

SCOTTISH SOCIAL SERVICES COUNCIL

**Unconfirmed minutes of the Resources Committee
held on 20 February 2019 at 10.30 am
room 5, Compass House, Dundee**

Present: Audrey Cowie, Council Member (Chair)
Paul Dumbleton, 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
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
Audrey Wallace (minute taker)

Observers: Linda Lennie, Council Member

- | 1 | Welcome | ACTIONS |
|----------|--|----------------|
| 1.1 | Audrey Cowie welcomed everyone to the meeting. She announced that this would be her final meeting as Chair of the Committee and thanked the Vice-chair for his support and all other members and officers for their assistance and input over her term as Chair. | |
| 2 | Apologies for absence | |
| 2.1 | Apologies for absence were received from Theresa Allison, Council Member. | |
| 3 | Declaration of interest | |
| 3.1 | There were no declarations of interest. | |
| 4 | Minutes of previous meeting – 5 December 2018 | |
| 4.1 | The minutes of the meeting held on 5 December 2018 were approved as a correct record following changes to reflect: | |
| 4.1.1 | Item 14.3 Disciplinary Policy – that changes were required to be made to the draft policy following consultation and it was resubmitted to Committee today for further consideration and approval at item 10.3 below. | |

- 4.1.2 Marnie Westwood explained that a number of changes had been made following the consultation and these had been logged and this record was submitted along with the revised draft policy which would be dealt with under item 10.3 below.

5 Matters arising

5.1 6 Action record

- 5.1.1 The post of Director of Strategy and Performance had now been advertised and interviews would be scheduled to be held on 28 March 2019. The interviews will be carried out by a stakeholder panel which will include Council Members.

5.2 19.2.2 Lessons Learned from HR procedures

- 5.2.1 It was agreed that this would become a standing item on the agenda so that lessons learned from, or recommendations made by panels at, appeals or special appeals sub-committee hearings would be reported back to the Committee with actions to be taken forward.

6 Resources Committee action record

- 6.1 The action record was noted and a number of items are dealt with below.

7 Budget

7.1 Budget monitoring report as at 31 December 2018

- 7.1.1 Nicky Anderson presented report 01/2019 which provided the Committee with the budget monitoring position for the year to 31 March 2019.
- 7.1.2 The main areas highlighted were:
- projected outturn as at 31 December 2018 was an overspend of £1044k mainly relating to the timetabling of Digital Transformation Programme which is being managed over two years, 2017/18 and 2018/19
 - £765k of the planned 2017/18 expenditure on the Digital Transformation Programme is carried forward to 2018/19 leaving unplanned projected overspend of £279k
 - the general reserve is £321k, 1.49% of gross expenditure, which is less than the target general reserve budget range
 - slippage in staff costs of £90k (due to delay in filling posts)
 - increased expenditure on panel members fees due to hearings being cancelled and rescheduled into March 2019
 - increased expenditure on supplies and services mainly relating

to digital transformation costs, such as purchase of additional

- licences required and additional expenditure to support the go-live date.

7.1.3 The discussion surrounded the presentation of figures and clarification on the general reserve position. Kenny Dick confirmed that the general reserve targets tended to be lower at this time of year, ie close to the end of the financial year. He also suggested that it might be more helpful to members to present the overspend which was carried forward, as a planned budget deficit.

7.1.4 There was further discussion on making sure that the difference between what was classed as recurring costs and non-recurring costs was clear ensure openness and transparency.

7.1.5 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 (at appendix C1 to the report) and ICT recurring costs for 2019/20 (at appendix C2 to the report)
4. noted the areas of specific attention, in section 7 of the report
5. noted the projected general reserve position detailed in section 8 of the report.

7.2 Draft budget 2019/20 and indicative budgets 2020/21 and 2021/22

7.2.1 Nicky Anderson presented report 02/2019 which gave some detail on the draft budget for 2019/20 and the indicative budgets for 2020/21 and 2021/22. She explained that this year's budget, £14.046m, was used as the base budget and growth priorities and continuation of the Digital Transformation Programme have been added to this for 2019/20, 2020/21 and 2021/22.

