

Resources Committee Annual Report to the Board - 2016/17

Report to: Board
Date: 28 September 2017
Report by: David Wiseman, Convener of the Resources Committee
Report No: B-17-2017
Agenda Item: 10.2

PURPOSE OF REPORT

This report represents a summary of the work of the Resources Committee from April 2016 to March 2017 and gives the Committee's opinion on the assurance that this work provides.

RECOMMENDATIONS

That the Board:

1. Notes the work of the Resources Committee during 2016/17.

Consultation Log

Who	Comment	Response	Changes Made as a Result/Action
Senior Management			
Legal Services			
Corporate and Customer Services Directorate			
Committee Consultation (where appropriate)	Resources Committee 14 June 2017		Minor amendments
Partnership Forum Consultation (where appropriate)			
Equality Impact Assessment			
Confirm that Involvement and Equalities Team have been informed	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	
EIA Carried Out	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	
If yes, please attach the accompanying EIA and appendix and briefly outline the equality and diversity implications of this policy.			
If no, you are confirming that this report has been classified as an operational report and not a new policy or change to an existing policy (guidance, practice or procedure)	Name: David Wiseman Position: Convener of the Resources Committee		
Authorised by Director	Name:	Date:	

1.0 INTRODUCTION

Over the course of the year, the Resources Committee has undertaken an important role in considering, approving and making recommendations to the Board on a wide range of key issues affecting the Care Inspectorate relating to the planning, management and control of the organisation's resources.

The Committee's strategic work has involved the development and implementation of an Estates Strategy, close monitoring of the programme of staff policies, full engagement in the realignment of the senior management structure and endorsement of the Care Inspectorate's Annual Scrutiny and Improvement Plan for 2016-17. In its close working with the Audit Committee, the Resources Committee has considered the Care Inspectorate's budget and Annual Report and Accounts and, after careful deliberation, made a recommendation to the Board to approve the organisation's annual budget.

2.0 MEMBERSHIP

The membership of the Committee has been:

David Wiseman (Convener)
Gavin Dayer
Ian Doig
Christine Dunlop
Linda Pollock

3.0 REMIT OF THE RESOURCES COMMITTEE

The responsibilities of the Resources Committee include consideration and approval of all strategies and policies that relate to the arrangements for planning, management and control of the resources of the Care Inspectorate. These include Estates, Finance, Organisational and Workforce Development, Administration, ICT and Best Value. The Committee is also responsible for the evaluation and review of the organisation's business processes, as well as specific resourcing issues, such as early retirement and severance applications and changes to permanent staffing. The Board receives recommendations from the Resources Committee on matters covering procurement, fees and other charges levied by the Care Inspectorate.

4.0 BUSINESS

4.1 People Management Policies

During the course of 2016/17, the Committee has been kept fully informed of progress with the People Management Policy Programme and has had the opportunity to review, comment and, where required, approve the following policies:

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- Discipline
- Relocation
- Corporate Health and Safety
- Business Travel and Subsistence
- Retirement
- Health and Safety Risk Assessment

4.2 Budget Monitoring 2016/17 and Draft Budget 2017/18

The Committee has been kept fully informed of the Care Inspectorate's projected financial position for 2016/17, including quarterly revenue and capital monitoring statements. At its meeting in February 2017, the Committee held a collective discussion on future resource planning, which covered the draft budget for 2017/18, indicative budget for 2018-20, pay remit and the development of the scrutiny and improvement plan in the context of the draft budget.

Members have been fully engaged in the budget planning process for 2017/18 and have had the opportunity to question and comment on specific matters. To help inform the process, the member/officer Budget Working Group, whose membership includes the Convener of the Committee, met in November last year and considered the financial challenges facing the Care Inspectorate.

The Committee has been appreciative of the detailed work that has been undertaken by staff in order to identify efficiencies and savings, which have achieved a balanced budget submission for 2017/18. At its meeting in March 2017, the Board approved the budget for submission to the Sponsor department.

4.3 Best Value

At its meeting in June 2016, the Committee received the Care Inspectorate's Best Value Report, which demonstrated the organisation's delivery of Best Value for 2015/16. The report was developed in line with the Scottish Government's "Best Value in Public Services: Guidance for Accountable Officers". The Committee was pleased to note the report was a positive development in terms of the Care Inspectorate's governance requirements, and recommended some additional points for future reports.

4.4 Strategic Development

4.4.1 Scrutiny and Improvement Plan

The Committee has been fully engaged in the development of the Scrutiny and Improvement Plan 2017-18. Members were consulted, and provided feedback, on the first draft which was produced after the strategic discussions between members and officers at the Board Strategic Event in October 2016, and after consideration by the Policy Committee in February this year. The Committee recommended the draft

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to proceed to Board for approval and onward submission to the Sponsor department.

