

SCOTTISH SOCIAL SERVICES COUNCIL

Confirmed minutes of the Resources Committee held on 26 September 2018 at 10.30 am Room 5, Compass House, Dundee

Present: Audrey Cowie, Council Member (Chair)
Theresa Allison, Council Member
Keith Redpath, Council Member

In Attendance: Lorraine Gray, Chief Executive
Kenny Dick, Interim Director of Corporate Services
Nicky Anderson, Head of Finance
Liz MacKinnon, Head of Performance and Improvement
Chris Weir, Head of Legal and Corporate Governance
Marnie Westwood, Interim Head of Human Resources
Gillian Berry, Senior Accountant (CI) (item 8)
Audrey Wallace (minute taker)

Observers: Professor Alan Baird, Council Member

- | 1 | Welcome | ACTIONS |
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| 1.1 | Audrey Cowie welcomed everyone to the meeting including three new Council members. AC also congratulated the staff members present who had recently been awarded promoted posts, including Lorraine Gray, Kenny Dick, Liz Mackinnon, Chris Weir and Marnie Westwood. | |
| 1.2 | Chris Weir explained the reasons behind the change to the committee membership. He had been made aware that the meeting was likely to be inquorate and therefore in terms of standing order 19.1, disposal of urgent business, the Convener and Chief Executive had met and decided to appoint interim members to the Committee in order to allow the meeting to take place and decisions to be made. | Head of
LCG |
| 2 | Apologies for absence | |
| 2.1 | Apologies for absence were received from Paul Dumbleton and Forbes Mitchell, Council Members and Maree Allison, Director of Regulation. | |
| 3 | Declaration of interest | |
| 3.1 | Keith Redpath declared that he is a member of the board of the Care Inspectorate. | |

4	Minutes of previous meeting – 30 May 2018	
4.1	The minutes of the meeting held on 30 May 2018 were approved as a correct record subject to the following change 15.1 – include the words 'since the review'.	Ctte Sppt
5	Matters arising	
5.1	Role of the Resources Committee around budget monitoring	
5.1.1	With reference to the role that the Resources Committee plays in budget monitoring, Kenny Dick advised that the process was that the Executive Management Team (EMT) reviewed the "projections at significant risk to change" section of the budget monitoring report. Following this review if there are particular risks or concerns to the financial position the EMT would flag these up to the Resources Committee for consideration and possible action; but in the main, the Committee would only be asked to note and be aware of these issues.	
5.2	Request for authorisation to travel outwith the UK	
5.2.1	Lorraine Gray confirmed, apart from visits to Ireland as part of the five countries forum, that there were likely to be none or very few requests for travel outside the UK.	
5.3	Review of the Performance Development Review System	
5.3.1	Audrey Cowie requested that links to the staff objectives be placed within the information under the Development Discussion area of the intranet.	Interim Director of CS
5.4	Draft revised Financial Strategy	
5.4.1	A paper showing a chart of the breakdown of the 2018/19 budget as it relates to the percentage spent on regulation was circulated. It was noted that this would be posted on basecamp for all Council members.	Ctte Sppt
5.4.2	Kenny Dick confirmed that work was ongoing on processes to breakdown and show the costing of the SSSC's processes to its stakeholders.	Interim Director of CS
5.4.3	It was noted that the Audit Committee and Resources Committee should make sure that matters relevant to both committees are cross-reported to each committee.	Ctte Sppt
5.5	Follow up from the annual committee effectiveness review	
5.5.1	It was noted that when a risk is identified involving SSSC resources then the Committee should be given details of the risk.	Interim Director of CS

5.6 AOCB

- 5.6.1 It was noted that Chris Weir was arranging training for Council members on General Data Protection Regulation (GDPR) and notification of this would be sent out. Head of LCG

5.7 Salary Protection Policy - update

- 5.7.1 Marnie Westwood confirmed that there had been a meeting of the Partnership Forum to discuss the salary protection policy where the difference in viewpoints between the union and the pensions section became apparent. A further meeting would be held with all parties in attendance in order to work out the best way forward. Interim D of CS

5.8 Involving People Lead - update

- 5.8.1 Lorraine Gray provided an update that following the unsuccessful advertisement of the post, a member of staff from the learning and development team had been seconded for one year to carry out work.

