0.18/0.24, Compass House, Dundee

Present: David Wiseman (Convener)
Ian Doig
Christine Dunlop
Linda Pollock

In Attendance: Paul Edie, Chair
Karen Reid, Chief Executive
Gordon Weir, Director of Corporate Services
Kenny Dick, Head of Finance and Corporate Governance
Janice Gibson, Head of Organisational Development
Eleanor Morton, Head of ICT and Information Governance (for items 1-5 and 18)
Rami Okasha, Acting Director of Strategic Development (for item 21)
Anne Forsyth, Directorate Support Officer (except item 11)

Item	Action
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The Convener welcomed everyone to the meeting, in particular Eleanor Morton, Head of ICT and Information Governance and apologised for the intervention to change the agenda order, however the minute would reflect the original order.

The Convener gave his and the Committee's congratulation to Karen Reid, on her recent appointment as Chief Executive.

1.0 APOLOGIES FOR ABSENCE

There were no apologies.

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2.0 DECLARATION OF INTEREST

The following declarations of interest were noted:

- Paul Edie, Chair in respect of holding the position of SSSC Council member.
- Linda Pollock, Board Member in respect of item 21.
- David Wiseman, Convener in respect of item 21.
- Anne Forsyth, Directorate Support Officer in respect of item 11.

3.0 MINUTE OF PREVIOUS MEETING – 4 FEBRUARY 2015

The minute of the meeting held on 4 February 2015 was submitted and approved as a correct record subject to minor amendment.

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4.0 ACTION RECORD OF MEETING HELD ON 4 FEBRUARY 2015

The action record of the meeting held on 4 February 2015 was noted and updated.

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5.0 MATTERS ARISING

There were no matters arising.

ITEMS FOR DECISIONS/DISCUSSION

6.0 BENCHMARKING PROGRESS REPORT NO: RC-07-2015

The Head of Finance and Corporate Governance presented the report which provided the Committee with an update on benchmarking, one of the Care Inspectorate's strands of Best Value work. The following points were noted:

- That there were two strands to the Care Inspectorate's current benchmarking work:
 - CIPFA Public Sector Value for Money Indicators.
 - Comparison with the Care and Social Services Inspectorate Wales (CSSIW).
- That the report presented an initial overview of the seven areas covered by the CIPFA indicators.
- That the Care Inspectorate was investigating the potential to discuss the results with the other participants.
- That there had been good and initial progress made with the CSSIW and this was an area of work where there were plans for further development.

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The Committee:

- Noted the information provided in the report.

**7.0 REPORT ON EFFICIENCIES IN 2014/15 AND PROPOSALS FOR BEST VALUE REPORTING IN 2015/16
REPORT NO: RC-08-2015**

The Director of Corporate Services presented the report that outlined the background to the Public Sector efficiency regime in Scotland and set out the Care Inspectorate's overall approach to Best Value. The Care Inspectorate's efficiencies programme performance in 2014/15 was also reported to the Committee which outlined the proposals for Best Value reporting for 2015/16. The following points in particular were noted:

- That this was a positive report and that the Care Inspectorate had met its efficiency expectations for 2014/15, which were in excess of the Scottish Government targets.
- That the number of characteristics of best value that public service organisations were expected to demonstrate would be confirmed.
- That the move to Best Value reporting was welcomed.

The Committee:

- Reviewed the Care Inspectorate's efficiency performance for 2014/15.
- Considered and agreed to move to a regime of Best Value reporting from 2015/16.

**8.0 2014/15 PROCUREMENT UPDATE AND PERFORMANCE REPORT
REPORT NO: RC-09-2015**

The Director of Corporate Services presented the report which provided the Committee with an update on procurement developments and performance for the Care Inspectorate in 2014/15. The following points were noted:

- That it was a positive report that provided meaningful information on which to base future development.
- That procurement capability had improved and that plans were in place to support further improvement.
- That the Care Inspectorate is a full participant in the Central Government Procurement Shared Service.

