

SCOTTISH SOCIAL SERVICES COUNCIL

**Unconfirmed minutes of the Resources Committee
held on 5 June 2019 at 10.30 am
room 5, Compass House, Dundee**

Present: Theresa Allison, Council Member (Chair)
Alan Baird, Council Member
Paul Dumbleton, Council Member
Linda Lennie, Council Member
Forbes Mitchell, Council Member
Keith Redpath, Council Member

In Attendance: Lorraine Gray, Chief Executive
Maree Allison, Director of Regulation
Phillip Gillespie, Director of Development and Innovation
Kenny Dick, Head of Shared Services
Liz MacKinnon, Head of Performance and Improvement
Chris Weir, Head of Legal and Corporate Governance
Christine Czyba, Acting Senior HR Adviser
Audrey Wallace (minute taker)

Observers: None

1 Welcome

1.1 Theresa Allison welcomed everyone to the meeting, her first as Chair of the Resources Committee. Theresa Allison thanked Audrey Cowie, in her absence, for her term as Chair of the Committee.

2 Apologies for absence

2.1 Apologies for absence were received from Audrey Cowie and Paul Dumbleton, Council Members.

3 Declaration of interest

3.1 There were no declarations of interest.

4 Minutes of previous meeting – 20 February 2019

4.1 The minutes of the meeting held on 20 February 2019 were approved as a correct record.

5 Matters arising

5.1 Emerging Fitness to Practise risk – staffing savings required for budget setting

5.1.1 Lorraine Gray advised that the Executive Management Team (EMT) had discussed the budget savings and the required 4% vacancy management across the organisation. The EMT had agreed, in the current staffing circumstances, that the Fitness to Practise team would not be required to make the savings at this time however this decision may be revisited at a later date.

5.1.2 The Committee
1. noted the update.

6 Action Record Resources Committee

6.1 The action record was submitted and the following updates were given:

September 2018 – People Management Policy development

- Lorraine Gray confirmed that this matter had slipped due to absence of staff and it would now be progressed.

September 2018 - AOCB

- Chris Weir confirmed that the GDPR training for Members would take place once the new Council Members were in post.

7 HR Policies

7.1 Annual Leave Policy

7.1.1 Christine Czyba presented report 11/2019 along with a revised Annual Leave Policy. The revised policy incorporated the changes suggested at the last meeting, except for the matter of carrying forward unused annual leave. Members were requested to reconsider allowing staff to carry forward in excess of five days and up to ten days annual leave into the following year, in exceptional circumstances.

7.1.2 Members discussed whether carrying forward annual leave entitlement was a result of mismanagement of annual leave and whether this could be addressed by more robust management of annual leave to ensure it is taken throughout the year.

7.1.3 Chris Weir gave advice on circumstances where it was within workers rights to carry forward annual leave allowances and it was noted that there remained conditions in a number of other policies which covered the circumstances in which an unused annual leave would be carried forward, including following a period of long term sickness and maternity leave.

- 7.1.4 The Committee
1. approved the policy
 2. agreed that, in exceptional circumstances, where there is a clear business need, EMT can offer employees up to a maximum of ten days carry forward of annual leave into the following leave year
 3. agreed that cases where over five days leave are carried forward are reported to the Committee in the annual HR report.

Linda Lennie arrived

7.2 Dignity at Work Policy

- 7.2.1 Christine Czyba presented report 12/2019 which provided a revised Dignity at Work Policy for consideration and approval. Members noted the changes that had been made to the previous version of the policy in order to ensure it was up to date and written in line with current good practices and ACAS guidance.
- 7.2.2 The Committee
1. approved the revised Dignity at Work Policy.