4.4.2 Digital Transformation

As part of the Care Inspectorate's overall digital vision, and taking into account scrutiny practices, intelligence, risk assessment and workforce investment, the Committee has been fully engaged in the organisation's business transformation planning. Members have received regular reports on the planning stages, which have included discussions with NHS Education Scotland about its own digital transformation programme.

The Committee has also been considering ways of funding the project through revenue rather than a capital bid and has received assurance from the Executive Team that the business transformation will be a phased approach, with tests of change being implemented and thorough evaluation of the risks and benefits at each stage.

4.4.3 Customer Service Strategy

A new Customer Services Strategy has been developed during 2016/17, which the Committee reviewed and approved at its meeting in February. The strategy, which has been developed in order to promote customer service excellence and in alignment with the Care Inspectorate's Corporate Plan, includes a detailed Programme Plan and Customer Standards.

Members supported the strategy's approach and the various initiatives that will be implemented to help it embed within the organisation. The Committee has recommended that the strategy should refer to the multiplicity of the organisation's customers and was encouraged to note that work was underway to map the external customers and identify their particular needs.

4.4.4 Procurement Strategy

The Committee has approved a three year Procurement Strategy, which was presented to members in September last year. Although the Care Inspectorate's and Scottish Social Services Council's procurement contract values are below the threshold which requires a published procurement strategy, the document has been developed as good practice and in consultation with both organisations' Procurement Development Group, the Central Government Procurement Shared Service and the Scottish Government Procurement Capability Team.

The Committee has also noted the positive outcome of the internal audit that was carried out on procurement arrangements.

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4.5 Estates

During the course of 2016/17, the Committee has made decisions on a number of proposals outlined in the Care Inspectorate's Estates Plan, due to several office locations' lease periods nearing the end of their tenures. The options for the various offices had also been developed having taken into account the results of a consultant-led space utilisation survey, and in full consultation with staff.

In considering the potential cost savings and efficiencies to be realised through shared accommodation arrangements, the Committee agreed to the proposals to relocate the Paisley, Aberdeen, Inverness and Musselburgh offices. Members also agreed to the renewal of the lease for the Selkirk office and extension of the Memorandum of Terms of Occupation for the Kirkwall office.

4.6 Organisational Development

The 2015/16 annual report on the Care Inspectorate's Organisational Development activities was presented to the Committee in June last year. Members noted the good progress that had been made in a number of key areas, including maximising attendance at work, promoting health, safety and wellbeing, engaging staff in cultural change and managing employee relations. A number of innovations for encouraging staff involvement had also been introduced during the year, including Yammer, Twitter and the Bright Ideas initiative.

4.7 Health and Safety

The Committee has received quarterly reports on the Care Inspectorate's Health and Safety Action Plan and has been pleased to note the good progress that has been made during the course of the year. Specific areas for discussion have included the Zero Tolerance Policy and sickness absence rates, which the Committee has noted remains below the national average.

4.8 Risk Identification

As part of the Care Inspectorate's commitment to strategic and operational risk management, the Committee has considered the following potential risks to the organisation in relation to resourcing and budgeting:

- Ongoing risks in relation to medium term budget
- Business continuity
- Longer term financial risk associated with review of pay and grading system

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5.0 OTHER BUSINESS

A range of other issues have been addressed by the Resources Committee during 2016/17. They include:

- Changes to the Debt Management Policy, as part of the regular discussions on the billing of care providers
- The plans to develop a Financial Strategy during committee cycle 2017/18, with input from the Member/Officer Budget Working Group
- Approval of requests for voluntary early retirement and flexible retirement
- Approval of the restructure of the Strategy and Improvement Directorate
- Approval of changes to the HQ Business Support establishment

6.0 RESOURCES COMMITTEE EFFECTIVENESS

The Resources Committee has reviewed the way in which it operates and has agreed that it has done so effectively and has fulfilled its remit under its terms of reference. It has also agreed that its business is relevant, necessary and proportionate to the corporate objectives and that the information it requires to conduct its business is made available timely and is of good quality.

However, in reviewing the terms of reference, the Committee also observed several factors that could have an impact on its effectiveness. These included the need to review the number of members, that the matter of “Risk” required fuller discussion at meetings and that the Resources Committee should have sight of relevant internal audit reports presented to the Audit Committee.

The Committee’s terms of reference were amended and those changes were ratified by the Board in March 2017.

7.0 RESOURCE IMPLICATIONS

The work of the Committee is supported by the Executive Director of Corporate and Customer Services, the Committee Support Officer, and with significant input from the Head of Finance and Corporate Governance, the Head of Organisational and Workforce Development and other teams also.

8.0 BENEFITS FOR PEOPLE WHO EXPERIENCE CARE

The Resources Committee has key input to the Care Inspectorate’s governance arrangements and system of internal control. It has an important role in reviewing the organisation’s financial control and considering the resource aspects and implications of the Corporate Plan and reporting and making recommendations to the Board. This ensures that the Care Inspectorate is open and transparent in its efficient and effective use of resources and public funding, enabling it to deliver its objectives in safeguarding people who experience care.

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