- 5.8.2 Because of the short timescale available, the person in post would be tasked with creating a plan to be taken forward in order for the SSSC to have more useful contact with users of services and carers. This should include ways in which staff would spend more time with these stakeholders to gain first-hand knowledge of their living experience.

- 5.8.3 There was discussion on the possibilities for this post and the future of the SSSC's communication with people who use services and carers. The Committee also discussed what support should be put in place to take the plan forward, such as a programme board or working group.

- 5.8.4 The Committee agreed

1. that a report be presented to the Council meeting in October.

Head of P
& I

5.9 Financial Strategy - update

- 5.9.1 Kenny Dick suggested a change to the timing of reporting on the Financial Strategy. The Strategy covers seven years and is reviewed annually (usually in June of each year).

- 5.9.2 The Financial Strategy is based on the budget report each year which contains the current year budget and indicative budget for the following two years. It is proposed that the Financial Strategy is revised and updated in quarter four i.e. at the same time as the draft budget is submitted for agreement.

- 5.9.3 The Strategy is currently based on a growing register. However, after 2020, when the final part of the register opens, the Council will be in a more stable position with the register fully operational.

The Financial Strategy needs to incorporate a move from a focus on dealing with the resources required to deal with a growing register to a focus on process efficiency and directing resources to where the greatest added value to the achievement of our strategic outcomes can be delivered.

- 5.9.4 During discussion it was noted that the savings from the revised hearings process may be reinvested into taking forward the Access to Justice initiative. It was also noted that at a meeting with the Sponsor, raising fees was discussed. It was decided this needed to be discussed at the upcoming Sponsor Accountability meeting CEO

5.9.5 The Committee

1. agreed the proposed change to the timing of the Financial Strategy.

6 Resources Committee action record

- 6.1 The action record was revised and a copy of the revised version will to be posted on basecamp. Ctte Sppt
- 6.2 It was noted that a report on Learning and Development Manager, Keith Quinn's, participation in the Federation of Social Work Conference, Dublin, (4-7 July 2018) would be presented to the meeting of the Committee in December. D of D & I

7 Budget monitoring report as at 31 August 2018

- 7.1 Nicky Anderson presented report 20/2018 which provided the Committee with the budget monitoring position on the core operating budget and specific grant funding for the year to 31 March 2019.
- 7.2 The main areas highlighted were:
- savings made in staff costs
 - savings made since moving to a fitness to practise model of regulation
 - savings made in the print and design budget
 - there is an unplanned projected overspend of £319k, based on the digital transformation strategy and the management of the funding for this
 - savings of £142k are needed in order to keep the general reserve at 2%.
- 7.3 Nicky confirmed that the position at this time of the financial year was not a significant cause for concern.
- 7.4 Keith Redpath asked for some background on the business case and budgeting information on the Digital Transformation Strategy and after giving a brief history of the events leading to the full strategy, it was noted that a number of reports would be made available to the new Council members to make them aware of the Head of LCG

history.

7.6 The Committee

1. considered the core operating budget monitoring statement for the year to 31 March 2019 (at appendix A to the report)
2. considered the specific grant funding budget monitoring statement for the year to 31 March 2019 (at appendix B to the report)
3. considered the summary of ICT digital transformation requirements for 2018/19 and ICT recurring costs for 2019/20 (at appendix C to the report)
4. noted the areas of specific attention in section 7 of the report
5. noted the general reserve position detailed in the report.

8 Procurement update and performance report 2017/18

8.1 Gillian Berry presented report 21/2018 which advised the Committee of procurement developments and performance for the SSSC in 2017/18. She advised that this would be the second year that the report would be published.

8.2 It was noted that the SSSC's compliance rate was very high at 99%, considerably higher than peer bodies.

8.3 Gillian further asked the Committee to note that although opportunities to show areas of sustainability were minimal, the SSSC has sought to ensure that contractors' employees are paid the living wage.

