

Minutes

Meeting: Resources Committee

Date: Friday 11 March 2016

Time: 10.30 am

Venue: Room 0.24, Compass House, Dundee

Present: David Wiseman, Convener
Ian Doig
Christine Dunlop
Linda Pollock
Gavin Dayer

In Attendance: Paul Edie, Chair
Karen Reid, Chief Executive
Gordon Weir, Director of Corporate Services
Rami Okasha, Executive Director of Strategy and Improvement (for items 1-20 only)
Kenny Dick, Head of Finance and Corporate Governance (for items 1-20 only)
Janice Gibson, Head of Organisational Development (for items 1-20 only)
Fiona Angus, Committee Support Officer (for items 1-20 only)

Apologies: None

| Item | | Action |
|------------|------------------------------------------------|--------|
| | The Convener welcomed everyone to the meeting. | |
| 1.0 | APOLOGIES FOR ABSENCE | |
| | There were no apologies. | |
| 2.0 | DECLARATIONS OF INTEREST | |
| | There were no declarations of interest | |

| | | |
|--------------|---------------------------------|------------------|
| Version: 2.0 | Status: <i>Approved: 6.6.16</i> | Date: 01/06/2016 |
|--------------|---------------------------------|------------------|

3.0 MINUTE OF SPECIAL MEETING HELD ON 13 JANUARY 2016

The minute of the special meeting held on 13 January 2016 was agreed as an accurate record.

4.0 ACTION RECORD OF MEETING HELD ON 13 JANUARY 2016 AND ACTION RECORD OF EFFECTIVENESS MEETING HELD ON 29 JANUARY 2016

The Committee agreed to remove the action under item 5.1 of the meeting held on 23 September 2014, which covered updates on the ICT Review. Members agreed that this matter was being addressed through the business of the Committee.

CSO

Item 9.0 from the meeting held on 13 January 2016 was updated to reflect the work that had started with the member/officer group on budget-associated risks.

5.0 MATTERS ARISING

5.1 Update on Digital Transformation Programme and ICT Review (arising from Minute of Meeting held on 13 January 2016)

The Director of Corporate Services (DoCS) informed the Committee that a recent Scottish Government Digital Transformation workshop had developed initial thinking on IT issues. Further dates were being set up to meet with key Scottish Government staff to agree the next steps.

The Convener appraised the Committee of his recent visit, accompanied by Care Inspectorate (CI) ICT and OD staff, to the Care and Social Services Inspectorate Wales (CSSIW), which had been very productive. The CSSIW had provided a demonstration of its systems and key lessons had been fed back to the CI Chair, Chief Executive (CE) and DoCS.

It was reported that the CSSIW had undertaken process mapping of all the processes that were used to deliver its activities. It was noted that, unlike the CI, the CSSIW had no powers to investigate complaints, but its system did record concerns and other feedback. The process mapping exercise had been undertaken by an external organisation and had been carried out in stages. The exercise had more clearly identified what ICT support was required to deliver the CSSIW's activities and was seen as an essential precursor to any ICT development.

The CE outlined to the Committee the immediate priorities for the organisation, which would include carrying out initial lean process mapping, followed by a more detailed exercise after further engagement with staff.

The Committee agreed it was crucial to be fully engaged with the Scottish Government in this work.

It was agreed that a presentation would be provided to the Resources Committee at an appropriate point to outline the next steps and relevant learning points. This would also refer to additional key aspects such as governance, change control and testing.

CE

ITEM FOR INFORMATION

6.0 UPDATE FROM REMUNERATION COMMITTEE – PROPOSED PAY REMIT 2016/17

The DoCS advised members of the decision of the Remuneration Committee to formally approve the 2016/17 pay remit for submission to the Scottish Government. The detail of this was £400 for all staff grades 1-3 and 1% for all other staff. The cost of implementing the pay remit had been reflected in the CI draft budget.

7.0 2015/16 BUDGET MONITORING REPORT NO: RC-03-2016

The Head of Finance and Corporate Governance (HoF&CG) presented the budget monitoring report, which outlined a projected underspend of £340k in the current financial year.

The Committee noted the revenue and the capital monitoring statements for the period to 31 January 2016.

