

Minutes

- Meeting:** Resources Committee
- Date:** 4 December 2015
- Time:** 10.30 am
- Venue:** Room 0.24, Compass House, Dundee
- Present:** David Wiseman (Convener)
Gavin Dayer
Ian Doig
Christine Dunlop
Linda Pollock
- In Attendance:** Karen Reid, Chief Executive
Gordon Weir, Director of Corporate Services (except item 16)
Kenny Dick, Head of Finance and Corporate Governance (except item 16)
Janice Gibson, Head of Organisational Development (except item 16)
Rami Okasha, Acting Director of Strategic Development (except item 16)
Anne Forsyth, Directorate Support Officer (except item 16 and items 19-22)
Fiona Angus, Committee Support Officer (except item 16)
- Apologies:** Paul Edie, Chair

Item	Action
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The Convener welcomed everyone to the meeting, particularly Fiona Angus, Committee Support Officer who took on the role of servicing the Committee.

1.0 APOLOGIES FOR ABSENCE

Apology for absence, as listed above, was noted.

2.0 DECLARATION OF INTEREST

The following declarations of interest were noted:

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- Linda Pollock, Board Member, as Advisory Board Member in Pain Concern in respect of item 8.
- Anne Forsyth, Directorate Support Officer, in respect of item 19.

3.0 MINUTE OF PREVIOUS MEETING HELD ON 18 SEPTEMBER 2015

The minute of the previous meeting was approved as a correct record with one amendment.

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4.0 ACTION RECORD OF MEETING HELD ON 18 SEPTEMBER 2015

The action record of the meeting held on 18 September 2015 was noted and updated.

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5.0 MATTERS ARISING

There were no matters arising.

ITEMS FOR DECISION/DISCUSSION

6.0 2015/16 BUDGET MONITORING REPORT NO: RC-30-2015

The Head of Finance and Corporate Governance presented the report which advised the Committee of the projected financial position for the year to 31 March 2016. The following points were noted:

- That the net expenditure projected an underspend of £152k which was due to additional income, offset in part by additional spend on transport costs and administration costs
- That staff costs in relation to voluntary severance for the Sessional Inspectors had been included in the projections.
- That given the balance of risks, the Executive Team was continuing to liaise with budget managers to develop further Alternative Expenditure Proposals for consideration.

The Committee:

- Considered the revenue monitoring statement for the year to 31 March 2016.
- Considered the capital monitoring statement for the year to 30 September 2016.

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7.0 DRAFT BUDGET 2016/17 AND INDICATIVE BUDGET 2017/18 AND 2018/19

The Head of Finance and Corporate Governance updated the Committee on the budget position. The following points were noted:

- That the UK budget position for 2016/17 had been announced and that the Scottish Government's announcement would be made on 17 December 2015.
- That the 2016/17 Care Inspectorate funding would not be received until mid to late January 2016 at the earliest
- That current assumptions of a standstill budget had been made initially but further scenario planning had been undertaken and that the Scrutiny and Improvement Plan reflected this position.
- That transitional funding had been requested.

The Committee:

- Noted the position and the uncertainties in relation to the budget funding.

8.0 DEVELOPING THE SCRUTINY AND IMPROVEMENT PLAN FOR 2016/17 REPORT NO: RC-36-2015

The Acting Director of Strategic Development presented the report which provided the Committee with background information about the development of the Scrutiny and Improvement Plan for 2016/17.

The Convener requested that additional wording be incorporated into the Plan at the initial statement under Section 3.0 to take account of any financial constraints. The Convener also recommended that the section on Joint Strategic Scrutiny of Adult Health and social Care be reviewed to reflect the need to test, during 2016/17, any new approach to these inspections, taking into account the need to incorporate the scrutiny of joint strategic commission and its impact during 2017/18.

The Committee following full discussion:

- Considered and recommended in principle, the indicative Scrutiny and Improvement Plan for 2016/17 to the Board, subject to clarity about the Care Inspectorate's budget position.
- Noted the proposals for undertaking Scottish Government requests and additional improvement interventions within the proposed Plan.
- Agreed to consider amendments to the Plan in early 2016

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- following clarity about the budget position.
- Agreed the approach taken to support our direction of travel towards a more risk-based, proportionate, outcomes-focussed agenda for the purposes of providing public protection and assurance, and supporting improvement across care and social services.

**9.0 BILLING OF CARE PROVIDERS
REPORT NO: RC-38-2015**

The Head of Finance and Corporate Governance presented the report which provided the Committee with an update on the billing of care providers.

The Committee:

- Noted that invoices for quarters 1, 2 and 3 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.

