

## Minutes

**Meeting:** Resources Committee

**Date:** 6 June 2016

**Time:** 10.30 am

**Venue:** Room 0.24, Compass House, Dundee

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

**In Attendance:** Paul Edie, Chair  
Karen Reid, Chief Executive  
Gordon Weir, Executive Director of Corporate and Customer Services  
Kenny Dick, Head of Finance and Corporate Governance  
Janice Gibson, Head of Organisational Development  
Gillian Berry, Senior Accountant  
Fiona Angus, Committee Support Officer

**Apologies:** Christine Dunlop

<b>Item</b>	<b>Action</b>
<p>The Convener welcomed everyone to the meeting. Due to the Head of Finance and Corporate Governance having to leave the meeting early to attend to other Care Inspectorate business, it was agreed to revise the running order of the agenda so that the reports being presented by him could be taken first. These followed in the order of Item 8, 11, 12 and 15.</p>	

### 1.0 APOLOGIES FOR ABSENCE

Apologies were received as noted above.

## **2.0 DECLARATIONS OF INTEREST**

Linda Pollock declared an interest in relation to her residential close proximity to the Care Inspectorate's Musselburgh office, which would be discussed under agenda item 8.

## **3.0 MINUTE OF MEETING HELD ON 11 MARCH 2016**

The minute of the special meeting held on 11 March was reviewed and approved as an accurate record.

## **4.0 ACTION RECORD OF MEETING HELD ON 11 MARCH 2016**

The action record of the meeting held on 11 March 2016 was reviewed and updated with the following revisions:

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- Item 3.4 of the meeting held on 29 January 2016 was noted as complete.
- Item 5.0 of the meeting held on 11 March 2016 was noted as requiring a deadline and it was agreed that the Convener and the Executive Director of Corporate and Customer Services would liaise on this.
- Items 13.0 and 15.0 of the meeting held on 11 March 2016 amended with regard to the officers responsible for those actions. It was also agreed that the Executive Director of Corporate and Customer Services and the Convener would liaise over an agreed timescale for the action under item 15.0.

## **5.0 MATTERS ARISING**

### **5.1 Pay Remit 2016/17**

The Executive Director of Corporate and Customer Services updated the Committee on developments with the staff pay remit for 2016/17. He advised that approval had been received from the Scottish Government and that a formal offer had now been presented to the Partnership Forum, with a request for a response from staff-side by the end of June. It was anticipated that the pay award would be included in the July pay round. The Committee noted the update.

### **5.2 Digital Transformation Programme and ICT Review**

The Executive Director of Corporate and Customer Services explained that a full written report would be brought to the September meeting of the Committee. In the meantime, the Committee was informed that consideration was being given to a proposal from the Digital Transformation Service to carry out a digital maturity model assessment. The assessment would involve the Care Inspectorate being scored against industry standards.

The proposal also offered service design support and user research, the latter would help gain an understanding of the Care Inspectorate's customer and stakeholder needs. The Committee noted the update.

## ITEMS FOR DECISION

### 6.0 2015/16 PROCUREMENT UPDATE AND PERFORMANCE REPORT – REPORT NO: RC-15-2016

The Senior Accountant presented the report, which provided an update on procurement developments and performance for the Care Inspectorate in 2015/16 and also recommended the Committee's agreement to the proposed change in timing of the procurement strategy and performance reports each year.

Members noted the new assessment regime – Procurement and Commercial Improvement Programme (PCIP) - introduced by the Scottish Government. The PCIP would focus on the policies and procedures driving procurement performance and the results they deliver. Under the new process, it was planned for the Care Inspectorate to undergo the "Lite Assessment" jointly with the Scottish Social Services Council in November 2016 and the findings of the first assessment would be reported to the Resources Committee at its February 2017 meeting.

The Committee noted the key changes introduced through the Procurement Reform (Scotland) Act 2014 and the Procurement (Scotland) Regulations 2016. Procurement reform also covered the inclusion of "Workforce Matters" which addressed fair work practices, including the Living Wage, into the Care Inspectorate's standard tender documentation. Members were advised that the organisation's procurement strategy was being reviewed in light of the regulatory changes. Together with an accompanying action plan, the draft strategy would be brought to the Committee meeting in September.

