

Authority Meeting

Date of Meeting	3 March 2022
Title of Paper	Public Session Minutes
Agenda Item	2
Reference	Min/Feb22/public
Author	Hayley Barrett, Business Manager Jacqui Murphy, Acting Head of Business Support Unit
Presented by	Christine Collins MBE, Interim Chair
Purpose	To provide Members with a record of the meeting of the Authority held on 3 February 2022.
Executive Summary	The minutes contain an overview of the key discussion points and decisions of the Authority meeting on 3 February 2022.
FOI Exemptions Applied	None
Equality Impact Assessment	Not applicable
Recommendation/Resolution	The Authority is asked to APPROVE the minutes of the meeting held on 3 February 2022.
Next steps	The minutes will be formally signed off by the Interim Chair.

PUBLIC SESSION MINUTES

RQIA Authority Meeting
Via Zoom
Thursday 3 February 2022. at 11.30pm

Present

Christine Collins MBE (Interim Chair)
(CC)
Bronagh Scott **(BS)**
Jacqui McGarvey **(JMcG)**
Suzanne Rice **(SR)**
Prof. Stuart Elborn **(SE)**

Apologies:

Neil Bodger **(NB)**

RQIA Staff in attendance

Briege Donaghy (Chief Executive) **(BD)**
Emer Hopkins (Director of Independent
Healthcare, Reviews and Audit
programme) **(EH)**
Lynn Long (Director of MH, LD,
Children's Services and Prison
Healthcare) **(LL)**
Elaine Connolly (Director of Adult Care
Services) **(EC)**
Karen Harvey (Professional Advisor
Social Work / Project Lead for
Assurance) **(KH)**
Francis Rice (Professional Advisor
Nursing) **(FR)**
Jacqui Murphy (Acting Head of Business
Support Unit) **(JM)**
Malachy Finnegan (Communications
Manager) **(MF)**
Julie-Ann Walkden, Deputy Director of
Assurance **(JAW)**
Paul Cummings (Financial Advisor,
Associate, Leadership Centre) **(PC)**
Hayley Barrett (Business Manager) **(HB)**
Claire McBride (Corporate Support)
(CMcB)

1.0 Agenda Item 1 - Welcome and Apologies

- 1.1 The meeting commenced at 11.30am.
- 1.2 CC welcomed all Authority Members and RQIA staff to this meeting. Apologies were noted from NB.
- 1.3 CC noted the recent resignation of Alan Hunter as a Member of the Authority; and her appreciation for his work and substantial contribution to the Authority. CC wished him well on behalf of the Authority in his new

appointments with the Pharmaceutical Society and the Charity Commission.

2.0 Agenda Item 2 - Minutes of the meeting of the Authority held on 4 November 2021 and Matters Arising

2.1 Authority Members **APPROVED** the minutes of 4 November 2021 and noted that Action 236 remains ongoing; however a seminar is currently being scheduled for April 2022.

3.0 Agenda item 3 – Declaration of Interests

3.1 CC asked Authority Members if, following consideration of the agenda items, any interests were required to be declared in line with Standing Orders.

3.2 CC declared an interest due to her position as Chair of the Patient Client Council (PCC), however, the Department of Health has confirmed that the position is time bound and that it is actively seeking to recruit a Chair. CC would recuse herself from dealing with any matters which she considers would constitute a conflict of interest in relation to her respective role as Chair of the PCC.

3.3 BS advised that she has been recently appointed as the Chair of NIPEC. BS noted that she is an Associate with the HSC Leadership Centre and is currently seconded to the Department of Health, via HSC Leadership Centre, to advise on COVID surge planning. If any areas arise that cause a conflict she will excuse herself.

3.4 JMcG advised that she is a member of the NI Social Care Council (NISCC) Board.

4.0 Agenda Item 4 – Interim Chair’s Business

4.1 CC noted that the Interim Authority Members positions had been extended through to October 2022.

5.0 Agenda Item 5 – Members Activity Report

5.1 CC noted that the purpose of the activity report was to capture Authority Members’ involvement in the work of the RQIA.