7.3 Alcohol and Drugs Policy/Smoking Policy

- 7.3.1 Christie Czyba presented report 13/2019 with two revised policies – Alcohol and Drugs Misuse Policy and Smoking Policy. She advised that the Smoking Policy had been reviewed and commented that there was some staff management required to be adhered to regarding the use of flexi time for smoke breaks and also the number of smoke breaks taken during the working day.
- 7.3.2 Members then turned to discussion on the Alcohol and Drugs Misuse Policy and discussed a number of concerns
- keep the restricted list of drugs out of the policy but add as an appendix, which can be more easily updated. State on the appendix that the list is not exhaustive
 - question whether a referral for specialist help is the correct action in every case
 - may still be a cases where alcohol is a factor, but an act of gross misconduct has been committed
 - Healthy Working Lives group links to the policy through lifestyle events
 - support also available through Employee Assistance Programme
 - there is a duty of care to all staff
 - delete section 8 as its not necessarily helpful to include information about the drink and drug driving limit.
- 7.3.3 The Committee
1. approved the smoking policy
 2. approved the Alcohol and Drugs Misuse Policy subject to the

changes above being made.

7.4 Special Leave Policy

- 7.4.1 Christine Czyba presented report 14/2019 along with the revised Special Leave Policy. Various changes have been made since the current policy was issued in 2015 including the addition of Safe Leave, Parental Bereavement Leave and Fostering Leave.
- 7.4.2 Members discussed a number of matters included in the policy including
- the inclusion of Fostering Leave which demonstrates the culture of the organisation in assisting employees to enjoy a work-life balance
 - whether there needs to be mention of a procedure, such as the grievance procedure, should an employee not be content with a decision
 - make sure its clear that any request for Safe Leave will be treated in strictest confidence.
- 7.4.3 The Committee
1. noted that consultation had taken place with the Partnership Forum, Organisation Management Team and Executive Management Team (OMT and EMT)
 2. approved the Special Leave Policy subject to amendments suggested above.

8 Sustainability Guidance for Reporting

- 8.1 Kenny Dick presented report 15/2019 which provided guidance to officers in identifying sustainability elements they may wish to include in their corporate reports, such as environmental and social considerations, employment opportunities, equality and human rights, health and safety and fair work practices.
- 8.2 The Committee
1. agreed the content of the sustainability guidance note
 2. noted the sustainability section will be added to the corporate reporting template.

9 Best Value Report 2018-19

- 9.1 Kenny Dick presented report 16/2019 which set out the SSSC's Best Value themes and the Executive Management Team's assessment of how the best value expectations are met. Some of the evidence of meeting expectations is contained in the Strategic Plan and strategic outcomes, the new leadership and management framework, engagement with partners, review of its corporate governance arrangements and achievement of the Investors in People award.

- 9.2 The Committee
1. considered and noted the 2018-19 Best Value Report.

10 Human Resources (HR) – Annual Report

- 10.1 Christine Czyba introduced report 16/2019 which provided information and analysis on Human Resources (HR) activities from 1 April 2018 to 31 March 2019. She highlighted that the team structure was still very new, having become a shared service and a much larger team, however it appeared to be working well.
- 10.2 Kenny Dick updated Members on the issues with the payroll system and although payroll was being processed, the system still did not produce reports or manage staff annual leave. There was some discussion on the staff turnover level, noting that in the main this was in the Fitness to Practise (FtP) team and thought to be largely due to career moves in the predominant age group within the team.
- 10.3 Chris Weir gave some advice to the Committee on its role and remit with regard to assurances on payroll matters and staff turnover. Lorraine Gray advised that the Investors in People item later in the meeting referred to proposed action to help understand the staff turnover rate in FtP.
- 10.4 The Committee
1. discussed and noted the contents of the report.

11 Annual Accounts update

- 11.1 Kenny Dick advised the Committee that work on the Annual Accounts was in progress and that the auditors would carry out their audit in Compass House during the week commencing 24 June, which is earlier than in previous years.
- 11.2 Kenny Dick confirmed that the draft accounts would be prepared in time for a development session on 28 August 2019, for all Members to attend and provide comment. Thereafter amended accounts would be presented to the Audit Committee when it meets in September and to the Council in October for approval.
- 11.3 The Committee
1. noted the update.