The Procurement Performance Report provided members with detailed information on procurement savings, contracted spend, contracted and non-contracted suppliers, commodity categories and procurement training. Members noted that training had been delivered throughout the year to relevant staff and that all staff with a delegated authority to commit or approve expenditure had to undertake Procurement Fraud training.

The Committee welcomed the clarity of information contained in the report. There was some further discussion on certain aspects of the report, including hired agencies, telephony, storage and consultancy work. With regard to the latter, members were advised that consultancy engagement was subject to strict procurement

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rules and that, on occasion, the Care Inspectorate would require the services of specialist consultancy or legal advice which could not be resourced in-house.

The Committee noted the report and agreed the new arrangements for annual reporting to the Committee as follows:

- Report on review of the Procurement Strategy to March meeting
- Report on performance of procurement priorities to September meeting

It was noted that the exception to the timeline would be for 2016/17, when the draft Procurement Strategy would be presented to the Committee at its September 2016 meeting.

## **7.0 PEOPLE MANAGEMENT POLICIES MONITORING REPORT – REPORT NO: RC-16-2016**

The Head of Organisation Development presented the report, which updated the Committee on progress with the People Management Policy Programme. The report also sought the Committee's comments on the Discipline and Relocation policies and approval of the revised Corporate Health and Safety policy.

Members noted the progress with the programme which, for the first quarter of 2016/17, included:

- bitesize briefing sessions on the new flexible working policy, undertaken during February and March
- planned roll-out of the bitesize briefing sessions to cover Homeworking, Maximising Attendance, Capability and Special Leave policies
- commencement of a review of the Business Travel and Subsistence Policy

The Committee noted the revisions that had been made to the Discipline policy and the Relocation policy and had no further comments to make. Both policies would proceed to the Partnership Forum for final agreement.

The Committee considered the Corporate Health and Safety Policy and recommended that reference to "Directors" in the document should be amended to read "Executive Directors". Members also recommended that consideration be given to the policy making reference to the Care Inspectorate's health and safety requirements being included as part of its procurement/tendering process. With those comments, members agreed that there was no further requirement for the Corporate Health and Safety Policy to return to the Resources Committee and the Committee agreed the policy.

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## 8.0 ESTATES UPDATE REPORT – REPORT NO: RC-17-2016

The Head of Finance and Corporate Governance spoke to the confidential report, which informed the Committee of the Care Inspectorate's property position and ongoing developments for its Paisley, Hamilton, Musselburgh, Aberdeen, Inverness, Elgin and Dumfries locations.

### **Paisley**

The Committee firstly considered the options and business case for the renewal of the lease for Paisley office which had a lease break due in March 2017, with a required nine months' notice period.

After consideration of the business case, the Committee agreed to the management recommendations. The case would proceed to the Sponsor department before being submitted for ministerial approval.

### **Hamilton**

Members noted that the work to reduce the space occupied in the office would not be completed until June 2017.

### **Aberdeen**

The Committee was advised that there were several viable options for the future of the Aberdeen office. A business case would be developed and it was proposed that this would be circulated outwith the committee's meeting schedule in order to progress the lease arrangements. The Committee agreed to this arrangement and, if necessary, the Chair and Convener would work with officers between meetings.

### **Musselburgh**

Members noted that there were three options for the office. All of these would be fully appraised and a business case developed at the earliest opportunity. The Committee agreed that matters could be taken forward on the Committee's behalf by the Chair and the Convener outwith the committee meetings schedule.

### **Inverness and Elgin**

It was reported that the Inverness office was subject to a lease break in March 2017 and that the Memorandum of Terms of Occupation agreement for the Elgin office was also due for review.

The Committee was informed that, following a staff engagement session planned for 23 June, a business case would be developed in order to comply with the required notice period of six months, in the event of any change.

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The Committee agreed that matters could be taken forward on the Committee's behalf by the Chair and the Convener outwith the committee meetings schedule.

