

## Minutes

- Meeting:** Board
- Date:** 29 June 2017
- Time:** 10.30 am
- Venue:** Room 0.6/0.7, Compass House, Dundee
- Present:** Paul Edie, Chair  
Mike Cairns  
Gavin Dayer  
Christine Dunlop  
Anne Haddow  
Linda Pollock  
Jim McGoldrick  
David Wiseman
- In Attendance:** Karen Reid, Chief Executive  
Kevin Mitchell, Executive Director of Scrutiny and Assurance  
Rami Okasha, Executive Director of Strategy and Improvement  
Gordon Weir, Executive Director of Corporate and Customer Services  
Kenneth McClure, Head of Legal Services  
Helen Happer, Chief Inspector, Strategic Scrutiny (Executive Adviser to the Board)  
Arvind Salman, Strategic Communications Manager  
Fiona Angus, Committee Support Officer
- Observers:** Clive Pegram, Joint Chair, Partnership Forum  
Lauren Thomson, Modern Apprentice – Business Support  
Rick O'Dowd, Professional Standards Co-Ordinator
- Apologies:** Ian Doig, Board member  
Anne Houston, Board member  
Denise Coia, Board member  
Iona Colvin, Chief Social Work Adviser

**Item****Action****1.0 WELCOME AND INTRODUCTIONS**

The Chair welcomed everyone to the meeting, in particular Rick O'Dowd and Laura Thomson. He also informed attendees about the new Chief Social Work Adviser, Iona Colvin, who had been invited as an observer to all future meetings of the Board. Members noted the resignation of member Cecil Meiklejohn, who had stood down from the Care Inspectorate Board to concentrate on her new appointment as Leader of Falkirk Council. The Chair had written formally to her to thank her for the contribution she had made.

**2.0 APOLOGIES**

Apologies for absence were received as noted above.

**3.0 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**4.0 MINUTE OF MEETING HELD ON 30 MARCH 2017**

The Board **approved** the minute of the meeting held on 30 March 2017.

**5.0 ACTION RECORD OF MEETING HELD ON 30 MARCH 2017**

The Board noted that all actions from the meeting held on 30 March 2017 had been completed.

**6.0 MATTERS ARISING**

There were no matters arising.

**STANDING ITEMS****7.0 QUALITY AND STRATEGY COMMITTEE PAPERS****7.1 Report from Quality and Strategy Committee of 17 May 2017**

The Chair presented the report of the first meeting of the newly established Quality and Strategy Committee held on 17 May 2017. As well as noting reports on policy and parliamentary developments, complaints activity and UK regulatory matters, the Committee had received presentations on the Care Inspectorate's improvement programme, "Care About Physical Activity", and also on the

organisation's "Keys to Life" report on inspections of services for adults with learning disabilities. The Board noted the report.

## **7.2 Quality and Strategy Committee Terms of Reference**

The Chair advised the Board that the new Committee had considered its terms of reference at the meeting held on 25 May 2017 and would review again as part of the effectiveness sessions in early 2018.

## **8.0 AUDIT COMMITTEE PAPERS**

### **8.1 Report from Audit Committee of 25 May 2017**

The Committee Convener presented the report of the meeting held on 25 May 2017 and highlighted the agreement that had been reached with the internal auditors to assign more days to each audit, allowing a "deep dive" approach. It was noted that the Audit Committee would have opportunity to review the new planning model to assess its benefits.

The Board noted the report.

### **8.2 Revised Strategic Risk Register**

The Executive Director of Customer and Corporate Services presented the revised Risk Register, the changes to which had been agreed by the Board at the risk review session held in March 2017. It was also noted that the Care Inspectorate's Risk Policy had recently been updated and gave further strength to the organisation's assessment and control of risk.

The Board **approved** the revised Strategic Risk Register 2017/18.

## **9.0 RESOURCES COMMITTEE PAPERS**

### **9.1 Report from Resources Committee of 14 June 2017**

The Committee Convener presented the report of the meeting held on 14 June 2017. Approval had been given to the Care Inspectorate's submission of a bid for grant funding to develop an improvement programme in dementia services.

The Chief Executive updated the Board on developments that had taken place since the meeting of the Resources Committee in relation to the business transformation programme. Further information on progress would be provided to the September meeting of the Board, with the Audit and Resources Committees being kept fully informed before then.

The Committee had also received the first draft of the Care Inspectorate's Financial Strategy, which had been a recommendation from the CIPFA governance review. The member/officer working group on finance would discuss the strategy in more detail.

The Resources Committee had also approved the Care Inspectorate's Legal Strategy.

The Board had no further questions and noted the report.

## **10.0 MONITORING OUR PERFORMANCE 2016/17 – QUARTER 4 REPORT NO: B-12-2017**

The Executive Director of Strategy and Improvement presented the final quarter performance report for 2016/17. The case study featured in the report covered the Care Inspectorate's Quality Conversations which, since 2014, had helped the organisation to shape, test and inform its scrutiny and improvement work.

The report demonstrated the degree of work being undertaken in relation to scrutiny and improvement interventions, with an increase in the numbers carried out since the same period the previous year.

The Board noted the successful collaborative work with Healthcare Improvement Scotland and other scrutiny bodies in supporting the review of the National Care Standards.

The report highlighted the Care Inspectorate's work with Cornerstone in Scotland in developing a new model of service delivery, based on the Dutch "Buurtzorg" approach. This focussed on self-managed teams with emphasis on delegated decision-making, coaching and mentoring and a full evaluation of the new model would be undertaken by Cornerstone in due course. It was agreed that the Chief Inspector for Adult Services would be invited to the September Board meeting to update members on progress.