5.2 JMcG commented that she feels the current report is not capturing all of the activity. CC asked that consideration is given on how to manage the report and ensure it is fully reflective of Members’ activity and engagements, noting that this is needed for the Annual Report.

5.3 **Resolved Action (246)**
BSU to consider how to capture full details of Members' activity across all sectors of RQIA's work, and to produce a revised Report

5.4 Members **NOTED** the Members Activity Report.

6.0 Agenda Item 6 - Chief Executive's Report

- 6.1 BD presented the Chief Executive's Report, providing an overview of:
- The launch of an Independent Review of Children's Social Care by the DoH;
 - The Minister's Consultation on the Reform of Adult Social Care has opened;
 - The Health and Social Care Bill;
 - RQIA strategic development plans including workforce planning and an operational update, which included an update on the impact of the Pandemic on RQIA's workforce and capacity and steps being taken to keep staff and service users safe and continue inspection work
 - The Restructuring of the Directorates and the achievement of the silver award under Investors in People
 - The work commenced on streamlining the Assurance Framework.

BD advised she will continue to ensure Authority Members are kept advised on Enforcement actions and service issues that are leading to Serious Concerns and regulatory actions

6.2 BD gave an update on work progressing to support the information needs of the Muckamore Hospital Public Inquiry. She explained that there has now been a formal request for information from the Muckamore Abbey Hospital Public Inquiry, which the Project Team is responding to; this will be a major ongoing task.

6.3 EH went on to say that a constructive relationship with the Inquiry Team is being established. Processes are being developed to ensure robust document management, and resources have been re-directed from other work across RQIA to meet the requirements of this important work.

6.4 BD advised that the Deceased Patients' Review is completing the current phase, with work commissioned from the Royal College of Physicians. The Report from the Expert Panel is due this spring along with reports for the individual families. A business case is being prepared to enable RQIA to sustain the current infrastructure for 6 months into next year, noting that on receipt of the Expert Panel's reports RQIA will need to have skilled capacity to engage with and support families. This Business Case will be submitted to the Department of Health, who will determine next steps in the Deceased Patient Review beyond the current cohort.

6.5 CC commented that the RQIA will continue to fully support these public inquiries.

6.6 Members **NOTED** the Chief Executive's Report.

7.0 Strategic Intent and Management Plan: Process and Timetable

7.1 CC advised that she and BD had been working on the Strategic Intent and Management Plan and asked BD to provide an overview of the high level aim, process and outcomes.

7.2 BD presented slides on 'Strategic Intent and Planning for 2022/23' providing a high level overview of:

- Regulation and our role;
- Our current strategic intent, to keep people safe at an individual level and to be a driving force for improvement at a service level regional level;

BD stressed it is important to have a framework of objectives that all staff can see their input to, which enables all to contribute, and which is easily communicated and meaningful to all RQIA's stakeholders..

7.3 BD advised that the role of RQIA as set out in our current strategic intent is to keep people and staff safe through the effective discharge of our regulatory functions, to drive improvement and provide assurance to Minister and the Department of Health. BD noted that there was an opportunity to drive improvement at individual service level and across services at a strategic levels.

7.4 BD noted that, in order to realise this opportunity, RQIA needed adequate resource and capacity through a skilled workforce. BD explained that we continue to build capability to help identify themes and share learning across the sectors. BD advised that we are endeavouring to work at a strategic level and ultimately seeking to inform and to influence policy making and service reform.

7.5 Members thanked BD for the very informative presentation and **NOTED** the process and timetable for developing the Strategic Intent and Management Plan for 2022/2023.

8.0 Agenda Item 8 - Business, Appointments and Remuneration Committee (BARC)

8.1 As the new Chair of BARC, SR provided the update.

8.2 Verbal Update: Meeting of 22 January 2022

Authority Members **NOTED** the verbal update of the meeting held on 22 January 2022.