7.2.2 Other allowances included within the 2019/20 budget were

- staff increases in Fitness to Practise department, following modelling work having been completed
- additional allowance for hearings which have been rescheduled into March 2019
- allowances for the possible staff pay award
- items which EMT have considered are growth priorities.

7.2.3 Members expressed their concern that this paper had been issued late and sufficient time had not been given to members to consider

the content. One member expressed concern that it felt like a fait accompli in which EMT had made decisions, with the governing committee not having sufficient time to input.

7.2.4 Officers assured members that these were only recommendations from EMT for Committee to consider and Kenny Dick explained the mitigating circumstances around the lateness of the report.

7.2.5 Following a question about ensuring directorate budgets were linked to performance measurements, Liz MacKinnon advised the Committee that the Directorate plans for 2018/19 had been closely linked to the Strategic Plan and that these would be revised annually to ensure they stay relevant and up-to-date.

7.2.6 The Committee

1. considered the draft budget for 2019/20 (detailed at Appendix A to the report), which included EMT's prioritisation of budget growth
2. gave consideration to budget growth options detailed in Appendix B and Appendix C to the report)
3. agreed that given that the paper had been issued late, Resources Committee members could consider the report and submit any comments to the Head of Finance
4. recommended that the draft budget be submitted to the Sponsor, with the caveat that this was an early draft,
5. agreed that the draft budget be submitted to Council in March for discussion and approval
6. noted the indicative budgets for 2020/21 and 2021/22 (detailed at Appendix D to the report) and approved submission to the Sponsor for planning purposes
7. considered the draft staffing establishment for 2019/20 (at Appendix E to the report)
8. considered the specific grants expected to be awarded to the SSSC as detailed at section 6.1.1 of the report and noted that specific grant funding and associated expenditure is currently excluded from the draft 2019/20 budget and indicative budgets for 2020/21 and 2021/22
9. authorised the Chief Executive and Head of Shared Services to sign the specific grant agreements once negotiations are completed in line with the expectations detailed in section 6.1.2 of the report, noting that the final grant amounts may differ, subject to available Scottish Government funding.

7.3 Update on separation and digital transformation

7.3.1 Lorraine Gray gave a verbal update on the Digital Transformation Programme, confirming that the go-live date of 11 February 2019 went very well. The IT systems had been shut down on Thursday evening and over the weekend of 8-10 February 2019 the new

systems were installed and various set-ups for functionality put in place, such as the newly functioning dedicated SSSC ICT helpdesk.

- 7.3.2 Additionally, Lorraine Gray confirmed that the meeting with the Minister regarding the section 22 report had gone well, the Minister asked challenging questions but was supportive. SSSC officers were now preparing for the meeting of the Public Audit and Post-legislative Scrutiny Committee (PAPL).
- 7.3.3 The Committee noted the update and commended officers on the planning for, and management of, the digital transition.

8 Financial Strategy

- 8.1 Kenny Dick gave a presentation on the draft revised Financial Strategy in which he gave detail on the following areas which are addressed in the Strategy
- the objectives, issues and principles
 - the budget by Directorate and by expenditure type
 - staffing by department and team
 - efficiencies by department and team.
- 8.2 Members discussed priority-based budgeting including reducing the budget and also ensuring that there is some allowance for staff development.
- 8.3 Kenny Dick noted the comments and confirmed that the draft Strategy would be presented to Council at its meeting on 26 March 2019.

**Head of
SS**

9 Annual Review of the Procurement Strategy 2016-19

- 9.1 Kenny Dick presented report 03/2019 which outlined the joint Care Inspectorate and SSSC Procurement Strategy 2016-2019. He advised that there were only minor changes to the previous version and these were detailed on page two of the strategy.
- 9.2 Forbes Mitchell asked for further work on the SSSC's sustainability position and policy statement to be included in the strategy and agreed to forward on a policy statement template for review and use by officers.
- 9.3 The Committee
1. approved the revised 2016-19 Procurement Strategy subject to the above comments being taken on board and this would form the basis of the annual procurement report for the financial year 2019/20.