The Committee reviewed and commented on the Procurement Performance Measures and noted that the performance measure of benefits realised was based on the first 3 quarters of 2014/15. It

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was anticipated that once the fourth quarter figures had been calculated, the annual total would exceed that reported for 2013/14.

9.0 ORGANISATIONAL DEVELOPMENT ANNUAL REPORT REPORT NO: RC-10-2015

The Head of Organisational Development presented the report which outlined the progress achieved during the previous 12 months, the key priorities for 2015/16 and provided the current workforce profile. The following points in particular were noted:

- That as the Care Inspectorate was making changes to the way it worked, the priorities for the Organisational Development team were to support the development and implementation of these new ways of working.
- That there were eight key priorities outlined for 2015/16.
- That there had been good progress made by the team in 2014/15

The Committee discussed the workforce profile and, in particular, welcomed the reduction in sickness absence, noting the impact of the new Maximising Attendance policy.

The Committee:

- Noted and welcomed the progress achieved to date.
- Noted the key priorities for 2015/16.
- Noted the changes to the workforce profile.

10.0 HEALTH AND SAFETY RESOURCING PROPOSAL REPORT NO: RC-11-2015

The Head of Organisational Development presented the report which set out a proposal to resource the Care Inspectorate's Health and Safety function following a review of current arrangements. The following points in particular were noted:

- That the Care Inspectorate had carried over the Health and Safety practices from its predecessor, the Care Commission until now had not carried out a fundamental review of Health and Safety roles, responsibilities, processes or practices.
- That a consultant had been commissioned to work with the Care Inspectorate to carry out a review.
- That the review found both strengths and areas to develop and an action plan had been developed.
- That as part of the feedback from the consultant was the recommendation to make permanent the staffing arrangements for Health and Safety within the Care Inspectorate.
- That the Health and Safety Executive guidance was used when procuring the consultant.

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- That there was a National Health and Safety Forum which met twice a year for progressing and monitoring purposes.
- That consideration should be given for a Board report to update all members DoCS
- That consideration of Health and Safety as a strategic risk would form part of the Annual Review of the Risk Register on 26 June 2015. DoCS
- That a progress report would be submitted to the Committee for its September 2015 meeting, including the Action Plan and revised Health and Safety Policy. DoCS
- That agreement would be sought with the SSSC for a variation to the facilities Service Level Agreement to incorporate the revised Health and Safety function.

The Committee:

- Agreed the proposal to support the Care Inspectorate's Health and Safety commitments.
- Noted the proposals to provide a further report to its next meeting.

11.0 PROPOSALS TO AMEND BUSINESS SUPPORT ESTABLISHMENT REPORT NO: RC-14-2015

The Director of Corporate Services presented the report that provided the Committee with proposals and outlined recommendations for changes to the business support establishment. It was noted that the Contact Centre proposal created efficiency savings in terms of resource costs through the transfer of duties from inspectors to business support staff.

The Committee:

- Considered and approved the proposals to create a Care Inspectorate Contact Centre and noted that this proposal would be submitted to the Partnership Forum for consultation prior to implementation.
- Considered and approved the proposals to create the post of Business Support Officer within the HQ business support function and noted that this would also be submitted to the Partnership Forum for consultation prior to implementation.

12.0 PEOPLE MANAGEMENT POLICIES MONITORING REPORT REPORT NO: RC-13-2015

The Head of Organisational Development presented the report which outlined the progress achieved in relation to the People Management Policy Programme which aimed to modernise all key policies over a rolling three year period.

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The Committee:

- Considered and approved the updated version of the Capability Policy.
- Agreed to submit comments/amendments to the Head of Organisational Development by e-mail who would then collate and submit these to the Convener for agreement.

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**13.0 LOCAL GOVERNMENT PENSION SCHEME (LGPS): POLICY ON EXERCISE OF EMPLOYER DISCRETIONS
REPORT NO: RC-23-2015**

The Head of Finance and Corporate Governance presented the report which sought Committee approval for the LGPS (Scotland) Regulations 2014 Employer Discretions Policy. The following points were noted:

- That there was a legal duty to publish a written statement of the Care Inspectorate's policy relating to five discretionary powers by 30 June 2015.