8.3 **Minutes of Meeting: 25 November 2021**

Authority Members **NOTED** the minutes of the meeting held on 25 November 2021.

8.4 **liP Re-Accreditation Report and Next Steps**

SR informed members that the detailed liP Re-Accreditation report was discussed and that a Silver Award had been achieved. BARC had congratulated all staff across the organisation on this significant achievement, particularly the work undertaken by JM and HB. BD and JM has met with the liP Assessor and a subsequent action plan will be taken forward by the new Executive Committee, Workforce and Organisational Development Group, which would report through to BARC.

8.5 **liP Re-Accreditation Report and Next Steps**

Members **APPROVED** the next steps to take forward the liP work.

8.6 **Update on Re-Structuring: Engagement Sessions**

SR provided an update on the restructuring and noted that it was at Stage II, following appointment of the new Directors. SR noted that feedback from the engagement sessions had been very positive. SR invited FR to provide the detailed update.

8.7 FR provided an update on the transformation process. He explained there are three phases to Stage II, namely:

- Phase 1: Realignment of Existing Resources to the newly established Directorates (End of March 2022)
- Phase 2: Meeting the Development Needs in all Divisions
- Phase 3: Aligning Resource Availability to Organisational Development Needs

8.8 FR stated the organisational structure on HRPTS and the 2022/2023 budget will need to be realigned to the new structure. FR also noted that discussions are underway to realign the MHLD, Childrens', Personal Assistants and Administrative Teams by the end of March 2022.

8.9 FR explained that he is working with HR to ensure the Office of the Chair and Chief Executive and the Business Services Unit are adequately resourced with appropriately skilled staff.

8.10 FR advised that Phases 2 and 3 would examine the existing workforce and identify any gaps where additional human resources will be required over the next 3-5 years. This work is being taken forward with the assistance of an HR Associate from the HSC Leadership Centre. A financial analysis, potential for additional income generation and any required business cases will help to align resource availability to organisational development needs.

8.11 CC thanked all for their tremendous work to date, particularly FR and JM, with assistance from colleagues in BSO. BD echoed this appreciation and stated RQIA will continue this significant journey, with the support of the Authority, the collective leadership and involvement of all the RQIA workforce.

8.12 Members **APPROVED** the next steps of the restructuring.

8.13 **Professional Advisory Roles: Options**

SR advised that the organisation is moving to put in place professional advisors and invited BD to present the discussion paper.

8.14 BD presented the discussion paper, explaining the background and role summary of a professional advisor. She noted the following roles are being considered:

- Responsible Officer Medical (RO);
- Social Work; and
- Nursing

There may be other roles considered, for example, in relation to Allied Health Professionals / Pharmacy, although this would depend upon the numbers of staff in these disciplines throughout the organisation and consideration was being given to including these aspects within the three key roles above. BD advised an estimated workload of 4-6 days' per month, per post for the Nursing and SW roles.

8.15 BD explained that there were several options for securing these roles outlined in a paper presented to BARC and that BARC had agreed to review the job descriptions when developed; and that of the RO in the first instance as a priority.

8.16 SE advised there is a need to carefully consider the volume of work for the RO. SE agreed to review the draft job description alongside the BARC Members. A meeting is being set up in that regard.

8.17 BD further advised that job descriptions are being drawn up for the social work and nursing / allied health professionals Advisor roles and that she would include these in an updated Options paper. Sponsor Branch will be kept fully informed.

8.18 CC summed up the discussion, noting the Authority's agreement that BARC should examine these roles, appropriate job descriptions, funding implications and recruitment arrangements and bring back to the Authority.

8.19 **Resolved Action (247)**

BARC to take forward the work required to establish the necessary professional advisory roles and update the Authority Board in due course.