Phillip Gillespie left the meeting

10 HR Policies

10.1 People Management Policy Development and Review Programme

- 10.1.1 Marnie Westwood presented report 04/2019 which proposed a three-year policy review programme for HR policies, procedures and guidance, along with some information on the key principles that policies should have in line with CIPD guidelines and cultural fit. She also proposed a plan for approval of policies, and 'guidance', in terms of the role of OMT/EMT and the Partnership Forum.
- 10.1.2 Members raised several issues including
- clarification on the difference between a policy and a guidance note; stressing that guidance should be related to a policy, which by definition is enforceable, whereas guidance is advisory only
 - where the policy or procedure is one which an employee could raise a grievance over, or is related to terms and conditions of service, it should require approval by the Committee
 - where the guidance is operational in nature, such as related to office behaviour for example, it does not need Committee approval
 - where the guidance is related to a policy, both policy and guidance must be approved by Committee
 - all new policies and policies for review and revision must be approved by Committee
 - with reference to the policies and guidance listed on the 3-year plan, (Appendix 2 to the report) some of those currently labelled as 'guidance' and / or not tagged for Committee approval would require to be approved by Committee, namely
 - Partnership agreement
 - Time off for TU activities
 - Equal pay
 - Conflicts of interest
 - Social media.
- 10.1.3 The Committee
1. approved the policies which would be reviewed for the next three years subject to those policies mentioned at 10.1.2 above being brought to Committee for approval
 2. agreed that an update on progress made with the review programme will be provided to Resources Committee on an annual basis and any changes to the programme agreed by Committee
 3. requested a number of changes to the development and review programme including changes to section 6 – Policy Approval, including that 'Resources Committee will approve all

policies/procedures being developed.....’

4. agreed that the revised document be brought back to Committee for approval in June.

10.2 Maximising Attendance Policy

- 10.2.1 Marnie Westwood presented report 05/2019 which provided a revised draft Maximising Attendance Policy for consideration. She advised that the policy was up to date in terms of employment law and provided a more proactive and defined process to manage staff absences, including longer term absences. The consultation log appended to the report detailed the consultation responses and actions taken.
- 10.2.2 The Committee discussed the contents of the draft policy and a number of comments were made regarding clarification of some of the wording
 - there should be joint responsibility between the employee and the line manager to maintain contact during long term sickness
 - clarification was sought on circumstances under which annual leave allocation could be used to extend a phased return
 - Committee asked that para 6.2 of the report on annual leave/public holidays during sick leave be revised.
- 10.2.3 The Committee
 1. approved the draft policy subject to the suggested amendments
 2. noted that the consultation log demonstrated good consultation practice and that consultation had taken place with OMT, EMT, Partnership Forum and the SSSC’s external employment solicitors.

10.3 Disciplinary Policy

- 10.3.1 Marnie Westwood presented report 06/2019 along with the revised Draft Disciplinary Procedure which was updated after consultation was carried out following the meeting of the Resources Committee on 5 December 2018.
- 10.3.2 Members discussed the main areas of change and firstly agreed
 - the policy should remain a ‘policy’ and not simply a ‘procedure’
 - the document would be entitled ‘Policy and Procedure’
 - the SSSC’s ‘note’ of a disciplinary hearing would be shared with the parties involved.
- 10.3.3 The Committee discussed which level of management would be appropriate to chair a disciplinary hearing. Members considered possible issues with contractual terms and conditions, as well as

the implications for a disciplinary panel, if all options were not available to them at the hearing. It was agreed that, in practical terms, it would always be a member of the OMT or EMT who would chair such a hearing. It was noted that the Partnership Forum would require to be consulted on allowing the position of chair of a disciplinary hearing panel to be filled by a member of the OMT and not only by a member of the EMT.

