



Minutes

Meeting: Public Board

Date: 25 September 2025

Time: 10.30 am to 12.45 pm

Venue: Rooms 1.02/1.03, First Floor, Compass House, Dundee (with Teams link available)

Board members present: Doug Moodie, Chair (by Teams)
 Naghat Ahmed
 Audrey Cowie
 Rona Fraser
 Paul Gray
 Peter Murray (*ex-oficio* – Convener, Scottish Social Services Council)
 Rognvald Johnson
 Ed McGrachan
 Jenny Marshall (*from item 8*)
 Rosie Moore (by Teams)

In Attendance: Jackie Irvine, Chief Executive (CE)
 Edith Macintosh, Executive Director of Assurance and Improvement (EDAI-EM)
 Kenny Dick, Head of Finance and Corporate Governance (HoFCG)
 Lisa Rooke, Head of Corporate Policy and Communications (HoCPC)
(items 1-20 – by Teams)
 Kenny McClure, Head of Legal Services (HoLS) (*items 1-20 only*)
 Fiona McKeand, Executive and Committee Support Manager (ECSM)
 Ingrid Gilray, Intelligence and Analysis Manager (IAM) (*items 11 and 15 only*)
 Gillian Cherry (*item 11 and 15 only*)
 Craig Morris, Head of Quality Improvement and Participation (HoQIP)
(item 16 only)
 Charlotte Wilson, Temporary Chief Inspector, Children and Young People (*item 16 only*)

Observers: (Items 1-21 only) Donna Laing – Co-Chair, Partnership Forum (official observer)

Public Observers: None

Apologies: Evelyn McPhail (*ex-oficio*, Interim Chair, Healthcare Improvement Scotland)
Jackie Mackenzie, Executive Director of Corporate Services (EDCS)

| Item | Action |
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1.0 WELCOME

The Chair welcomed everyone to the meeting.

2.0 APOLOGIES

Apologies were received, as noted above. The Chair also provided apologies from Charlotte Armitage.

3.0 DECLARATIONS OF INTEREST

There were no declarations of interest.

4.0 MINUTES OF MEETING HELD ON 5 JUNE 2025

The minutes of the meeting held on 5 June 2025, with minor corrections, were **approved** as an accurate record.

5.0 ACTION RECORD

In respect of the action under item 9 of the meeting held on 5 June 2025, which related to obtaining further details of Healthcare Improvement Scotland's (HIS) review of sickness absence, and breakdown of categories, via the HIS Chair, in order to share with the Care Inspectorate's Head of HR, the Convener of the Finance and Resources Committee highlighted that the committee had a keen interest in this through its regular discussions on HR data and metrics. It was agreed to add this to the committee agenda once more information had been obtained.

ECCSM

6.0 MATTERS ARISING

There were no matters arising.

7.0 CHAIR'S QUARTERLY UPDATE - REPORT NO: B-11-2025/26

The Chair presented his quarterly report, which provided the Board with details of the Chair's activities since the Board meeting held on 5 June 2025. The Board noted the information within the report.

8.0 CHIEF EXECUTIVE'S REPORT - REPORT NO: B-12-2025/26

The Chief Executive presented her quarterly report, which highlighted significant developments and new or completed activities that directly supported the Corporate Plan and its strategic outcomes. The extensive details within the report were for noting by the Board.

From the report, the Chief Executive highlighted to the Board the following specific points:

- the approval of the extension of the scope of the Stage 2 digital project, following discussion with the Chair, the Digital Advisory Group and the Programme Board.
- The Executive Team's introductory meeting with the new Minister for Social Care and Mental Wellbeing, Tom Arthur, on 24 June.

The Board was pleased to note the implementation of the shared framework for Early Learning and Childcare. There was also some discussion around new methodologies, their positive impact on providing assurance and the risk-based approach to scrutiny.

The Board noted the report.