- 8.20 FR left the meeting at 12.31pm.
- 8.21 **Performance Activity Report (PAR): Q3, 2021/2022**
SR introduced the PAR for Quarter 3, ending 31 December 2021 and advised that BARC had discussed the detail.
- 8.22 BD explained that the PAR report highlighted that, because of under-resourcing throughout some inspection teams and across the corporate functions, as well as the impact of the Pandemic, the organisation does not have the capacity to deliver on some of the KPI's set. She described that the organisation is dealing with at least at 20% reduction in staffing each day due largely to posts not filled , a lack of availability of Agency staffing and the consequence of acting up into vacant roles and the cascading impact that has on roles within teams. This capacity gap cannot be addressed until the restructuring is complete; ultimately a business case will be required to plan for future needs.
- 8.23 Authority Members empathised that this must be extremely difficult for current staff having to cover these gaps and noted the continuing hard work and dedication of staff during this challenging time. The Interim Chair and Authority Members agreed that this instability and significant gap in resources cannot continue and gave their support in relation to ensuring posts are properly resourced and recruited as quickly as possible.
- 8.24 Authority Members agreed the workforce review being taken forward with assistance from an HR Associate is vital.
- 8.25 Members **APPROVED** the Performance Activity Report (PAR): Q3, 2021/2022.
- 8.26 **2021/2022 Management Plan: Stocktake Paper on Projections**
2021/2022 Management Plan: Monitoring (Q3)
Process / Timeline for Developing 2022/2023 Management Plan
- SR advised she would take the two items together, the process/timeline for developing the 2022/2023 Management Plant having been discussed under item 7. SR introduced the Stock-Take and Quarter 3 Monitoring of the 2021/2022 Management Plan, advising BARC had discussed in detail and invited BD for any further comments.
- 8.27 BD noted that good progress had been made on the 14 actions and 74 key deliverables in the Management Plan. The stock-take paper had identified a small number of key deliverables which had been removed as they were no longer relevant, or which would move into the 2022/2023 Management Plan. The Paper also included another 7 key deliverables which were agreed by the Authority throughout the year. She expressed the view that this Management Plan had been ambitious in an extremely challenging environment, with a high level of staff vacancies and the COVID-19 Pandemic.

- 8.28 BD advised that while the 2021/2022 Plan had been built on a task-based approach, the Management Plan for 2022/2023 would shift to an outcomes-based approach, driven by the draft Statement of Strategic Intent and developed through Authority Workshops scheduled for 10 February 2022 and 10 March 2022 .
- 8.29 Members endorsed the approach to developing the draft Statement of Strategic Intent and Management Plan for 2022/2023.
- 8.30 CC congratulated those who had produced the very comprehensive papers for BARC and the Authority. SR echoed the Interim Chair's appreciation.
- 8.31 Members **APPROVED** the 2021/2022 Management Plan: Stocktake Paper on Projections and the 2021/2022 Management Plan: Monitoring (Q3).
- 9.0 Audit and Risk Assurance Committee (ARAC)**
- 9.1 As the Chair of ARAC was absent, BS provided the update.
- 9.2 **Verbal Update: Meeting of 22 January 2022**
Authority Members **NOTED** the verbal update of the meeting held on 22 January 2022.
- 9.3 **Minutes of Meeting: 10 December 2021**
Authority Members **NOTED** the minutes of the meeting held on 10 December 2021.
- 9.4 **Minutes of Meeting: 10 December 2021**
Authority Members **NOTED** the minutes of the meeting held on 10 December 2021.
- 9.5 **Finance Report (Month 8)**
BS invited PC to give an update.
- 9.6 PC provided reassurance to Members of the finance position, advising that an easement of £275k has been made to the Department. He is confident of a break-even position at year-end, given no unforeseen or urgent pressures emerge. He explained that there are a couple of volatile issues, those being, the work for the Deceased Patients' Review and the Muckamore Abbey Hospital Inquiry Project, which relevant managers with oversight have been advised to keep a tight rein on. PC concluded saying that the organisation's objective next year will be to ensure we utilise our funds fully.
- 9.7 CC agreed that it is essential that we invest our funds wisely, and ensure that monies allocated to RQIA to keep people safe and drive improvement across the system are fully utilised.
- 9.8 JMcG asked whether the organisation is fully sighted on spend for non-

permanent people employed in RQIA.