10.3.4 The Committee

1. approved the draft policy subject to the inclusion of an OMT officer or EMT officer being the appropriate level of management to chair a disciplinary hearing, following appropriate consultation on this with the Partnership Forum
2. requested further amendments to title and wording of the policy
3. noted that consultation had taken place with the Resources Committee in December 2018, the EMT, OMT, Partnership Forum and external employment solicitors and that a log of the consultation was appended to the report.

**Head of
HR**

10.4 Overtime/Additional Hours Guidance

10.4.1 Marnie Westwood presented report 07/2019 which included the draft guidance to support heads of service (budget holders) in considering approval of overtime or additional hours for employees within their area of responsibility.

10.4.2 She advised that the main change to the guidance was that it also applied to pay grade D6, whereas it had previously only applied up to grade D7. This would now include eligibility for overtime or additional hours for more of the main grade posts.

10.4.3 There was some discussion around the areas of

- how the guidance would affect and be applied to employees on part time hours, particularly where they had worked or accrued additional hours
- any circumstance where an employee would work in excess of 48 hours in the working week.

The Committee discussed a number of possible scenarios to understand the possible implications.

10.4.4 The Committee

1. approved the overtime/additional hours guidance subject to the amendments suggested
2. agreed that the Scheme of Delegation should be amended and submitted to the meeting of the Council in March 2019 to authorise Heads of Service to approve overtime and additional hours requests
3. noted that consultation had taken place with OMT, EMT and the

**Head of
LCG**

Partnership Forum and that a log of this was appended to the report.

11 Carbon Management Plan

11.1 Kenny Dick presented report 08/2019 which provided the Committee with the revised five-year Carbon Management Plan for the period 2018 to 2023. It was noted that the baseline used for measuring the SSSC's carbon emissions was the 2015/16 statistics and that within the lifetime of the plan the SSSC sought to reduce its carbon emissions by 25% from the level in 2015/16.

11.2 The Committee

1. approved the draft Carbon Management Plan 2018 to 2023
2. noted the planned future carbon reduction measures at section 7.3 of the plan.

12 Schedule of Committee Business

12.1 The schedule of Resources Committee business for 2019 was noted.

13 Supporting the Institute of Technology Sligo (and partners)/ CORU to develop an effective approach to digital learning and micro-credentialing

13.1 Lorraine Gray presented report 09/2019 which gave a summary of a Learning and Development Manager's travel to Sligo to support the Institute of Technology Sligo (and partners including CORU) to develop an effective approach to digital learning and micro-credentialing.

13.2 The Committee noted the detail of the visit.

14 Updates from Audit Committee

14.1 Emerging Fitness to Practise risk

14.1.1 Forbes Mitchell verbally advised that an update on the emerging Fitness to Practise risk would be heard at the Audit Committee meeting in the afternoon.

14.1.2 Maree Allison added that there were measures in place to alleviate the workload in that external presenters were being instructed to carry out hearings and this would have resources implications.

14.1.3 Lorraine Gray added that the Fitness to Practise department would not be included in the 4% staffing savings required for budget setting and this portion would be spread across other departments,

given the current situation.

14.1.4 The Committee noted the update.

15 Corporate Health and Safety update

15.1 Kenny Dick verbally updated Members particularly on the new ICT equipment being deployed to SSSC staff and the requests for and plans to carry out Display Screen Equipment (DSE) assessments.

15.2 The Committee noted the update.

16 Risk identification

16.1 The risk identified at the meeting was the uncertainty relating to the budget.

17 AOCB

17.1 There were no matters of additional business.

18 Dates of next meeting

18.1 The next meeting is scheduled to be held on 5 June 2019.

Items 19, 20 and 21 are confidential and minuted in part two.

Committee started: 10.30 am

Committee finished: 13.05pm

Signed
Audrey Cowie, Chair of the Resources Committee

Date