**10.0 ANNUAL REVIEW OF THE CARE INSPECTORATE FINANCIAL REGULATIONS
REPORT NO: RC-39-2015**

The Head of Finance and Corporate Governance presented the report which laid out amendments, and asked the Committee to review the Financial Regulations to ensure they remained fit for purpose in accordance with corporate governance best practice.

The Committee:

- Reviewed the draft Financial Regulations.
- Approved the Financial Regulations for submission to the Board for its approval.

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**11.0 ESTATES UPDATE REPORT
REPORT NO: RC-27-2015**

The Director of Corporate Services presented the report which informed the Committee on the organisation's property position and ongoing developments. The following points were noted:

- That in relation to the Care Inspectorate's Irvine Office, the search of options for alternative accommodation for the administrative team within the three Ayrshire Council areas had been put forward, Neither of the two alternatives met the objectives of reducing space and cost.
- That all options for the Hamilton Office had been considered and recommendation was that the Care Inspectorate

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- retained only the second floor suite.
- That business cases for the Care Inspectorate's offices at Musselburgh, Aberdeen, Paisley, Inverness and Compass House would be submitted to either the March or June 2016 meetings of the Committee.
- That an estates partnership working group set-up, had its first meeting early December 2015.

The Committee:

- Confirmed the previous decision to close the current Irvine office and relocate all staff to other, existing Care Inspectorate locations, primarily Paisley.
- Approved the business case for the future of the Hamilton office and to its submission to the Sponsor.

12.0 PEOPLE MANAGEMENT POLICIES MONITORING REPORT REPORT NO: RC-31-2015

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. The report included updated draft policies for consideration in relation to:

- Grievance.
- Salary Protection.
- Workforce Change.
- Zero Tolerance.

The following general points were noted:

- That there had been awareness training delivered on seven previously approved policies
- That work was ongoing in respect of the carers kitemark and it had been encouraging to see Board members attendance at sessions from which there had been positive feedback.

The following particular points were noted in respect of individual policies:

- Grievance
 - That the policy needed a link to the whistleblowing policy.
 - That the policy needed to ensure it reflected the protected characteristics under Equalities Legislation
 - Staff representation arrangements at formal meetings to be clarified.
 - Amendment to be made to grievance appeal arrangements in relation to the Director of Corporate Services.

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- Salary Protection
 - Reference to Local Government Pension Scheme – ‘certificate of protection’ to be clarified.
 - ‘Scope’ – language to be updated for additional clarity.
 - ‘Employee responsibilities’ to be clarified.

- Workforce Change
 - That the policy should state a point in relation to an employee wanting to make changes to their terms and conditions.
 - That ‘...and their carers’ should be added following ‘...people who use care services’ under ‘equality issues’.

- Zero Tolerance
 - That this was the first of the Health and Safety policies to be presented to the Committee as part of the Health and Safety Improvement Plan.
 - That a ‘call tree’ system was being reviewed and mapped out.
 - That the sample letters should be referred to in the flowchart.
 - That ‘...and carers’ should be added following ‘...services users’ at 9c.
 - That reference to statutory partnerships should be included at section 9.
 - That there would be training in relation to the policy following the consultation period.

The Committee:

- Noted the progress achieved against the People Management Policy Programme.
- Considered and provided feedback on the four draft policies.

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**13.0 PROGRESS REPORT: DEVELOPING THE SCRUTINY AND IMPROVEMENT PROFESSIONAL DEVELOPMENT AWARD (PDA)
REPORT NO: RC-33-2015**

The Head of Organisational Development presented the report which outlined the progress being achieved to develop the new Scrutiny and Improvement Professional Development Award. The following point was noted:

- That the Care Inspectorate needed to ensure the qualification met ongoing business needs, the SSSC registration requirements and that it was delivered in an affordable manner.

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The Committee:

- Noted the progress being achieved to develop the new award so far.
- Noted that a more detailed report outlining the content and resources implications of the award would be submitted to its March 2016 meeting.

14.0 HEALTH AND SAFETY PROGRESS UPDATE REPORT NO: RC-32-2015

The Head of Organisational Development presented the report which advised the Committee of the progress achieved against the Health and Safety action plan and arrangements. The following points in particular were noted:

- That the Executive Team had agreed the Health and Safety training plan and that all senior managers would complete their training by the end of the financial year, with the rest of the managers following on thereafter.
- That the Health and Safety Committee would receive the new Health and Safety Policy in the first instance and would be subsequently submitted to the Resources Committee.

The Committee:

- Noted the progress outlined in the report.