**CSO**

Members were pleased to note that, although the numbers of inspections involving an inspection volunteer had dropped compared with the previous year, volunteers were spending more time in conversation with more people experiencing care.

The Board queried the actual number of staff vacancy levels, which had been presented in percentage terms in the report. The Chief Executive advised members that it equated to approximately six full time equivalent posts but that a decision had been made to pause this area of recruitment to enable piloting of practitioner inspectors roles.

Members requested further information on joint inspections and strategic commissioning. The Executive Director of Scrutiny and Assurance confirmed that the Care Inspectorate's Scrutiny and Improvement Plan was now in the public domain and outlined the focus of strategic inspections in North Lanarkshire, Renfrewshire, Stirling and Clackmannanshire. The long term strategic planning arrangements in these areas would be evaluated and would take into consideration leadership and improvements in health and social care.

The Board noted the report.

#### **11.0 EXECUTIVE ADVISER SOCIAL WORK – VERBAL UPDATE**

The Executive Adviser informed the Board that the Joint Thematic Review of MAPPA (Progress Review) had been published that day. Good progress had been made against the ten recommendations outlined in the original report published in November 2015 and the Care Inspectorate and Her Majesty's Inspectorate of Constabulary in Scotland would be monitoring outstanding actions and engaging with MAPPA's National Strategic Group.

The Board was advised that new approaches were being developed for inspections of services for children and young people, which included engagement and consultation with them and with stakeholder organisations. The Care Inspectorate would be reporting to Scottish Ministers and highlighting the views and recommendations made by children and young people and how these were influencing the work of the organisation.

It was also noted that the Care Inspectorate had held a stand at the recent Social Work Scotland Conference and had presented on its work on significant case reviews. At the same conference, the Social Work Services Strategic Forum had held the Scottish Social Services Awards which celebrated the work of the sector in Scotland and those that worked in it.

#### **ITEMS FOR DISCUSSION/INFORMATION**

#### **12.0 PRESENTATION: CARE INSPECTORATE STRESS SURVEY**

The Executive Director of Corporate and Customer Services presented the findings of the Care Inspectorate's Healthy Working Lives "Work Positive" Stress Risk Assessment Survey, which had been conducted in December 2016 and had generated 387 responses.

The purpose of the survey was to identify the causes of work related stress, its effects on absence rates, consider ways of reducing the causes and provide support to staff.

The survey questions had been designed to provide information against the Six Stress Management Standards outlined by the Health and Safety Executive, and two additional standards set out by Healthy Working Lives. The results showed that the Care Inspectorate scored a very similar stress profile to other organisations and the only standard that scored lower in performance was "Change". The main themes arising from the survey included workload, culture, support, line management and communication.

The presentation outlined the steps that the organisation was taking to address each of these themes, one of the main being the introduction of the "Engage in Change" forum. This was designed for managers to meet regularly to discuss planned changes and improvements and to improve communications with staff and across directorates. Members noted the positive feedback from staff on the improvements that had been introduced to internal communications, with clearer information being provided on decision-making.

The Board was assured that the Care Inspectorate was taking appropriate steps to reduce the levels of work-related stress and was putting in place support mechanisms to manage it.

### **13.0 PRESENTATION: STRATEGIC REGULATORS' CODE OF PRACTICE**

The Head of Legal Services presented the Board with an overview of the Strategic Regulators' Code of Practice since its introduction in 2014 under the Regulatory Reform (Scotland) Act 2014.

The presentation covered the key elements of the Code, including regulators' duties and functions, compliance and ways in which the Code informed the Care Inspectorate's policies and procedures.

Members noted how the Code was taken into account as part of the organisation's decision making processes, most notably in a recent case that had required enforcement action.

### **14.0 JOINT MODEL OF WORKING WITH HEALTHCARE IMPROVEMENT SCOTLAND**

The verbal update to the Board had been provided earlier in the meeting under item 10.

### **15.0 DEVELOPING THE CARE INSPECTORATE CORPORATE PLAN**

The Executive Director of Strategy and Improvement outlined the three stages for developing the corporate plan, which involved discussions with the Board, consultation with staff and engagement with stakeholders. The Board Strategic Event in October 2017

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would help to inform the process and format of the plan, which was suggested be at a more strategic level.

The Board noted the update.

#### **16.0 CHAIR'S REPORT – REPORT NO: B-13-2017**

The Chair presented his report which updated members on key developments over the previous three months. Of particular note were the meetings and other events the Chair had attended, including the Care Inspectorate's engagement with MSPs over three days in May in the Scottish Parliament building. The Chair had also been an invited guest of the Northern Irish NHS Confederation at its conference of Non-Executive Directors. His presentation had focussed on the improvement journey of the Care Inspectorate.

On behalf of the Board, the Chair extended congratulations to the Chief Executive on her appointment as interim Chief Executive to Education Scotland, whilst retaining her position with the Care Inspectorate.

The Board noted the Chair's report.

#### **17.0 CHIEF EXECUTIVE'S REPORT – REPORT NO: B-14-2017**

The Chief Executive presented her report which provided members with details of the wide range of key developments over the previous three months. Of particular note was the Care Inspectorate's formal support to the work of the Scottish Child Abuse Inquiry by way of providing documentation and information. The Head of Legal Services advised the Board that transcripts of the first phase hearings could be accessed daily on the Inquiry's website.

The Board noted the Chief Executive's report.

#### **18.0 IDENTIFICATION OF RISK**

No new risks were 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 Thursday 28 September 2017 at 10.30 am in Compass House, Dundee.

