



Minutes

Meeting: Finance and Resources Committee

Date: 11 November 2025

Time: 10.30 am to 12.30 pm

Venue: By TEAMS

Committee members present: Audrey Cowie, Convener
Naghat Ahmed
Ronnie Johnson
Ed McGrachan
Jenny Marshall

In Attendance: Jackie Irvine, Chief Executive
Jackie Mackenzie, Executive Director of Corporate Services (EDCS)
Gordon Mackie, Executive Director of Digital and Data (EDDD)
Edith MacIntosh, Executive Director of Assurance and Improvement (EDAI-EM)
Kevin Mitchell, Executive Director of Assurance and Improvement (EDAI-KM)
Kenny Dick, Head of Finance and Corporate Governance (HoFCG)
Lucy Finn, Head of HR (HoHR)
Kirstine Rankin, Head of Organisation and Workforce Development (HoOWD)
Fiona McKeand, Executive and Committee, and Corporate Support Manager (ECCSM)
Donna Laing, Co-Chair Partnership Forum
Gillian Berry, Finance and Procurement Manager (FPM) (items 8 & 9 only)

Apologies: None

Observers: Adelle Downie, Executive Support Officer

Item

Action

PART A

(all Committee members and those In Attendance)

1.0 WELCOME

The Convener welcomed everyone to the meeting.

2.0 APOLOGIES

Apologies were as noted above.

3.0 DECLARATIONS OF INTEREST

There were no declarations of interest.

4.0 MINUTES OF MEETING HELD 12 AUGUST 2025

The Committee **approved** the minutes of the meeting held on 12 August 2025 as an accurate record. These would be placed on the website for information.

ECSM

5.0 ACTION RECORD

The Committee reviewed the action record, noting that the action under item 9 of the August 2025 meeting was not yet complete but further discussion would be taken under item 11 on the agenda.

6.0 MATTERS ARISING

There were no matters arising from the previous minutes.

FINANCE

7.0 BUDGET MONITORING AND STAFFING UPDATE – REPORT NO: FRC-16-2025/26

The Executive Director of Corporate Services introduced the report, which provided the quarterly information to the Committee on the projected 2025/26 financial position (based on the general ledger as at 30 September 2025) and incorporated an update on the staffing position.

The Committee was invited to consider the projected financial position and the risks that might affect that position, and to also note the financial position on the Stage 2 Digital Transformation project, which was outlined in the appendix to the report.

The Head of Finance and Corporate Governance explained that the current financial position was as expected at this stage of the financial year and that the risks against movement in the projected position were still finely balanced. Further discussions around the staff pay award would be taken under Part B of the meeting.

The Committee considered the budget monitoring position of Stage 2 of the digital project, for which additional funding had been requested. If this could not be secured, delivery would be required within the existing budget, with any shortfall to be

sourced from reprioritisation of core budget. While the sponsor department had been supportive, decisions would follow the Scottish Government budget announcement.

The Committee thanked the Head of Finance and Corporate Governance for the very clear and concise report, and had no further questions.

7.1 Agreement of points to be included in Budget Monitoring Summary Report to the Board

It was agreed that the summary report to the Board should highlight the main points outlined in Executive Summary.

HoFCG

8.0 PROCUREMENT UPDATE AND PERFORMANCE REPORT 2024/25 – REPORT NO: FRC-17-2025/26

The Executive Director of Corporate Services introduced the report which provided the Committee with an overview of the Care Inspectorate's procurement performance for 2024/25. The Committee was invited to comment on the draft Annual Procurement Report, which documented progress towards achieving strategic procurement objective. The annual report would be presented to the Board at its meeting of 11 December 2025.

The Finance and Procurement Manager highlighted the following points to the Committee:

- Procurement performance continued to be very strong against all areas. Although there had been a slight downturn in payment performance within a 10 days period, this was still being completed within 30 days, with the main reason being the introduction of the Scottish Government's new Oracle Cloud finance system. Performance in this area was expected to improve as system functionality improved.
- Contracted spend continued to be excellent with 99% of procurement spend compliant with the Care Inspectorate's procurement thresholds
- Progress towards achieving the organisation's sustainability priorities, outlined in the Procurement Strategy, continued to improve and more discussion around this area of work would be taken under item 9 on the agenda.

The Committee welcomed the very positive report, noting the extent of the work involved, led by the finance and procurement team in collaboration with staff across the organisation.

Members were especially pleased to note the extensive range of community benefits being realised through contract arrangements.

The Committee **agreed** to recommend the annual procurement performance report to the Board for approval, and that this recommendation should feature on the cover report.

F&PM

9.0 DRAFT SUSTAINABILITY PLAN – REPORT NO: FRC-18-2025/26

The Executive Director of Corporate Services introduced the report which incorporated the draft 2025–2030 Sustainability Plan, outlining the Care Inspectorate’s approach to meeting its statutory climate change duties and contributing to Scotland’s national sustainability goals.