STRATEGY AND POLICY

9.0 CORPORATE PLAN 2026-2031 – REPORT NO: B-13-2025/26

The Chair introduced the item by extending thanks to Board members Bill Maxwell and Charlotte Armitage for their participation in the working group led by the Head of Corporate Policy and Communication in the development of a new corporate plan, as well as the full Board for their feedback and comments.

The Executive Director of Assurance and Improvement (EM) referred to the extensive consultative work that had taken place over recent months and the appendices to the report outlined this in more detail.

Included with the report was a first draft of the new five-year plan, which the Board was invited to discuss and give further feedback.

The Board welcomed the more concise format of the corporate plan and key performance and key outcome indicators, and the separate but associated document that provided more information on the role of the Care Inspectorate, including case studies and spotlights on specific areas of work. This format

enabled the corporate plan to focus on the vision, mission, strategic outcomes and associated priorities.

The Board was advised of the intention to prepare an annual business plan to show key priorities in relation to strategic outcomes. This would first be considered by the Executive Team and then the Strategic Management Team, to enable the production of an annual report for Board over the five year period 2026-2031.

The Board raised a point in relation to the statement on page 6 of the draft plan, referring to supporting the improvement of quality of care. The Board agreed that this could be contextualised, to make clear that the Care Inspectorate contributed towards this aim, however the responsibility rested with providers to achieve the required improvements. It was agreed to re-word this point .

HoCPC

The Board also recommended an additional bullet point on page 1 of the draft plan, under the “Maximising Impact” section to include through leadership and management and also through good governance and internal controls. It was agreed to consider this further. It was also agreed that consideration would be given to linkage with financial resources, which would include reference to the Care Inspectorate’s financial strategy at the end of the document.

EDAI(EM)/HoCPC

There was also recognition of the need to link in with national strategies, including health and social care reform frameworks.

Having considered the first draft of the corporate plan and provided feedback and recommendations, the Board was invited to email any further comments to the Head of Corporate Policy and Communications, and to copy in the Chair.

Board members

10.0 STRATEGIC RISK REGISTER MONITORING – REPORT NO: B-14-205/26

The Head of Finance and Corporate Governance presented the report, which outlined movement in the levels of two strategic risks, along with the risk appetite statement and risk policy for Board approval. This followed the Board’s annual review of the strategic risk register in June, and detailed discussion by the Audit and Risk Committee at its meeting held on 4 September 2025.

It was noted that strategic risk number 5, in relation to national inquiries and Operation Koper, would be re-framed and taken to the next meeting of the Audit and Risk Committee.

There was discussion on strategic risk number 4, relating to legacy business applications, and the current level of the risk. It

was explained to the Board that this would remain high until stage 2 of the digital project was delivered, with risk mitigation being closely monitored and managed through the strategic management group, the Digital Advisory Group and the Audit and Risk Committee.

Having noted the report, the Board **approved** risk appetite statement and risk policy.

MONITORING AND GOVERNANCE ITEMS

11.0 MONITORING OUR PERFORMANCE 2024/25: QUARTER 1 REPORT - REPORT NO: B-15-2025/26

The Executive Director of Digital and Data introduced the report, and welcomed the new Head of Data and Information, who had joined the meeting for this item along with the Intelligence and Analysis Manager.

The quarterly information focussed on performance against the organisation's Key Performance Indicators (KPIs) during the first quarter of 2025/26. At the end of the quarter, five KPIs had met or exceeded target, and three had not met the target. It was also noted that the target for KPI-6 (staff absence) had been updated to ensure that it remained relevant. Further information on staff absence was also reported to the Finance and Resources Committee through the quarterly HR report.

There was discussion around KPI 4 and the response levels recorded during the previous quarter, noting that none had been recorded during April and May. The Board was advised that a running total was recorded at the end of each quarter and then a cumulative figure over one year. In relation to this quarter, the figures presented covered the month of June.

