

**Minutes of the SWIA Management Board Meeting
2.00 pm, Thursday 28 August 2008
SWIA Offices, Ladywell House, Edinburgh**

Present: Alexis Jay, Chief Inspector
Gill Ottley, Depute Chief Inspector,
Marc Hendrikson, acting Depute Chief Inspector
Gerry Hart, acting Depute Chief Inspector
Andrew Wilkinson, Corporate Manager
Hamish Hamill, external independent advisor
Sandra Nutley, external independent advisor
Anne Travers, (minutes)

Apologies: David Cumming, Depute Chief Inspector

1. Minutes of the meeting held on 21 May 2008
 - 1.1 The minutes were agreed.
2. Matters arising from minutes
 - 2.1 Andrew Wilkinson advised the Board that the planned review of the recent inspector recruitment campaign would commence now that the two new inspectors had joined SWIA and their views of the assessment process could be included.
3. Crerar Update
 - 3.1 Hamish Hamill and Alexis Jay advised that the meeting on 14 August with the Accounts Commission and other scrutiny bodies had been constructive. The meeting had considered collated information on past and future scrutiny activity for each local authority. The information was to be refined to provide an indication of the varying weight of different inspections and audits. A final meeting would take place in September/October to pull all the information together for a report to John Swinney, Cabinet Secretary for Finance and Sustainable Growth.
 - 3.2 The Board noted that Cabinet was scheduled to discuss the future of scrutiny bodies early in September with an announcement expected at the end of September.
4. Audit Committee Structure
 - 4.1 Hamish Hamill introduced the proposed, revised SWIA Audit Committee remit. He advised the Board that he and Andrew Wilkinson had met with Audit Scotland to discuss the implications for SWIA of the Scottish Government's

revision of the Audit Committee Handbook. The main change was a move to external-only committee membership with officials attending by invitation. Although Audit Scotland had indicated that SWIA could decide to retain the current committee membership until SWIA's future became clearer, moving to external-only membership immediately did not seem an onerous requirement. David Wiseman, the Care Commission's Director of Strategic Development and Deputy Chief Executive, had kindly agreed to join Hamish and Sandra Nutley as the third external member of the Audit Committee, subject to the Board's agreement.

The Board discussed the blend of skills required by the committee and that offered by the proposed membership. The Board agreed that whilst none of the proposed members had professional accounting qualifications, there was sufficient experience to meet the requirement and specific, short-term accounting assistance could be co-opted if required.

The Board agreed the revised remit subject to the list of committee responsibilities matching the Handbook's list. It agreed also that Hamish Hamill and Andrew Wilkinson should meet with David Wiseman to discuss the role and provide support and assistance prior to the next Audit Committee meeting.

Action Point 1 (August 08): Anne Travers to make arrangements for a meeting with Hamish Hamill, Andrew Wilkinson and David Wiseman.

5. Future Inspection Methodology

5.1 The Board discussed the paper outlining the Senior Management Team's initial thinking on the methodology for social work services scrutiny activity following completion of the initial full programme of performance inspections. The paper considered three possible suggestions, all based around self-evaluation and balancing risk and improvement need.

1. A proportionate, cyclical inspection programme delivering scrutiny activity commensurate with assessed risk and improvement needs for individual local authorities.
2. Scrutiny activity based around an annual, desk-based appraisal of risk and improvement need to direct maximum scrutiny activity where it is most needed.
3. Supported self-evaluation with no scrutiny role other than thematic inspections and for local authorities appraised as meeting high risk criteria.

5.2 The Board discussed the three options and agreed that SWIA needed to finalise and implement a number of important changes in a very short timeframe. The Board preferred option 2 but agreed that detailed work on developing all of the options in the paper should continue quickly and that no final decisions could be made until ministers had delivered their conclusions on the review of scrutiny bodies.

6. Health and Safety briefing

6.1 Andrew Wilkinson advised the Board that this paper was part of series of briefings on wider policies, procedures and the work of sub-groups being brought to the Board for information/discussion. The paper provided assurance that SWIA had in place appropriate systems and trained staff to meet its health and safety obligations.

6.2 The Board was content with the report.

6.3 Andrew listed the programme of future briefings and invited Board members to comment after the meeting if they wished to suggest any changes to the programme.

1. Human resources (May 2008).
2. Health and Safety (August 2008).
3. Inspection planning Group (November 2008).
4. Self-evaluation tools (February 2009).
5. Communication strategy (May 2009).
6. Policy work (August 2009).
7. Risk management (November 2009).
8. Finance (February 2010).

7. Performance Reporting

7.1 Andrew Wilkinson introduced a revised performance reporting tool. He explained that, since the Scottish Government performance management tool would not be available for some time, SWIA would have to continue to develop its own tool. He commented that, whilst the report showed the direction of travel and now was beginning to look more fit for purpose, more work was being done on the consistency of the base data, reporting unit costs, and providing more clarity, context and narrative for the reported information.

7.2 The Board agreed that progress was being made but a lot of work still needed to be done.

8. Risk Register

8.1 The Board reviewed the updated risk register. It was agreed that the format of the register was fit for purpose. Hamish Hamill asked if he could receive a copy of the Induction Manual for information.

Action Point 2 (August 2008): Andrew Wilkinson to arrange for a copy of the Induction Manual to be sent to Hamish Hamill.

9. Finance and Staffing

- 9.1 The Board noted the finance and staffing reports and commended the clarity of the information provided.
9. AOB
- 9.1 There was no other business.
10. Date of the next meeting – 26 November 2008, Pentland Room, Ladywell House.