8.0 ANNUAL SCRUTINY AND IMPROVEMENT PLAN FOR 2016/17 REPORT NO: RC-04-2016

The Executive Director of Strategy and Improvement (EDoS&I) presented the report, which outlined the organisation's scrutiny and improvement plan for 2016/17, and which had been compiled alongside development of the draft budget.

| | | |
|--------------|---------------------------------|------------------|
| Version: 2.0 | Status: <i>Approved: 6.6.16</i> | Date: 01/06/2016 |
|--------------|---------------------------------|------------------|

It was noted that the plan for 2016/17 took a different approach to previous inspection plans, moving towards more outcomes-focussed, improvement-based and risk and intelligence-led work for all inspections. The main objective in this new approach was to enable the CI to better illustrate what it did to ensure protection of people who use care services and provide ongoing public assurance about the quality of care in Scotland.

The Committee congratulated the EDoS&I and the Executive Director of Scrutiny and Assurance on the work put into developing the plan. During discussion on specific areas in the plan, members recommended that consideration be given to the Health Improvement Team developing guidance in respect of palliative care. The EDoS&I explained that some further work in this area would be considered, in partnership with Healthcare Improvement Scotland.

The CE reported that discussions on the plan had taken place at a recent meeting with the Sponsor Department, notably on what could be delivered within the current funding arrangements, and taking into account ministerial priorities and national policy issues.

The Committee endorsed the plan with the recommendation to the Board that it be submitted for ministerial approval prior to the commencement of the formal election period.

9.0 DRAFT BUDGET 2016/17 AND INDICATIVE BUDGET 2017/18 AND 2018/19
REPORT NO: RC-05-2016

The HoF&CG spoke to the report, which sought agreement for submission of the draft budget to the Sponsor Department and subsequently to the Board for approval.

Base budget

The Committee was asked to consider the budget deficit and the recommendations for reducing this. Particular areas to note included staff costs, which formed the biggest part of the budget. These had been modelled taking into account the proposed pay remit for 2016/17. It was noted that adjustments to accommodation costs had been in line with the Estates Strategy. Members also had some discussion on the training budget and travel costs,

Deficit reduction

The Committee discussed the options for reducing the deficit and the need to consider recurring savings going forward. Officers provided explanations to the recommendations being put forward in the report. Following discussion, the Committee agreed to the recommended options for addressing the budget deficit, including

the use of one-off transitional funding to support operating expenditure in 2016/17.

Members were informed that further discussion with Partnership Forum representatives would be taking place and the Resources Committee would be provided with an update following that discussion.

DoCS

After full consideration of the options and recommendations, the Committee

- agreed that the proposed draft 2016/17 budget be submitted to the Sponsor and Board for approval;
- agreed that the draft 2016/17 Capital Plan be submitted to the Board for approval;
- agreed to recommend to the Board that all fees charged to regulated care service providers remain unchanged from 2015/16 rates;
- noted the projected budget position for 2017/18 and 2018/19.

DoCS/
HoF&CG

10.0 PEOPLE MANAGEMENT POLICIES MONITORING REPORT REPORT NO: RC-06-2016

The Head of Organisational Development (HoOD) presented five people management policies to the Committee, four of which were for approval and one for comment and further consideration. Members were also invited to consider the Policy Review Programme, which had been re-formatted to reflect the comments provided by the Resources Committee at its Effectiveness meeting held on 29 January 2016.

The Committee:

- noted the progress achieved against the People Management Policy Programme;
- recommended that the Health and Safety Policy be revised to include reference to the Health and Safety Committee and that the policy also applied to the Board;
- approved the updated versions of the Grievance, Salary Protection, Workforce Change and Zero Tolerance policies;
- Agreed to the new format and reporting lines for the Policy Review Programme

**11.0 BILLING OF CARE PROVIDERS
REPORT NO: RC-07-2016**

The HoF&CG presented the progress report on the billing of care providers and pointed out that there were no significant issues. The Committee noted the contents of the report.

**12.0 BAD DEBT REPORT
REPORT NO: RC-08-2016**

The HoF&CG presented the report, which informed the Committee on the position of debt written off as being irrecoverable and advised members on debt impairment.

The Committee noted the report.

**13.0 ESTATES UPDATE REPORT
REPORT NO: RC-09-2016**

The DoCS spoke to the report, which informed the Committee on the CI's property position and ongoing developments for its various locations.

It was noted that the Scottish Government had approved the business case for down-sizing the Hamilton office.

Members were informed that business cases would be presented to the Committee meeting on 6 June 2016 in respect of the Musselburgh, Aberdeen and Inverness offices.

The Committee noted the progress on lease opportunities and agreed to review the business case for the Paisley office by email circulation, ahead of the next meeting of the Committee on 6 June 2016.