Under KPI 1, the Board noted that although the level of responses from staff and managers through Inspection Satisfaction Questionnaires (ISQs), the level of ISQ responses received from people who used services, relatives and visitors remained low. There was discussion on how to improve engagement and feedback from service users, particularly children and young people. The Chief Executive explained that there was now an opportunity to lodge the care standard questionnaire form online, starting with childminding services as a pilot to gauge take-up levels and promote wider roll-out. This would enable users of services to submit the Care Service Questionnaire at any point with the year, not merely as part of the inspection process.

Board members welcomed this, and recommended that digital exclusion be taken into account for any further online roll-out especially in relation to residents of adult care homes. The

Board was advised that a lot of work was going on at operational level to ensure that accessibility requirements were factored in.

Having discussed the report in full, the Board noted the quarterly performance information.

12.0 BUDGET MONITORING SUMMARY REPORT – REPORT NO: B-16-2025/26

The Head of Finance and Corporate Governance presented the report, which summarised the fuller budget monitoring report that had been submitted to the Finance and Resources Committee on 12 August 2025. The Board was asked to note the projected financial position 2025/26 and the points highlighted by the Finance and Resources Committee, namely staff costs and inspector recruitment.

The Board had no further questions and noted the information and financial position outlined in the summary report.

13.0 FINANCES AND RESOURCES COMMITTEE UPDATE TO THE BOARD – REPORT NO: B-17-2025/26

The Convener of the Finance and Resources Committee presented the quarterly update, along with draft minutes of the meeting held on 12 August 2025. Specific points brought to the Board's attention included:

- the detailed discussions on the capacity and resource issues within the HR team HR
- the committee's focus on determining levels of work-related stress
- the proposals for a staff governance framework, where further information would be provided in time for the November meeting of the committee.

On behalf of the Board, the Chair thanked the Convener and committee members for the update and their contributions.

14.0 AUDIT AND RISK COMMITTEE UPDATE TO THE BOARD REPORT NO: B-18-2025/26

The Convener of the Audit and Risk Committee presented the quarterly update, along with approved minutes of the meetings held in May and August, and the draft minutes of the meeting held on 4 September 2025.

The Convener explained that the main business at the September meeting had intended to be sign-off of the annual report and accounts, for onward submission to the Board. This had not been possible, however, due to delays by the external auditors. As a result, it would be necessary to have a further

one-item meeting of the Audit and Risk Committee, followed by a private meeting of the Board in order to receive the final draft documents for sign-off and approval within required Scottish parliamentary timescales.

The Chief Executive, as Accountable Officer, had alerted the sponsor department at Scottish Government and expressed her extreme disappointment over the delay.

The Chair had also expressed concern and was aware of similar situation occurring with the Scottish Social Services Council. It was agreed that the Convener and Head of Finance and Corporate Governance consider the possibility of a joint response.

**A&RC Convener/
HoFCG**

On behalf of the Board, the Chair thanked the Convener and committee members for the update and their contributions.

**15.0 COMPLAINTS ABOUT CARE SERVICES IN SCOTLAND
2019/20 TO 2024/25: ANNUAL STATISTICAL BULLETIN –
REPORT NO: B-19-2025/26**

The Executive Director of Digital and Data introduced the report, explaining that the annual statistical bulletin had been published on the Care Inspectorate's website.

The Board agreed that annual report was very comprehensive and high quality and had highlighted a number of areas of interest.

In particular, the Board was concerned that the most common reason for complaints being upheld in relation to care homes for older people was around healthcare. There was some discussion on the types of action that could be done to address this and other complaint areas in respect of care homes, including thematic inspections, the care home improvement programme, follow-up inspections arising from complaints, improvement notices and monitoring of these.

In respect of thematic inspections, it was envisaged that the digital project, on its completion, would enable more sophisticated data and intelligence to help inform scrutiny and improvement colleagues in guiding them to specific issues as part of care home inspections. This was welcomed by the Board and there was some further discussion around the need to ensure that care plans were in place and were being fully implemented. The Executive Director of Assurance and Improvement (EM) outlined the positive impact of two medicines improvement programmes, where themes were being identified and areas of concern targeted.