15.0 REVIEW OF SESSIONAL INSPECTOR ROLE REPORT NO: RC-34-2015

The Head of Organisational Development presented the report which briefed the Committee on the outcome of the review of the role of Sessional Inspector and sought approval to grant voluntary redundancy for individual employees who did not wish to accept the new role of Sessional Strategic Inspector as suitable alternative employment. The following points were noted:

- That a review of the role of Sessional Inspector had established that, the role, as it stood, was no longer fit for purpose.
- That a new draft job profile and person specification for the role of Sessional Strategic Inspector had been developed.
- That consultation meetings had been offered and took place with individual employees and that during the process, ten out of 13 individual employees requested the option of voluntary redundancy.
- That the three remaining employees had confirmed their preference to undertake a trial period in the new role of Sessional Strategic Inspector and that further consultation

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meetings were underway to discuss how the trial period would work.

- That the cost of the voluntary redundancies had been incorporated into the 2015/16 budget monitoring forecasts.

The Committee:

- Noted the outcome of the review of role of Sessional Inspector and consultation process.
- Noted and confirmed final approval for the individual requests for voluntary redundancy.

16.0 SENIOR STRUCTURE REVIEW

The Chief Executive briefed the Committee on the ongoing development of a revised senior staff structure.

The Committee noted the update briefing.

17.0 BUSINESS CASE: DEMENTIA AND REHABILITATION CONSULTANTS REPORT NO: RC-35-2015

The Acting Director of Strategic Development presented the report which advised the Committee of a proposal to establish two existing posts. The following points in particular were noted:

- That the Care Inspectorate had employed a Rehabilitation Consultant on an extended secondment, the costs for which were borne by the Scottish Government.
- That after funding had ended for the Dementia Consultant post, this had been offered for a fixed period.
- That both posts developed critical resources to enable the Care Inspectorate to continue to support improvement in care services and ensure the highest standard of care for people using care services in two key thematic areas.
- That there were no directly equivalent posts in any other organisations in Scotland, which meant they represented a national resource which was highly valued across the sector.
- That whilst the Committee wanted to give assurance to the postholders, there was concern about increasing the establishment whilst there was uncertainty in respect of the budget.

The Committee:

- Agreed the proposals in principle, subject to budgetary consideration at a later date.

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18.0 SCHEDULE OF COMMITTEE BUSINESS

The Committee noted and updated the schedule, in particular, the addition of:

- Resources Committee Annual Report to the Board
- Professional Development Award (PDA)
- Review of Pay and Grading

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CONFIDENTIAL ITEM

19.0 JOB EVALUATION OUTCOME REPORT

The Director of Corporate Services presented the report and explained that this was Phase Two of the evaluation work, covering Staff Grade 8 and below, excluding the Team Manager and Inspector post. These grades would be undertaken during the third Phase. The Committee noted that a staged approach to the work had been agreed with the Partnership Forum. In total, there were 36 posts covered in Phase Two.

The Director of Corporate Services drew members' attention to the information on salary protection in section 3 of report and explained the rationale behind the one-off agreement to implement a five year salary protection arrangement for those posts impacted under Phase One. The proposal for those posts affected under Phase Two was for a salary protection arrangement of three years. The Committee noted that staff affected by the changes would be informed by letter and full details of the appeal procedure would be provided to them.

The Committee were advised of the costs of implementing the grading changes in the current financial year and noted there would be an increase on the pay bill of £20,000 after three years.

The Director of Corporate Services went on to inform members of wider issues regarding the Care Inspectorate's pay and grading structure, which was inherited from the former Care Commission. There were anomalies with certain grades and a need to review the current structure, since job evaluation itself would not solve these issues.

Members questioned the perception by staff that salary protection arrangements might appear more favourable for senior posts, under Phase One. However, it was noted that staff affected by Phase One were required to perform a 40 hour working week and this was a significant difference between Phase One and Phase Two.

The Committee also asked about the varying implementation dates

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and if this had been agreed with the Partnership Forum. The Director of Corporate Services explained the circumstances and that if any postholder challenged the implementation date this would be considered alongside the appeals process.

The Committee: Noted the outcome of the Job Evaluation process, agreed the proposed recommendations put forward by Beamans Management Consultants, approved the implementation proposals and approved the development of a pay and grading structure.

20.0 RISK IDENTIFICATION

The Committee noted the following risks:

- 2016/17 Budget Funding
- Managing Change

The Committee was satisfied that these were being addressed by management as far as possible in the current circumstances.

21.0 AOCB

There was no other competent business.

22.0 DATE OF NEXT MEETING

The date of the next meeting was noted as 13 January 2016 at 1.30 pm, Compass House, Dundee.

Signed:



David Wiseman
Convener