

Resources Committee Effectiveness Review – 5 June 2019

Self-Assessment outputs

Role and Remit	Yes/No/NA	Comments/ Actions / Additions
1. Is the Committee clear about the Council's expectations of it and does it consider that these expectations are being met?	YES	<p>The Committee is clear about its scrutiny role in order to provide assurance, report to and make recommendations, to Council. This has been tested in 2018 in relation to the Digital Trnsformation Strategy. Formal links with the Audit Committee is maintained through shared membership (Chairs of both Committees sit as a member on the other) and members would recommend that his continues.</p> <p>ACTION: Recommend that the Chairs of both Audit and Resources Committee continue to sit as members on the opposite committee.</p> <p>I concur with this action it has proven to be helpful for both Chairs to sit on each others committees.</p>

<p>2. Are the committee's Terms of Reference still relevant in the light of the developing Scottish Government public policy agenda and the clarity which exists in relation to the SSSC's business needs?</p>	<p>YES</p>	<p>The Committee continues to recognise the challenges of planning against uncertain SG funding and is particularly aware of the potential impact of SSSC moving to a position of 'no longer growing' and of having to self-fund its regulatory function.</p> <p>I agree and have no additional comment to make other than what has already been said.</p>
<p>3. Is the business being conducted by the committee relevant, necessary and proportionate to our corporate objectives – is there anything which can be removed from our agendas?</p>	<p>YES</p>	<p>The Chair of the Committee, in partnership with the Head of Corporate Governance, reviews agenda items prior to each meeting to ensure that all are relevant. Where there is the potential for the Committee agenda to be over-burdened those items which are for information only are reviewed to assess whether there is a more appropriate way of sharing the information with members, e.g. posting on Basecamp.</p> <p>The practice of the Chair reviewing the agenda with the Head of Corporate Governance is a good one and should remain.</p>
<p>4. Is the business we conduct right in terms of our risk requirements and appetite, corporate governance requirements and desired outcomes?</p>	<p>YES</p>	<p>In February 2018, Committee members agreed that they did not feel actively engaged in, or familiar with, the strategic risk register. The action agreed at that time was to:</p> <p>Request that Audit Committee considers the reporting mechanism to enhance engagement of all Council Members in strategic risk review.</p> <p>There was an opportunity at the Council Development Day on 22 February 2019 to review how risk is</p>

		<p>documented and communicated to Council Members, within another, similar, organisation, how control activities are communicated and trailed and how staff and Council members are engaged with the 'live' risk register.</p> <p>ACTION: Following the Council Development Day, Council should consider whether any change is required to the way strategic risk is reviewed and communicated, to enhance engagement of Council / Committee members and make a decision as to whether the strategic risk register should be considered 'live'.</p> <p>I agree with these comments after being in attendance at the development days it was obvious to me that we could have a much better awareness of risk if we had more of a LIVE risk register.</p>
<p>5. In terms of the committee's information requirements, is what is made available timely and is it of acceptable quality for:</p> <ul style="list-style-type: none"> • financial management • information systems and technology • human resource management and employee development • premises and equipment • procurement and contracting requirements • business continuity planning and disaster recovery management • carbon accounting and environmental issues • health and safety information 	On the whole, yes	<p>Committee continues to recognise the importance of regular review of information requirements. The following was highlighted:</p> <ul style="list-style-type: none"> • Financial information is comprehensive, transparent, analytical and recommendations are clear. Further to the outcomes of external audit in 2018 the Committee will continue to seek assurance around large transformation projects at individual project level. In light of late papers arriving before Committee meetings, officers should continue to focus on getting financial papers out to members as soon as practical to allow for a proper scrutiny role. • An ICT Report is received in September. Further to the appointment of the lead for digital transformation it is anticipated that related reporting across the

<ul style="list-style-type: none"> • shared services information? 		<p>organisation will be enhanced. Benefits realisation is already being seen at an operational level.</p> <ul style="list-style-type: none"> • HR management and employee development It is anticipated that the appointment of the shared services HR manager will continue to contribute to a more streamlined approach to HR management. A programme of review of HR policies has been developed and considered by Committee. There is still a need however to ensure that recommendations made at, and lessons learned from, disciplinary and sub-committee hearings on the use of policies, procedures and processes, and cultural and morale related issues, are actioned (see related action below). • Premises and equipment information is considered to be satisfactory. • Procurement and contracting requirement information is considered to be satisfactory. An annual procurement report on performance is received in September and the strategy reviewed annually. • Business continuity planning and disaster recovery management information is considered satisfactory. A sustainability review is carried out annually. • Carbon accounting and environmental issues. An Environmental Impact Report is now on the schedule of committee business. The Carbon Management Plan for 2018 – 23 was received by Committee this year.
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6. How adequate are the arrangements for 'business tracking', i.e. are committees keeping a finger on the pulse of key issues which may have been agreed months before and where periodic review of progress is necessary to provide the required assurance?		<p>This is an area of current concern with regards to HR information.</p> <p>It became apparent (early 2019) that there have been instances where Resources Committee were due to receive a policy for approval, or had approved certain actions to be taken forward, or had approved policies for implementation, where this had not been actioned. The fact that these factors have come to light is a reflection of the open attitude of the current leadership. It does however question whether the</p>