The Committee was invited to consider and comment on the draft plan prior to submission for approval at the Board meeting of 11 December 2025. The delivery of the action plan would be dependent on resources allocated to this area of work.

Discussion focussed on the cost implications of the additional dedicated resource that would be required to manage, co-ordinate and deliver the action plan; there being no available capacity within the current staffing structure to support this.

There was consensus that the role may not need to be full-time, and priorities should be realistic and sustainable rather than aspirational. Statutory obligations would have to be met, and the organisation aimed to embed sustainability across operations while maintaining momentum despite resource limitations. The sustainability plan would be revised to clarify essential actions and justify resource needs, with prioritisation of tasks to guide funding decisions.

It was agreed prudent to postpone submission of the sustainability plan to the Board until March 2026, when it would be presented alongside the full budget information.

F&PM

RESOURCES/PEOPLE

10.0 HR QUARTERLY REPORT - REPORT NO: FRC-19-2025/26

The Executive Director of Corporate Services introduced the report which provided the Committee with the quarterly update on HR activity undertaken in quarter two of 2025/26 and gave details of key HR metrics and workforce data. The Committee was invited to note the details and provide feedback on any other relevant information to be included in future reports.

There was discussion on the current capacity of the HR team, and the impact on longer term development work, and the Committee questioned if the current staffing establishment was sufficient to enable the team to fulfil its role.

The Head of HR explained that there was a high volume of casework at the current time being delivered by a small team of eight, whose capacity would therefore be adversely impacted in the event of one or more staff being absent. Working patterns of the team also could have an impact. In response to a question from the Joint Chair of the Partnership Forum about the level of casework being undertaken in comparison with other similar organisations, the Head of HR explained that it was difficult to quantify, notably due to the fact that other bodies did not want to share information on grievances, longer term absences or disciplinaries. It was noted, however, that some of the casework was complex and not easy to garner comparisons. From information derived through CIPD casework forums, anecdotally there did appear to be a general increase, with hybrid working arrangements being one example.

The Chief Executive explained that in her professional experience prior to the Care Inspectorate, in situations where performance management had been addressed, this could often result in an increase in casework. This had also been the working experience of one of the committee members

The Executive Director of Corporate Services addressed the point raised regarding the capacity of the HR team and assured the Committee that resources were being closely monitored and, if there was an imperative to increase resources, she and the Head of HR would carefully consider this. The Convener recommended that, as part of those discussions, it was important to take into consideration the policy development work that was being impacted.

There followed some detailed discussion around the directorate absence data within the table on page 6 of the report and a request from the Committee that this be modified to show what percentage of staff within each directorate's establishment were off sick. The Committee also requested that, under the Assurance and Improvement Directorate, this to be split according to inspectors and team managers. It was agreed this change would be made for the next quarterly report.

HoHR

Members noted that the primary reason for sickness absence continued to be mental health, though this category encompassed a wide range of issues, including bereavement, personal stress, and challenges related to processes such as performance management or disciplinary actions. It was noted by committee members that it was difficult therefore to draw any conclusions. The Head of HR confirmed that there was no indication of a specific work-related stress problem or any particular area of concern and stress remained a complex condition to classify. HR and managers continued to provide reassurance through proactive management and support, including occupational health

consultations, access to the Employee Assistance Programme and tailored wellbeing plans.

The Committee welcomed this assurance and noted the report.

10.1 RE-SUBMISSION OF PROPOSAL FOR REPORTING ON OUTCOMES AND LEARNING FROM APPEALS SUB-COMMITTEES - REPORT NO: FRC-20-2025/26

The Head of HR presented the report, which provided a modified version, based on Committee comments, of a proposal presented to the Committee’s August 2025 meeting. The report outlined proposals for reporting on and learning from the outcomes of appeals sub-committees, for the Committee’s approval.

The Committee was advised that it was often difficult to report meaningfully on outcomes with so few cases going to appeal, and that the reporting of small numbers had the potential to breach confidentiality through identification of individuals concerned. With one Committee member having been involved in a recent appeal, they had noted that there had been specific learning points for the organisation and therefore it was important for these to be noted and acted upon as necessary. Even when an appeal was not upheld, there might still be some important learning points for the individual and/or the line manager.

There was agreement on the need for balance between providing the Committee with the information it required for assurance and avoiding the finer detail that might identify a specific case.

The Convener requested additional columns be added to appendix 1, with headings “Action Plan”, “Current Progress” and “RAG Status”. This would confirm that an action plan was in place and being taken forward by the responsible officer, what progress had been made and whether progress was in line with expected timelines. It was also requested that a template be developed for use by the convener of an appeals sub-committee to record any system level themes arising from the appeal discussions and final decision, eg implications for occupational health, reputational risks; policy implications; training implications; recruitment and selection implications; financial implications and employment law implications. This would sit separately from resulting action plans and would assist with the ongoing analysis of recurring themes/issues/trends arising from sub-committee hearings over a year. This would avoid annual retrospective interrogation of sub-committee findings.