The Head of Finance and Corporate Governance explained each of the discretionary areas and outlined the individual proposed policy position.

Following discussion, the Committee:

- Approved the draft LGPS (Scotland) Regulations 2014 Employer Discretions Policy, noting that these would now be submitted to the Partnership Forum for consideration prior to being published.

14.0 SCHEDULE OF COMMITTEE BUSINESS

The Committee noted and updated the schedule.

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ITEMS FOR INFORMATION

**15.0 2014/15 ANNUAL ACCOUNTS PROGRESS REPORT
REPORT NO: RC-15-2015**

The Head of Finance and Corporate Governance presented the report which advised the Committee on the progress of the Annual Accounts and the projected financial position for 2014/15 based on the annual accounts preparation work to date.

The Committee:

- Noted that all was progressing as planned and that the draft Annual Report and Accounts was expected to be completed and ready for submission to the external auditors on 26 June 2015.

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- Noted the projected financial position for the 2014/15 financial year.

16.0 INDICATIVE 2016/17 AND 2017/18 BUDGET

The Director of Corporate Services provided a verbal update to the Committee on the progress of the indicative 2016/17 and 2017/18 budgets. The following points in particular were noted:

- That the Executive Team had met with Sponsor on 11 June 2015 and that a briefing note was to be provided to them in respect of the Care Inspectorate's funding profile.
- That the potential to increase the maximise fees was being reviewed by Sponsor Branch.
- That other areas being specifically considered were:
 - Management structure of the organisation.
 - Methodology review change programme activity.
- Estates strategy (although this was more medium rather than short-term).
- That there would need to be member/officer engagement in addressing the significant levels of potential funding shortfall and that the Chief Executive, Chair and Convener would discuss how this would be taken forward.

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The Committee:

- Noted and thanked staff for the useful verbal update.

17.0 BILLING OF CARE PROVIDERS REPORT NO: RC-16-2015

The Head of Finance and Corporate Governance presented the report which informed the Committee of the progress on billing of care providers.

The Committee:

- Noted that all invoices for 2014/15 and quarter one of 2015/16 had been issued.
- Noted the progress to date on the debt collection process for the financial years 2002/03 – 2014/15.
- Noted the fees that had been waived.

18.0 JOINT CARE INSPECTORATE AND SSSC INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) STRATEGY 2015 TO 2019 REPORT NO: RC-18-2015

The Head of ICT and Information Governance presented the report which provided the Committee with an update on the development of the joint Care Inspectorate and SSSC ICT Strategy and allowed

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the opportunity to provide comment and strategic guidance. The following points in particular were noted:

- That the Head of ICT and Information Governance and the Business Improvement Manager (ICT) had held various meetings with both Care Inspectorate and Scottish Social Services Council (SSSC) managers to inform the strategy.
- That some comments had been received and incorporated into the version presented.
- That there continued to be developments to systems to meet immediate requirement for both organisations.
- That the strategy needed to fit in with corporate priorities and needed a steer from the Committee and Executive Team members to agree priorities.
- That what was included within the strategy has been budgeted within the existing resources and that as the new methodology developed and system requirements were clearer, a further paper would be presented to the Committee.
- That Scottish Government was progressing collaborative work around sharing access to independent advice. This will be an important governance issue for the Board and will be kept under review. That the funding for the strategy needed further clarity given the overall financial constraints and that the inclusion of the resources and the Board's role in governance and accountability needed to be included.

The Committee:

- Noted the report.
- Provided comments and strategic guidance as outlined above.

CONFIDENTIAL ITEMS

19.0 ESTATES UPDATE REPORT – IRVINE OFFICE OPTIONS REPORT NO: RC-19-2015

The Director of Corporate Services presented the report which informed the Committee of the options identified for the Irvine office at the end of the current Memorandum of Terms of Occupation (MOTO) Agreement. The following points were noted:

- That the Committee at its meeting on 4 February 2014 agreed that options for the Irvine office were explored and submitted for consideration.