		<p>governance arrangements, including business tracking, following decisions made at Committee are effective. Examples include the non-implementation of the 2015 Shared Services Strategy, Risk Register, Action Plan and Governance arrangements; the non-implementation of the 2018 Annual Leave 'Framework'; the progression of the 2017 Maximising Attendance Policy; and the non-conclusion of the 2016 consultation on the Disciplinary Policy. (See related action below).</p> <p>ACTION: Executive Management Team / Head of Corporate Governance to review arrangements for business tracking to ensure that Resources Committee decisions are actioned, that policy development follows good practice, and that all outstanding actions are completed and in a timely fashion.</p> <p>This is most important and does require immediate action. I agree entirely with the action.</p>
7. Is the committee clear about the difference which it makes and in particular the 'outcomes' arising from its handling of the business delegated to it and recommendations made by it to the full Board?	On the whole, yes.	<p>A particular challenge this year was the feedback received from the external auditor on the governance of implementation of our digital transformation strategy. The Committee, and Council, has reflected on the whole project and its handling and is satisfied that implementation of the strategy was both managed and governed satisfactorily. Inaccuracies in both the external audit report and the resulting Section 22 report have been addressed as far as is possible by the EMT.</p>

		It is important that any lessons learned are implemented to reflect how things will be taken forward in the future in terms of challenges to our governance.
8. Should we report to Council annually as Audit Committee does? Does the committee provide sufficient information to Council?	YES	<p>Resources Committee now reports annually to Council and feedback suggest that the information it receives is sufficient.</p> <p>ACTION: As this is now business as usual, remove item 8 from the Annual Review template.</p> <p>I agree</p>
9. Does the content of committee agendas allow the committee to be as effective as it can be?	YES	<p>The agenda is structured around 'items for decision' and 'items for information'. There is also a 'confidential items' section available if required. There are a number of 'standing items' that could / should be identified as such, e.g. HR policies; risk identification; update from Audit Committee, etc.</p> <p>ACTION: Consider identification of 'standing items' on agenda.</p> <p>I agree and have nothing further to add</p>
<p>10. Has the committee met its terms of reference for this year?</p> <p>Are any changes to the terms of reference required?</p>	YES	<p>Currently, the Committee is required to act on behalf of the Council by overseeing the following areas of activity:</p> <ul style="list-style-type: none"> • financial management • information systems and technology

		<ul style="list-style-type: none"> • human resource management and employee development • premises and equipment • procurement and contracting arrangements • climate change, carbon accounting and environmental issues <p>As the Committee also receives both Health and Safety and Shared Services information these should be added to the terms of reference.</p> <p>ACTION: Add 'health and safety' and 'shared services' information to the areas of activity overseen by the Resources Committee.</p> <p>I agree and have nothing further to add</p>
11. Does the committee have any other observations on factors which may impact on its effectiveness	No	
12. Are there any changes required to the terms of reference of the Employment Appeals Sub-Committee?	YES	<p>The Employment Appeals Sub-committee is set up by the Resources Committee and is ultimately accountable and responsible for its decisions to that Committee. The terms of reference should, therefore, include a direction to make recommendations to its parent committee regarding action required and lessons learned.</p> <p>ACTION: Amend terms of reference to direct the sub-committee to make recommendations to the Resources</p>

		<p>Committee on action required and / or lessons learned following appeals hearings.</p> <p>This makes sense and should be actioned</p>
13. Are there any changes required to the terms of reference for the Special Appeals Committee?	YES	<p>The Special Appeals Sub-committee is set up by the Resources Committee and is ultimately accountable and responsible for its decisions to that Committee. The terms of reference should, therefore, include a direction to make recommendations to its parent committee regarding action required and lessons learned.</p> <p>ACTION: Amend terms of reference to direct the sub-committee to make recommendations to the Resources Committee on action required and / or lessons learned following appeals hearings.</p> <p>Agreed and have nothing to add.</p>
14. Do Members feel they have any development needs in relation to committee business?	YES	<p>It is good practice to identify development needs on an ongoing basis and our development day allowed us to do this collectively. I would want this practice to continue as the best way to identify meeting the business needs of the committees.</p> <p>I agree and given that there are a number of new people coming on to the Council it would be good to have a review of induction and identification of development for all Council members.</p>