HoHR

HoHR

In summary, the Committee **agreed** the approach outlined in the revised proposal but requested a modification to be made to the reporting template for submission to the meeting on 10 February 2026.

HoHR

11.0 PEOPLE MANAGEMENT POLICY SCHEDULE – REPORT NO: FRC-21-2025/26

The Executive Director of Corporate Services introduced the report which provided the Committee with information on progress with the people management policy schedule for 2025-2026. It included:

- a summary of the current status of policies at the Care Inspectorate;
- an overview of how the HR team planned to manage policy updates over 2025/2026; and
- details of the stage that each policy review was at – including Red/Amber/Green (RAG) coding.

The Committee was invited to note the details and provide feedback on any further information that they deemed relevant for future reports.

The Head of HR explained the reasons why some areas of the schedule had been delayed, as had been discussed previously under item 10.

There was discussion on the RAG coding, and the Committee requested a further modification be made to the table with the following headings:

HoHR

- Name of policy
- Review Date
- Publication Date
- Status
- Further work to be completed

and for these to be RAG coded accordingly.

The Committee emphasised the importance of the policy review package to include a package of support for appeals sub-committees, with comprehensive guidance about the operation of the sub-committees.. It was also agreed to check if the previously proposed BDE for all Board members had been included on the current Board Development Programme.

ECCSM

The Committee was also advised that further discussion around menopause guidance and policy would be taken forward by the Head of HR and the Joint Chair of the Partnership Forum. The Head of HR undertook to benchmark against other organisations to establish where policy and/or guidance was applied.

HoHR

12.0 PROPOSALS FOR STAFF GOVERNANCE FRAMEWORK – UPDATE ON PROGRESS

The Head of OWD gave a formal presentation which included an update on progress with the development of a CI staff governance framework, based on the NHSScotland model, following discussion on an earlier proposal considered by the Committee at its August 2025 meeting.

The presentation detailed the proposed focus and key themes of a governance framework, with a clear strategy and vision that all staff would support and engage with. This took account of the considerable work that had already been done which supported staff governance, including monitoring of compliance with requirements. The proposed timeline would initially focus on strategic aims and objectives, followed by discussions around prioritisations and agreed timescales. The Committee would be invited to consider a more robust set of metrics as plans developed and how these would relate to the role of, and support to, the Committee through effective monitoring.

The Convener thanked the Head of OWD for the information provided to the Committee on progress with the proposals and members agreed with the approach being taken and looked forward to being kept up to date with developments moving forward.

STANDING ITEMS

13.0 UPDATE ON NEW STRUCTURE (VERBAL)

The Chief Executive advised the Committee that there was nothing significant to report and that discussions were ongoing with affected staff.

14.0 IDENTIFICATION OF RISK

The Committee agreed that there were no new risks arising from the business discussed.

15.0 FINANCE AND RESOURCES COMMITTEE HIGHLIGHTS FOR THE BOARD

The Committee agreed that the main points to be included in its report to Board would be finalised between the Convener and Executive and Committee, and Corporate Support Manager.

**Convener/
ECCSM**

16.0 SCHEDULE OF COMMITTEE BUSINESS 2025/26

The Committee reviewed and noted the schedule of business.

The Convener confirmed that outcomes from appeals sub-committees would be reported at each Committee meeting, even where there were no sub-committees to report on. However, where there were any specific themes and issues, reporting options might include cumulative updates or an annual report using a template developed with HR. The Head of HR advised that, given the low number of cases, an annual report may be more appropriate, subject to the committee's assurance needs. The Convener agreed to discuss this further with the Head of HR and reflect the decision in the Schedule of Business.

**Convener/
HoHR**

The timing of the Committee's self-evaluation and effectiveness session was moved back to May, with this being the first meeting of 2026/27 and the Committee having at that point undergone a full 12 month cycle. The format of the session would be discussed further between the Convener, Head of Finance and Corporate Governance, the Executive Director of Corporate Services and the Executive and Committee, and Corporate Support Manager.

**Convener/EDCS/
HoFCG/ECCSM**

17.0 ANY OTHER COMPETENT BUSINESS

There was no other competent business.

PART B (for specific excluded items)

18.0 PAY REMIT UPDATE

The Head of Finance and Corporate Governance provided an update to the committee, in closed session, on the 2025/26 staff pay award.

19.0 CLOSE OF MEETING AND DATE OF NEXT MEETING

The Convener closed the meeting, thanked everyone for their contributions and noted the next meeting would be held on Tuesday 10 February 2026 at 10.30 am by TEAMS.

Audrey Cowie, Convener