

Resources Committee Annual Report to the Board 2017/18

Report to: Board
Date: 27 September 2018
Report by: David Wiseman, Convener of the Resources Committee
Report No: B-57-2018
Agenda Item: 14

PURPOSE OF REPORT

This draft report represents a summary of the work of the Resources Committee from April 2017 to March 2018 and gives the Committee's opinion on the assurance that this work provides.

RECOMMENDATIONS

That the Board Committee:

1. Notes the work of the Resources Committee during 2017/18.

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 – minor modifications to section 2 and 4.8	29.5.18
	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 Interim Director	Name: K Dick		Date: 18/6/18	

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 consideration of the Care Inspectorate's Financial Strategy, Legal Services Strategy and Scrutiny and Improvement Plan, the latter with detailed reference to the draft 2018/19 budget.

In its close working with the Audit Committee, the Resources Committee has considered the Care Inspectorate's budget and Annual Report and Accounts and made approval recommendations to the Board on both.

2.0 MEMBERSHIP

The membership of the Committee during 2017/18 has been:

David Wiseman (Convener)
Ian Doig
Christine Dunlop
Anne Haddow
Anne Houston
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, Human Resources, 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 Committee's links with the work of the Audit Committee involve recommendations being made between the two on appropriate matters arising from the Care Inspectorate's budget and Annual Report and Accounts.

The resource implications of the Care Inspectorate's Corporate Plan and Scrutiny and Improvement Plan are deliberated by the Committee and recommendations are made to the Board as to whether to approve the annual budget. The Board also receives recommendations from the Resources Committee on approval matters covering procurement, fees and other charges levied by the Care Inspectorate.

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4.0 BUSINESS

4.1 Strategic Development

4.1.1 Scrutiny and Improvement Plan

The Committee has been fully engaged in the development of the Scrutiny and Improvement Plan 2017-18. At its meeting in February 2018, the Committee discussed the draft plan in detail, and in the context of the draft budget. The Committee had the opportunity to comment and among its main concerns was the ability to deliver the range of activities and policy implementation that was being asked of the Care Inspectorate by the Scottish Government with limited resources. Having considered all aspects of the plan, the draft budget and assurances that sufficient resources were in place, the Committee agreed to recommend the Scrutiny and Improvement Plan to the Board for approval and submission to the Sponsor Department.

4.1.2 Financial Strategy

The Committee has been fully engaged in the development of the Care Inspectorate's Financial Strategy, which it agreed in June 2017. The seven year strategy has supported the monitoring role of the Committee by providing a framework to enable the Care Inspectorate's resources to be managed and prioritised effectively.

At each of its meetings, the Committee has received update reports on the strategy. These have included consideration of the Care Inspectorate's request for additional funding for its digital transformation programme and on the organisation's general reserve position. At its meeting in December 2017, the Committee discussed these matters in detail, as well as the business risks in terms of funding and ongoing cashflow. The comprehensive discussions have provided assurance to the Committee that the Care Inspectorate has been investing appropriately in order to mitigate risks.

4.1.3 Legal Strategy

At its June 2017 meeting, the Committee considered and made recommendations on the Care Inspectorate's Legal Strategy. The strategy sets out the organisation's approach to its legal obligations, its expectations of others and the role of the in-house legal team. The recommendation made by the Committee has been incorporated to the strategy so that it makes it clear that evidence being presented to a Sherriff in the Scottish Courts is robust in order to influence a positive judicial decision on the side of the Care Inspectorate.

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4.2 Budget Monitoring 2017/18 and Draft Budget 2018/19

The Committee has been kept fully informed of the Care Inspectorate's projected financial position for 2017/18, including quarterly revenue and capital monitoring statements. At its meeting in February 2018, the Committee discussed the 2018/19 draft budget and the 2019/20 and 2020/21 indicative budgets and was pleased to note the positive discussions that had taken place between officers of the Care Inspectorate and the Scottish Government's Health Finance directorate in relation to the organisation's business transformation programme and related budget issues. Following a recommendation by the Resources Committee, the Board approved the draft budget at its March 2018 meeting for submission to the Sponsor Department.

4.3 Best Value

At its meeting in June 2017, the Committee received the Care Inspectorate's Best Value Report, which demonstrated the organisation's delivery of Best Value for 2016/17.

The Committee recommended a number of helpful additions to the report, including reference being made to the work of each of the Care Inspectorate's committees in identifying risk and to highlight the development work on the Strategic Risk Register. It also recommended that best value be referenced in relation to the information sharing and learning from other organisations as part of the Care Inspectorate's effective partnership working.

4.4 Procurement Performance

The Resources Committee has received assurance on the Care Inspectorate's procurement system and its highly rated procurement performance, as outlined in the annual procurement report presented to members at the September 2017 meeting.

4.5 Estates

During the course of 2017/18, the Committee has made decisions on a number of proposals in relation to the Care Inspectorate's estates portfolio. The decision-making process has been fully informed by options appraisals and has resulted in approval of business cases for the Elgin, Stirling, Oban and Lerwick offices and closure of the Kirkwall office.

4.6 People Management Policy Programme

During the course of 2017/18, the Committee has been kept fully informed of progress with the People Management Policy Programme and has made recommendations as part of the review of the Further Study Policy before its submission to the Partnership Forum.

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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. Members were encouraged by the number of health and safety volunteers in place. Specific areas for discussion have included sickness absence rates, health and safety risk assessments, reported incidents caused by verbal aggression

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:

- Business transformation programme
- Legislation changes in relation to charities and potential impact on financial viability
- Cyber security
- Estates, particularly around the closure of the Care Inspectorate' presence in Orkney
- The 2018/19 pay remit
- ICT strategies

5.0 OTHER BUSINESS

A range of other issues have been addressed by the Resources Committee during 2017/18. They include:

- Approval of requests for voluntary early retirement and flexible retirement
- Approval of business cases to support scrutiny and assurance of community justice
- Approval of the pay remit for 2018/19 for submission to Scottish Government
- Update report on the Professional Development Award in Scrutiny and Improvement
- Regular update reports on the billing of care providers
- Regular update reports on bad debt
- Approval of the Care Inspectorate Financial Regulations

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.

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However, at its annual effectiveness review in February 2017, the Committee reflected on the scope of its business and considered which matters could in future be dealt with by the Board, with a focus on strategic and performance monitoring information. It was agreed that this would allow for wider discussion and decision-making of those issues by the full membership under the collective responsibility of the Board. The outcome of this discussion was taken to the Board Governance Review in March 2018 where members agreed it appropriate to consider a further proposal on changes to governance structures at the Board meeting in June 2018.

7.0 RESOURCE IMPLICATIONS

The work of the Committee is supported by the Executive Director of Corporate and Customer Services, the Head of Finance and Corporate Governance, the Executive and Committee Support Manager, and with input from 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.