

Resources Committee Annual Report to the Board - 2015/16

Report to: Board
Date: 30 September 2016
Report by: David Wiseman, Convener of the Resources Committee
Report No: B-15-2016
Agenda Item: 8.2

PURPOSE OF REPORT

This revised draft report represents a summary of the work of the Resources Committee from April 2015 to March 2016 and gives the Committee's opinion on the assurance that this work provides.

RECOMMENDATIONS

That the Resources Committee:

1. Agrees the content of the report for submission to the Board.

Version Control and Consultation Recording Form

Version	Consultation	Manager	Brief Description of Changes	Date
1.0	Senior Management			
	Legal Services			
	Corporate and Customer Services Directorate			
1.0	Committee Consultation (where appropriate)	Resources Committee	Changes to Sections 4.2 and 4.3.1	6.6.16
	Partnership Forum Consultation (where appropriate)			
Equality Impact Assessment				
Confirm 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: Gordon Weir		Date: 12/09/16	

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 functions of the Resources Committee include consideration and approval, where appropriate, of all strategies and policies relating to the oversight for the arrangements for planning, management and control of the resources of the Care Inspectorate. This covers Estates; Finance; Human Resources; Administration; ICT; Procurement; Organisational Development; Employee Development and evaluation and review of the organisation's business processes.

The Committee is tasked with considering specific resourcing issues including cases for early retirement, severance or redundancy; approval of changes to permanent staffing; recommending to the Board the level of fees and other charges to be levied by the Care Inspectorate and the procurement procedures and approval of procurement contractors.

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4.0 BUSINESS

4.1 People Management Policies

The Committee has been fully engaged in the People Management Policy Programme which is aimed at modernising all key staff policies over a rolling three year period. This work has involved detailed consideration of the timing of the reviews of the policies, with members having agreed that it was not always necessary for all policies to be referred back to the Resources Committees at each stage. The Committee has agreed that the review process should include categorisation of the policies to reflect whether they are new or first-time review, those that have undergone satisfactory review in conjunction with the Partnership Forum and, thirdly, those that have been contested by the Partnership Forum.

During the course of the year, the Committee has commented on and approved the following People Management Policies:

- Capability
- Shared Parental Leave
- Carers Leave
- Equal Pay Policy Statement
- Career Break
- Homeworking
- Alcohol and Drugs Misuse
- Flexible Working
- Grievance
- Salary Protection
- Workforce Change
- Zero Tolerance

4.2 Budget Monitoring

Since June last year, the Committee has been kept fully informed of the organisation’s funding profile and budget planning, including the indicative budgets for 2016/17 and 2018/19. There has been joint working on budget monitoring through a member/officer working group. Members have noted the discussions that have taken place with the Sponsor department, which included specific areas around the management realignment and review of methodologies.

As part of its budget monitoring responsibilities, at its September 2015 meeting, the Committee was advised of the projected financial position for the year to 31 March 2016, noting the risks that could impact on the financial projection. A delay in the announcement of the Scottish Government’s budget position, and therefore the Care Inspectorate’s funding, has presented challenges to the organisation’s budget planning. The Committee has been fully engaged in the process and has considered and agreed with the recommendations submitted to it by the Executive Team, including options for the reduction in budget deficit. At its March 2016

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meeting, members agreed that the draft 2016/17 budget and capital plan be submitted to Board for approval, which the Board did on 18 March 2016.

4.3 Strategic Development

4.3.1 Scrutiny and Improvement Plan

In March of this year, the Committee commented on and endorsed, from a resources perspective, the Care Inspectorate's Scrutiny and Improvement Plan for 2016/17 with the recommendation to the Board that it be submitted for ministerial approval. This year's Plan has moved towards more outcomes-focussed, improvement-based and risk and intelligence-led work for all inspections. The Committee supported this new approach, the aim of which was to enable the Care Inspectorate to demonstrate how it was providing public assurance about the quality of care in Scotland.

4.3.2 Joint Care Inspectorate/SSSC ICT Strategy

The Committee has commented and provided strategic guidance on the development of a joint ICT strategy. The discussions on this have taken into account the level of spend and the development of business systems to meet immediate requirements and corporate priorities. The Convener has also undertaken a visit to the Care and Social Services Inspectorate Wales (CSSIW) to draw comparisons between the two organisations' ICT functions and capabilities. The outcome of that visit will lead to a lean process mapping exercise being undertaken by the Care Inspectorate to help identify what specific ICT support will be required to deliver the organisation's activities. A more detailed exercise is planned following the mapping tasks, which will involve engagement with staff.

The Committee has also been kept informed of the Care Inspectorate's involvement in the Scottish Government's Digital Transformation Programme, which aims to help the delivery of digital programmes of work to transform public services.

4.4 Health and Safety

The Committee has received regular updates on the organisation's commitments to health and safety, focussing on progress with the Health and Safety Action Plan and review of the Corporate Health and Safety Policy. The Committee has been encouraged to note the good progress being made in a number of areas, including the training that has been undertaken by staff and Board members.

4.5 Estates

As part of the organisation's ongoing review of its property at various locations, the Resources Committee has taken an active part in the decision-making process. With the expiration of the Memorandum of Terms of Occupation for the Irvine office, four alternative options were considered by the Committee in June last year. After full consideration of the business case, members agreed that the office be closed

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and staff be relocated to Paisley or an appropriate alternative. The decision was based on the need to consult with the Partnership Forum and individual staff.

4.6 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:

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

5.0 OTHER BUSINESS

A range of other issues have been addressed by the Resources Committee during 2015/16. They include:

- Noting the decision of the Remuneration Committee to formally approve the 2016/17 pay remit for submission to the Scottish Government
- Development of the Scrutiny and Improvement Personal Development Award, which the committee has had opportunity to comment on
- Pension Protection Pay Uplift – where the Committee approved the proposal for civil-service transferred employees to retain the pension uplift, where those staff had moved to new posts within the organisation since 2011
- Senior management realignment proposals and related applications for voluntary early severance/retirement

6.0 RESOURCES COMMITTEE EFFECTIVENESS

The Committee has reviewed the way in which it operates and has made the assessment that it operates effectively and that its terms of reference remain relevant. It has also agreed that its business is relevant, necessary and proportionate to the corporate objectives.

Sharing the views of the Complaints, Policy and Audit Committees, members have agreed that the committee's terms of reference be revised to recognise the Care Inspectorate's contribution to public policy more broadly, as well as to the Scottish Government's agenda on health and social care.

7.0 RESOURCE IMPLICATIONS

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

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8.0 BENEFITS FOR PEOPLE WHO USE SERVICES AND THEIR CARERS

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 vulnerable people who use services and their carers.