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- Four options had been considered and a business case recommending the closure of the Irvine office had been prepared.

Following discussion and consideration of the Business Case, the Committee:

- Agreed that the MOTO Agreement be allowed to expire without extension or renewal with all staff relocated to Paisley or an appropriate alternative.
- Agreed that consultation with the Partnership Forum and individual staff commenced immediately.
- Agreed that as the MOTO agreement was with SCRA, that they were informed of this decision immediately.

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**20.0 PROPOSAL: EXECUTIVE ADVISER TO THE BOARD
REPORT NO: RC-22-2015**

The Chief Executive presented the report which, following discussions with the post holder, set out a proposal to move the current Director of Inspection to a part time fixed-term Executive Adviser to the Board role and fill the Director of Inspection role on a permanent basis. The following points in particular were noted:

- That funding from Scottish Government was available in 2015/16 to support the future shaping of delayed discharges.
- That this role was for a fixed-term period ending on 31 March 2017.
- That the Director of Inspection post would require to be advertised both internally and externally.

The Committee:

- Considered and approved the proposal to move the Director of Inspection into a part time fixed-term Executive Adviser to the Board post and backfill the Director of Inspection role on a permanent basis.

**21.0 PROVISION OF HEALTH AND WELL-BEING ADVICE WHICH
SUPPORTS BOTH SCRUTINY AND IMPROVEMENT
REPORT NO: RC-12-2015**

The Acting Director of Strategic Development presented the report which advised the Committee of the principal findings from a review of health and well-being advice in the Care Inspectorate and proposed revised arrangements. The following points in particular were noted:

- That the proposal identified a more efficient, effective and fit for the future structure for health advice with the aim being to ensure that the Care Inspectorate had access to the most

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current clinical thinking to support our inspectors in their regulatory and improvement roles.

- This involved the implementation of a new staff structure and increased partnership working.
- That the current staff within the team had been involved in the review and were content with the recommendations.

The Committee:

- Agreed that the proposed arrangements were submitted to the Partnership Forum with a view to implement the proposals at the earliest opportunity.

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22.0 REQUESTS FOR VOLUNTARY, EARLY OR FLEXIBLE RETIREMENT REPORT NO: RC-20-2015

The Head of Organisational Development presented the report which provided the Committee with details of three applications for early retirement or flexible retirement which required employer's consent.

Following consideration and discussion of the three applications, taking account of both the employee's submission and management recommendation:

The Committee:

- Approved the application for early retirement with the Care Inspectorate meeting the £2k 'strain' on the final costs in line with management's recommendation.
- Agreed that for flexible working application one, there was no employers' discretion in terms of offering an actuarial reduced pension and therefore the application was not approved on grounds of cost.
- Approved flexible working application two, on the basis that the employee met the cost through pension benefits being actuarially reduced.

23.0 SPECIAL SEVERANCE PAYMENT AND SETTLEMENT AGREEMENT REPORT NO: RC-17-2015

The Head of Organisational Development presented the report which provided the Committee with details of a proposed special severance payment. Following full discussion and consideration of the circumstances:

The Committee:

- Approved that management took forward a full business case to Sponsor for formal approval.

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24.0 SESSIONAL INSPECTORS

The Head of Organisational Development presented the report which briefed the Committee on the grievance raised by Sessional Inspectors and provided an update on the management of the complaint and the proposed approach to resolution. Following full discussion and consideration of the circumstances:

The Committee:

- Approved the proposed resolution recommended by management.

25.0 AOCB

26.0 REVIEWING RISK

The Committee noted the following risks:

- Health and Safety compliance – a report was to be provided to the September meeting.
- ICT Strategy Development – to be kept under review by the Resources Committee.
- Medium Term Funding – to be kept under review by the Resources Committee.

27.0 DATE OF NEXT MEETING

The date of the next meeting was noted as 18 September 2015 at 10.30 am, Compass House, Dundee.

Signed:

David Wiseman
Convener

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