There was discussion around the assessment of complaints for protection issues, where any protection concerns would be reported to the relevant statutory body, for example Police Scotland, and that element revoked from the complaint. The Board agreed it was important to gain feedback on the outcome of statutory complaints so that individual local authorities were taking accountability in support of the Care Inspectorate's improvement work.

Having discussed in full, the Board welcomed and noted the annual report.

16. CHILDREN'S RIGHTS, CARE EXPERIENCE AND CORPORATE PARENTING PLAN 2024-2027 – ANNUAL UPDATE – REPORT NO: B-20-2025/26

The Executive Director of Assurance and Improvement (EM) introduced the report and was joined by the Head of Quality Improvement and Participation who, as Chair of the organisation's Corporate Group, presented the progress report in more detail.

The Board welcomed the very positive and comprehensive update on the corporate parenting plan and it was agreed to consider how best to distribute this more widely outside of the organisation.

HoCPC/HoQIP

There was detailed discussion on residential childcare and the Board asked what resource/learning the Care Inspectorate might have available that could highlight the value and importance of this area of the care sector, particularly the residential childcare workforce.

Members were advised that the organisation was aware of increasing pressure on the sector post-pandemic, with services struggling with recruitment. Examples of increasing good grades had been shared to demonstrate that services and staff were working hard to deliver care. A publication was also planned, to show the learning that had been gained from good practice across the sector. Inspectors also highlighted good practice that supported elements of the Promise and encouraged networking across the sector.

The Board noted the report and the Chair encouraged the Head of Quality Improvement and Participation and the Chief Inspector, Children and Young People to liaise further with Board member Rosie Moore around the Promise with a few to further learning for the Board.

**HoQIP/CI-CYP/
R Moore**

17. DELIVERY REFERENCE GROUP (DRG)**17.1 UPDATE FROM CHIEF EXECUTIVE AND CHAIR OF THE DRG**

The Chair of the Delivery Reference Group, Board member Paul Gray, referred the Board to the minutes of the working group's meetings which had been previously circulated.

17.2 Extension of the Delivery Reference Group – Report No: B-21-2025/26

The Board **approved** the extension of the DRG for six months. The Chair of the group would liaise with the Chair and Chief Executive to review the quorum requirement within the group's terms of reference and would invite Board members to express notes of interest in an additional place on the group.

P Gray/Chair/CE

OPERATIONAL ITEMS**18.0 BOARD AND COMMITTEE 2026/27 CYCLE: PROPOSED DATES – REPORT NO: B-22-2025/26**

The Board received and **approved** the proposed dates for Board, Committee and Board Development Events for the 2026/27 cycle.

STANDING ITEMS**19.0 STRATEGIC RISK REGISTER MONITORING**

This had been covered under item 10 of the meeting.

20.0 BOARD SCHEDULE OF BUSINESS 2025/26

The Board reviewed and noted the Schedule of Business.

21.0 ANY OTHER COMPETENT BUSINESS**21.1 Partnership Agreement between Care Inspectorate and Scottish Social Services Council**

The draft Partnership Agreement had previously been circulated by email to the Board for comments and agreement. Members formally **approved** the agreement for the minutes of the public meeting.

21.1 Cyber Masterclass

The Executive Director of Data and Digital explained that a cyber security training for Board members was being drawn up in the format of a masterclass to be held towards the end of

November via Teams video-conference. The Board agreed to this and proposed dates would be circulated to gauge attendance. It was agreed that the session would be recorded for those members unable to join.

20.0 CLOSE OF PUBLIC MEETING AND DATE OF NEXT MEETING:

The Chair closed the meeting and noted that the next public Board meeting would be held on Thursday 11 December 2025 at 10.30 am in Compass House, Dundee.

Signed:

Doug Moodie, Chair