9.9 PC advised that all non-permanent individuals, such as agency, bank staff, associates and any on temporary contracts, have been detailed by finance until the end of the financial year.

9.10 EH confirmed that there are also some individuals used via staff substitution involved in the reviews, which she is adequately sighted on.

9.11 Members **APPROVED** the Finance Performance Report (Month 8).

9.12 **Principal Risk Document (PRD)**

BS provided a high level overview of the PRD, advising that ARAC Members had reviewed the detail.

9.13 BS informed Members that the main discussions were around

- the risk in respect of the Muckamore Abbey Hospital Inquiry work which must reflect the provision of adequate data and information for the Inquiry, and the detail of RQIA's management and oversight of work pertaining to Muckamore Abbey Hospital;
- risk rating in respect of registration and a review of this rating to be undertaken; and
- a comprehensive review of the risk in respect of Mental Health activities.

9.14 Members **APPROVED** the Principal Risk Document (PRD).

9.15 **External Audit Strategy**

BS reported that the external auditors had presented the External Audit Strategy which is contained in the paper presented in the Authority papers. BS advised that ARAC had approved the strategy.

9.16 Members **APPROVED** the External Audit Strategy.

10.0 **Any Other Business**

10.1 JMcG mentioned RQIA's use of acronyms and questioned was there a policy within RQIA for usage of same. JM advised that RQIA has a Style Guide in place. JM further commented that within documents whilst the acronyms are in place the full description would also be written out in full.

10.2 In relation to Authority papers, SE noted that it is challenging to navigate a considerable volume of separate papers and asked for the documents to be issued in a more manageable way, perhaps using Sharepoint with hyperlinks from the Agenda.

10.3 JM advised that, while the Business in Confidence Session papers had previously been contained in a single document and the Public Session papers contained as a second single document, a request from an

Authority Member to keep the individual agenda items separate had resulted in this volume of separate documents. JM continued that the best solution would be to house the documents either on the RQIA network or the RQIA Sharepoint intranet site, with hyperlinks embedded in the agenda, but this would require all Authority Members to utilise their RQIA accounts.




- 10.4 JM further advised that it is important from an information governance perspective that Members utilise their RQIA accounts. Those unable to do so, should advise JM in advance and papers will be issued to these Members via secure email.
- 10.5 CC commented that the problems with using the RQIA laptops needed to be resolved. Additionally, if the Sharepoint system was to be used, then training should be provided to Authority Members, and testing conducted to ensure that it functioned as intended in the remote working environment.
- 10.6 **Resolved Action (248)**
Authority Members unable to utilise their RQIA accounts to advise Head of Business Support Unit.
- 10.7 The Interim Chair brought the meeting to a close at 12.53pm.

Date of next meeting: Thursday 3 March 2022




Signed 
Christine Collins MBE
Interim Chair

Date 3 March 2022

Authority Action List

Action number	Authority meeting	Agreed action	Responsible Person	Date due for completion	Status
246	3 February 2022	BSU to consider how to capture full details of Members' activity across all sectors of RQIA's work, and to produce a revised Report	Head of BSU	3 March 2022	
247	3 February 2022	BARC to take forward the work required to establish the necessary professional advisory roles and update the Authority Board in due course.	Business, Appointments and Remuneration Committee	3 May 2022	
248	3 February 2022	Authority Members unable to utilise their RQIA accounts to advise Head of Business Support Unit.	Authority Members	18 March 2022	

Key

Behind Schedule	
In Progress	
Completed or ahead of Schedule	

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