12 Committee Effectiveness Review Outcomes

- 12.1 The Chair presented a paper on the self assessment outcomes following the annual Committee Effectiveness Review which took place via email correspondence, due to the volume of business at the meeting of the Committee in February.

- 12.2 The Committee
1. noted the comments and actions which arose during the review.

13 Draft Annual Resources Committee Report to Council

- 13.1 Theresa Allison presented report 18/2019, which summarised the main actions of the Resources Committee over the year to 31 March 2019.
- 13.2 The Committee
1. approved the report for submission to Council in October.

14 Investors in People (IiP) Report and Investors in Young People (IiYP) Report

- 14.1 Lorraine Gray presented report 19/2019 which delivered the findings of Investors in People (IiP) report and the Investors in Young People (IiYP) report. It was noted that the SSSC had retained its IiP Silver status however had scored below the UK-wide IiP and the industry sectors and that it had not met the IiYP standard.
- 14.2 A number of recommendations were made and an action plan to address these will be presented to the next meeting of the Committee in September. An independent HR consultant will be carrying out a review in the Fitness to Practise team in order to address particular issues brought out in the surveys.
- 14.3 Members discussed some of the issues raised and while noting that there were many positive answers, a number of issues were discussed such as
- staff development, including development for first line managers
 - talent management
 - addressing the issues flagged up by young people, including the application process.
- 14.4 The Committee:
1. noted the contents of the feedback reports and that an action plan would be developed and submitted to the next meeting of the Committee.

15 Update on Budget

- 15.1 Kenny Dick verbally advised that the letter from Scottish Government confirming the level of Grant in Aid funding had been received. He confirmed that a budget of £14.2 million had been agreed and that there was an additional £680 thousand available subject to receipt of business cases in respect of the ICT transformation work. He clarified that this funding was for development work and not day-to-day running of the organisation.

15.2 It was agreed that in future the SSSC should try, where possible, to have business cases presented earlier in the process in order to have budget confirmation of the full funding available.

15.3 The Committee
1. noted the update.

16 Draft Revised Financial Strategy

16.1 Kenny Dick presented report 20/2019 and the draft Financial Strategy for Committee's consideration. He advised that following the presentation to Council in March, he had prepared this draft for Resources Committee to consider and if minded, recommend approval to Council when it meets later in the month.

16.2 The Committee particularly discussed the scenario planning and projections up to 2025/26, noting the effects of possible future levels of Grant in Aid funding. There was also discussion on the review of registration fees, which was planned to be carried out every three years and also in ensuring that the SSSC benefits from its future investments, including ICT investments.

16.3 The Committee:
1. considered and commented on the draft Financial Strategy
2. agreed that the draft Financial Strategy appended to the report will be submitted to the Council meeting of 18 June 2019 for consideration and approval.

17 Calendar of Committee Business

17.1 The Committee noted the calendar of business for 2019.

18 Updates from Audit Committee

18.1 Alan Baird advised that he had held open discussions with the internal auditors regarding the recent service received. He confirmed that the correspondence between himself and the auditors had been circulated to all Council Members for information.

19 Corporate Health and Safety update

19.1 Kenny Dick advised that the Health and Safety Committee would meet the following month and he would provide an update to the next meeting of this Committee.

20 Risk Identification

20.1 The risks identified at this meeting were

- staff turnover
- Service Level Agreements
- is the payroll software fit for purpose.

21 AOCB

21.1 There were no items of additional business.

22 Dates of next meeting

22.1 The next meeting is scheduled to be held on 25 September 2019. A meeting can take place on 28 August if required for a budget update.

Items 23, 24.1, 2.2, 25, 26 and 27 are confidential and minuted separately.

Committee started: 10.30 am
Committee finished: 12.45 pm

Signed
Theresa Allison
Chair of the Resources Committee

Date