### **Dumfries**

The Committee noted the options currently being considered for the Dumfries office, which would be discussed with staff on 20 June. A business case would then be developed and, in line with the proposals for the other offices, would be circulated to the Committee outwith the meetings schedule, if required.

### **Compass and Quadrant House**

It was noted that SSSC had engaged property specialists to review its accommodation needs and a report was expected in early July. Members strongly recommended that the best interests of the Care Inspectorate be taken into account as part of the SSSC-commissioned review. Any potential impact on the Care Inspectorate would be reported at the Committee's September meeting.

### **Estates Plan**

The Committee noted the plans for the review and update of the Estates Management Plan. The Plan would be submitted to the Resources Committee in September and the slight delay in finalising the Plan would allow for the inclusion of the results of the desk utilisation studies being undertaken; links to agile working developments and the lessons learned from the Irvine office closure.

The Committee recommended that future Estates Update Reports include a section on benefits for people who use services and their carers to demonstrate the implications of any estates management changes.

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## **9.0 PROPOSED ARRANGEMENTS TO APPROVE THE OUTCOMES OF JOB EVALUATION APPEAL PROCESS**

The Executive Director of Corporate and Customer Services updated the Committee on the job evaluation exercise undertaken during 2015, which had been supported by external consultants. It was reported that, on conclusion of the evaluation process, 16 posts were now subject to appeal. Progress with the appeal procedure was being taken forward on a joint management/Partnership Forum basis and it was planned that this would be completed by the end of June 2016.

Due to the timetable for completion of the work, the Committee's approval was sought with regard to decision-making between business meetings. The Committee agreed to delegate authority to

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the Chair, the Resources Committee Convener and the Chief Executive to progress matters between meetings within the planned timescales and to report any decisions retrospectively to the Resources Committee.

#### **10.0 DRAFT RESOURCES COMMITTEE ANNUAL REPORT TO THE BOARD – REPORT NO: RC-18-2016**

The Convener presented the draft report and thanked staff for the work they had done on his behalf. A final draft would be presented to the Resources Committee in September, before submission to the Board.

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The Committee noted the report and suggested two additional points, as follows:

- Reference to the Member/Officer working group to be added to section 4.2 of the report
- Clarification of the endorsement of the Scrutiny and Improvement Plan from a resources perspective to be added to section 4.3.1.

#### **11.0 BEST VALUE 2015/16 – REPORT NO: RC-19-2016**

The Head of Finance and Corporate Governance presented the report which demonstrated the Care Inspectorate's delivery of Best Value for the 2015/16 financial year. Members noted the reference to the Scottish Government's "Best Value in Public Services: Guidance for Accountable Officers" which set out five themes that Best Value organisations should embrace across all of their activities. Thanks were extended to the Executive Director of Strategy and Improvement for the information on sustainability and equality which were the two cross-cutting themes contained in the guidance.

Members welcomed the report and raised some further points for future reporting, namely:

- that the report should include reference to scrutiny at Board level, as well as Executive and Senior Management level (section 8.0 of the report);
- that an additional point be included to refer to the joint Board Development Events between the Care Inspectorate, Healthcare Improvement Scotland and SSSC (section 3.0 of the report);

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- that consideration be given to including reference to best value in terms of marketing the organisation. It was suggested that this could interlink with the stakeholder surveys being conducted over the coming months, as well as with the Marketing Strategy that was being devised

Members were pleased to note that the Best Value Report was a positive development in terms of the organisation's governance requirements.

The Committee noted the report.

## **12.0 ORGANISATIONAL DEVELOPMENT ANNUAL REPORT – REPORT NO: RC-20-2016**

The Head of Organisational Development presented the report, which outlined the progress achieved during 2015/16. Members were advised that the priorities for 2016/17 were in the process of being agreed and these would be incorporated into a new workforce plan which would help to shape the organisational culture and support the delivery of the national scrutiny and improvement plan. The progress achieved during 2015/16 were in the following areas:

- Improving attendance at work
- Promoting health, safety and wellbeing
- Stronger recruitment and induction
- Modernising people management policies
- Building a confident and competent workforce
- Engaging staff in cultural change
- Developing new ways of working
- Managing employee relations
- Providing advice, guidance and support

The Chief Executive recorded her thanks to the Organisational Development Team and the direct support she had received from the Head of Organisational Development in helping to generate change in the culture of the organisation.