DoCS

**14.0 HEALTH AND SAFETY PROGRESS REPORT
REPORT NO: RC-10-2016**

The HoOD reported on good progress being made in respect of the health and safety action plan and that positive feedback had been received from Board members and staff on the training that had been provided.

The Committee noted its congratulations to Pamela Hill, Corporate Facilities, Health and Safety Assistant, on her recent distinction award for her National Examination Board in Occupational Safety and Health Certificate (NEBOSH)

15.0 PRESENTATION: SCRUTINY AND IMPROVEMENT PROFESSIONAL DEVELOPMENT AWARD

The HoOD gave a presentation on the development of the Scrutiny and Improvement Personal Development Award (PDA). Members were informed that the PDA was a fundamental aspect of the whole of the organisation's continuing professional development framework. In terms of timescales, it was planned to launch the qualification jointly with the Scottish Social Services Council and Scottish Qualifications Authority by August 2016.

The Committee was informed that priority would be given according to staff's registration requirements and that staff would be required to allocate 12 days of their own time in order to study.

The Committee noted the progress being made with the award and recommended that more focus on inspectors' roles in helping deliver improvements in care services should be included in the communication of the new award to staff.

HoOD

16.0 SCHEDULE OF BUSINESS

The Committee's Schedule of Business in respect of the 6 June 2016 meeting was updated as follows:

CSO

- Addition of the Resource Committee's Annual Report to the Board
- Addition of the Health and Safety Annual Report
- Re-wording of "Performance on Development of KPIs" to "Development of New Performance Measures"

17.0 RESOURCES COMMITTEE REVISED TERMS OF REFERENCE REPORT NO: RC-11-2016

The DoCS explained the background to the proposed amendment to the Committee's Terms of Reference, which would clarify the responsibility of the Resources Committee in respect of the organisation's job grading system. The Committee approved the changes to its Terms of Reference.

18.0 RISK IDENTIFICATION

The Committee noted the following risks:

- Ongoing risks in relation to budget
- Managing change
- ICT – system control and documentation

| | | |
|--------------|---------------------------------|------------------|
| Version: 2.0 | Status: <i>Approved: 6.6.16</i> | Date: 01/06/2016 |
|--------------|---------------------------------|------------------|

19.0 AOCB

Pension Protection Pay Uplift

The DoCS advised the Committee that employees who transferred from the Civil Service to the newly formed Care Inspectorate in 2011 were entitled to an uplift to their pay to compensate for the differences between the applicable pension schemes, as all transferring employees had to join the Local Government Pension Scheme.

The calculation of the pay uplift was complex, however, the latest guidance from the Government Actuaries Department (GAD) has changed this to a simpler method and the Care Inspectorate is now nearing the point where the Pension Comparability Certificate can be signed.

Guidance received from GAD is that employees who voluntarily move to another post within the Care Inspectorate should lose their pension pay uplift (other pension protections will remain).

The issue is that the Care Inspectorate has staff who have already moved to new posts since 2011 and the management recommendation is that they are treated as special cases and retain the pension uplift, but from the date of this Committee the new rules should apply in line with the GAD guidance.

Members discussed and agreed to this proposal. Management will write to all affected staff informing them of the new policy.

20.0 DATE OF NEXT MEETING

The date of the next meeting was noted as Monday 6 June 2016 at 10.30 am in Compass House.

CONFIDENTIAL ITEMS

The items below were held in private session involving members, the Chief Executive and Director of Corporate Services.

21.0 REVIEW OF SESSIONAL INSPECTOR ROLE REPORT NO: RC-12-2016

The CE presented the report which advised members of the review of the role of Sessional Inspector. A further Sessional Inspector has requested voluntary redundancy.

The Committee:

- noted the review;
- approved the request for voluntary redundancy;
- congratulated the CE on her handling of the issue

**22.0 REQUEST FOR EARLY RETIREMENT
REPORT NO: RC-13-2016**

This item was withdrawn in advance of the meeting, at the request of the employee.

**23.0 REQUEST FOR VOLUNTARY REDUNDANCY
REPORT NO: RC-14-2016**

The DoCS advised members of an application for voluntary redundancy from a postholder whose post becomes displaced as a result of the revised senior management structure.

Management was supporting the application and the costs would be funded from the current year underspend.

The provisions of the CI's retirement policy would be applied, however, management was confirming that the Scottish Government was still content with the CI's policy. This meant the Committee could only approve the voluntary redundancy in principle, pending this confirmation from Scottish Government.

Following discussion, the Committee agreed to approve the voluntary redundancy in principle and was content that management progress the application once Scottish Government confirmation was received.

Signed:



David Wiseman
Convener