8.4 The Committee

1. commented upon and noted the annual procurement report 2017/18
2. agreed that the annual procurement report for the year ending 31 March 2018 is published on the external website.

Interim
Director of
CS

9 Revised Corporate Health and Safety Policy

9.1 Kenny Dick presented report 22/2018 along with the proposed corporate health and safety policy which was the result of a review of the health and safety provision carried out in 2017.

9.2 Liz MacKinnon outlined the staff consultation measures which had taken place including an organisation-wide health and safety working group and also consultation with the partnership forum.

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| 9.3 | A number of areas and questions were raised in discussion | |
| | <ul style="list-style-type: none"> • inclusion of health and safety as a standing item for the Resources Committee • are there robust health, safety and wellbeing management systems in place • can the framework for measuring performance be included as an appendix to the policy • how do we carry out risk assessments referred to in paragraph 2.2 of the policy • can a reference to a policy on referrals to occupational health be included • Liz Mackinnon, Head of Strategy and Performance to update the Committee in due course on the action plan. | <p>Ctte sppt</p> <p>ID of CS</p> <p>ID of CS</p> <p>ID of CS</p> <p>ID of CS</p> <p>H of S&P</p> |

9.4 The Committee

1. approved the policy
2. requested further information on the points noted above.

10 People Management Policy development

10.1 Marnie Westwood presented report 23/2018 which provided the Committee with a proposal on how the development of policies within the shared service of Human Resources and Health and Safety will progress.

10.2 She advised that the plan was not to duplicate work unnecessarily, but where appropriate take cognisance of the differences between the organisations.

10.3 The Committee

1. agreed to adopt a joint approach to policy development, where appropriate, with shared services developing joint policies for SSSC and CI
 2. noted the work being undertaken on existing policies and procedures to bring best practice and consistency across both the SSSC and the CI
 3. noted that where relevant and if a difference in policy is required, there may continue to be separate policies for each organisation
 4. agreed that a revised policy review plan would be submitted to Committee in December 2018.
- H of HR

11 Environmental impact report

11.1 Kenny Dick presented report 24/2018 to which was attached the Environmental Impact Statement and which gave the committee an opportunity to comment upon the annual environmental impact

report within the SSSC's Annual Report and Accounts.

11.2 The Committee

1. recommended to the Council that the 2017/18 Environmental Impact Report should be approved as part of the Annual Report and Accounts approval process
2. agreed that the first draft of the Environmental Impact Report be considered when the draft Annual Report and Accounts is considered in June of future years
Interim Director of CS/Cttee Sppt
3. noted a revised carbon management plan is intended to be submitted for the Committee's consideration in 2018/19
ID of CS
4. noted that the SSSC's statutory climate change return will be submitted to Keep Scotland Beautiful by the November 2018 deadline.

12 Update from Audit Committee

- 12.1 Audrey Cowie advised that the Audit Committee will consider the external review report on Shared Services and specifically the governance arrangements and lessons learned relating to digital transformation.

13 Recruitment to the digital support team

- 13.1 Kenny Dick presented report 25/2018 which updated members on the staffing establishment for the digital team since the last meeting of the committee in May.
- 13.2 The Committee noted the progress with the creation, advertising and filling of the posts.
- 13.3 The Committee
1. noted the new posts created by the agreed accelerated approval process since the last meeting of the Committee on 30 May 2018:
 - a. IT/digital Manager graded at D6 (£35,733-£39, 069)
 - b. 2nd level Technical analyst graded at D7 (£31,083 - £34,344).

14 Schedule of committee business

- 14.1 It was noted that the schedule of business would be updated in accordance with discussions today.
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15 Risk identification

- 15.1 The two risks identified at the meeting were that the Sponsor had requested budget savings and the interest in reviewing registration fees.

16 Confidential items

- 16.1 The confidential items were discussed and minuted separately.

17 Date of next meeting

- 17.1 The next meeting of the Committee is scheduled to be held on Wednesday 5 December 2018.

Committee started: 10.30am
Committee finished: 12.10 pm

Signed 
Audrey Cowie
Chair of the Resources Committee

Date 12/12/18