Members discussed some of the details in the report and suggested that the staff conference be included as a positive contributor to cultural change.

The Chief Executive updated the Committee on a number of innovations for encouraging staff involvement, including Twitter, Yammer and the Bright Ideas suggestion scheme. There were also plans to establish a modest funding source which would be owned and managed by staff themselves for the generation and implementation of new initiatives. The funded scheme would be properly governed and have clear business criteria.

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There was some discussion around the workforce demographics and succession planning. The Head of Operational Development explained that the recruitment strategy and link to career pathways would take these matters into account. There were also secondment opportunities available with scope to link in with the nursing profession and academia. It was noted that the Chief Executive had recently met with the Dean of Nursing and the Dean of Social Work at Dundee University and had some discussions around secondment opportunities as part of post-graduate study.

The Committee also requested specific support for Board members in self-development.

The Committee noted the details contained in the report.

### **13.0 BILLING OF CARE PROVIDERS – REPORT NO: RC-21-2016**

The Head of Finance and Corporate Governance presented the report which provided details of progress in the collection of fee income from care providers.

The Committee noted the collection of invoices, the progress made on the debt collection process for years 2002/03 to 2015/16 and noted the fees that had been waived.

### **14.0 HEALTH AND SAFETY PROGRESS REPORT – QUARTER 4 - REPORT NO: RC-22-2016**

The Head of Organisational Development presented the final quarter report for 2015/16 and members noted the good progress that had been achieved against the Health and Safety Action Plan. The Committee was advised that, moving forward, the remit for this area of work would fall to the Head of Finance and Corporate Governance.

### **15.0 ANNUAL ACCOUNTS PROGRESS REPORT**

The Head of Finance and Corporate Governance informed the Committee that satisfactory progress was being made with the annual accounts and reported that there had been a significant shift since the report on budget monitoring had been presented to the Committee in March. During the first quarter of 2016/17 some further underspend had been realised through training and development and travel costs.

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## 16.0 VES/VER SCHEME – RETROSPECTIVE REPORTING TO RESOURCES COMMITTEE

### VES/VER Scheme

The Head of Organisational Development reported that, following agreement to their applications under the scheme, two senior managers had left the organisation and one would remain in post until March 2017. This had been agreed on behalf of the Resources Committee by the Chair, the Convener, the Chief Executive and the Director of Corporate and Customer Services. It was noted that the Chief Executive's recent communication to staff had explained the next stages of the scheme and a further communication would be issued following the Executive Team meeting on 7 June 2016.

In order to progress against the planned timescales, which would include a further two to three openings for applications under the scheme throughout the remainder of 2016/17, approval was sought from the Committee to delegate authority to the Chair, Convener, Chief Executive and the Executive Director of Corporate and Customer Service to progress matters between meetings of the Committee. The Committee agreed to this proposal.

### Involvement Co-ordinator Post

The Head of Organisational Development also reported on a recent change to establishment which had been approved by the Executive Team and received agreement by the Convener through delegated powers, on behalf of the Resources Committee. The previous position of Involvement Manager had been reviewed and re-designed, following the departure of the post-holder, resulting in the establishment of a new Involvement Co-ordinator post. The Committee noted that there were no additional costs associated with the new post and that it had generated some efficiencies due to the lower grading of the post.

## 17.0 SCHEDULE OF COMMITTEE BUSINESS

The Schedule was reviewed with the following additions to the September 2016 meeting:

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- Procurement Strategy
- Annual Health and Safety Report
- VES/VER Update

## 18.0 RISK IDENTIFICATION

There were no new risks identified.

**19.0 AOCB**

There was no other competent business.

**20.0 DATE OF NEXT MEETING**

The date of the next meeting was noted as Monday 19 September 2016 at 10.30 am in Compass House.

Signed:



David Wiseman  
Convener

