



Minutes

Meeting: Public Board
Date: Thursday 11 December 2025
Time: 10.30 am to 1.30 pm
Venue: Rooms 1.02/1.03, Compass House, Dundee

Board members present:

In person

Doug Moodie (*Chair*)
 Bill Maxwell (*Convener, Audit and Risk Committee*)
 Naghat Ahmed (*Board Whistleblowing Champion*)
 Jenny Marshall (*Board Cyber Security Champion*)
 Rognvald Johnson
 Ed McGrachan
 Charlotte Armitage

By TEAMS

Audrey Cowie (*Convener, Finance and Resources Committee*)
 Paul Gray (*Chair, Delivery Reference Member/Officer Working Group*)(*from item 10*)
 Rona Fraser (*Chair, Digital Assurance and Advisory Member/Officer Working Group*)
 Maria McGill (*from item 10*)
 Rosie Moore
 Peter Murray (*ex-officio member, Convener, Scottish Social Services Council*)
 Evelyn McPhail (*ex-officio member, Interim Chair, Healthcare Improvement Scotland*) (*from item 5*)

In Attendance:

In person

Jackie Irvine, Chief Executive (CE)
 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)
 Lisa Rooke, Head of Corporate Policy and Communications (HoCPC)
 Kenny McClure, Head of Legal Services (HoLS)
 Fiona McKeand, Executive and Committee, and Corporate Support Manager (ECCSM)
 Gillian Berry, Finance and Procurement Manager (FPM) (*item 14 only*)

By TEAMS

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Kevin Mitchell, Executive Director of Assurance and Improvement (EDAI-KM)
 Kenny Dick, Head of Finance and Corporate Governance (HoFCG)
 Ingrid Gilray, Intelligence and Analysis Manager (IAM) (*items 10 and 11*)

Observers: None

Public Observers: None

Apologies: Donna Laing, Joint Chair (staff-side), Partnership Forum

Item		Action
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1.0 WELCOME

The Chair welcomed everyone to the meeting. He explained that item 15 on the agenda would be postponed until a later meeting.

2.0 APOLOGIES

Apologies were received, as noted above.

3.0 DECLARATIONS OF INTEREST

There were no declarations of interest.

4.0 MINUTES OF MEETING HELD ON 25 SEPTEMBER 2025

The minutes of the previous public Board meeting were **approved** as an accurate record.

5.0 ACTION RECORD

The Executive and Committee, and Corporate Support Manager provided further information on specific actions, which had been progressed since distribution of the papers. These included obtaining information from Healthcare Improvement Scotland on the means of collecting and sharing HR data. The action record would be updated accordingly.

ECCSM

There was further discussion on the action in relation to the external auditors and the preparation of the Care Inspectorate’s annual report and accounts. The Chief Executive advised that Audit Scotland had requested feedback through a questionnaire that had been sent to the Care Inspectorate, and that a meeting with the Convener of the Audit and Risk Committee was being held the next day, on Friday 12 December, to agree the response. The Chief Executive and Chair would also discuss the possibility of liaising with the Scottish Social Services Council on the matter.

6.0 MATTERS ARISING

There were no matters arising.

7.0 CHAIR'S QUARTERLY UPDATE - REPORT NO: B-23-2025/26

The Board noted the details contained in the Chair's quarterly update and received further information from the Chair on the terms of office of five members, which were due to expire during early 2026. The Chair explained that he had discussed arrangements with those concerned and that part of the process was now complete. Four requests to extend had been submitted to Public Appointments, with one member currently considering the length of the extension to their term. Formal letters would be issued, pending ministerial approval and the Chair would then formally announce the extensions at the next public Board meeting in March 2026.

7.1 Appointment of new Vice-Chair

7.2 Appointment of new Convener of Audit and Risk Committee

Under these items, the Chair was pleased to inform the Board that Bill Maxwell had agreed to take on the role of Board Vice-Chair and that Ronnie Johnson had agreed to take on the role of Convener of the Audit and Risk Committee. Both of these Chair's appointments would take effect immediately following the meeting of the Audit and Risk Committee on 12 February 2026.

8.0 CHIEF EXECUTIVE'S REPORT - REPORT NO: B-24-2025/26

The Board noted the extensive updates provided in the Chief Executive's report and the recently distributed information on dementia services emailed to Board at the request of the Convener of the Finance and Resources Committee.

The Chief Executive also advised that she would be attending the inaugural meeting that day of the Scottish Regulators' Forum and an update would feature in her next report to Board.

In response to a question on the recruitment of inspection volunteers, the Executive Director of Assurance and Improvement confirmed that there were currently 22 adult volunteers in place and 11 young inspection volunteers, with an additional six being trained.

There were no further questions and the Board noted the report.

STRATEGY AND POLICY

9.0 NEW CORPORATE PLAN AND PERFORMANCE MEASURES

The Head of Corporate Policy and Communications provided an update on the recent consultation exercises, which included engagement with internal and external stakeholders, staff, provider groups, and social work groups. The feedback received was generally positive, with strong support for increased collaboration across the sector. It was noted that some improvements were needed in terms of language and accessibility of the documentation. Further discussion on this topic would take place at the upcoming Board Development Event (BDE) being held on 22 January 2026.

The Chair highlighted that this was a five-year plan intended to capture the organisation's longer-term aspirations and asked how the proposed changes aligned with that vision. The Board was advised that feedback had been encouraging and that an annual business plan would be developed for each of the five years, with annual reviews to ensure alignment.

A Board member raised a question regarding the potential impact of the public service reform agenda on the five-year plan, particularly in light of fiscal challenges. The Chief Executive explained that deliverables would be closely tied to available budget and that discussions with Sponsor and Minister were ongoing. The organisation expected clarity on budget allocations in January 2026. While the five-year plan would not explicitly reference public service reform, related considerations might be reflected in the annual operational business plan. The plan must remain realistic and align with financial constraints.

The Intelligence and Analysis Manager provided an update on the development of new key performance indicators (KPIs), noting that work was underway with the corporate plan consultative group through nine short workshops to develop new measures supporting delivery of the plan. These measures were currently being refined and would be presented to Board at the January BDE meeting.

The Board queried whether the key performance issues would remain consistent over the five-year period or be subject to review, and were advised that they would undergo annual review and that Stage 2 of the digital project would allow for broader access to data sets. The Board would be involved in the annual KPI reviews.

The update was noted, and no further questions were raised.

10.0 MONITORING OUR PERFORMANCE 2025/26 QUARTER 2 REPORT – REPORT NO: B-25-2025/26

The Executive Director of Digital and Data presented the report, which provided the Board with information on performance against

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the organisation's KPIs. Of the eight KPIs detailed in the Corporate Plan 2022-25, at the end of Q2 2025/26, it was noted that five had met or exceeded target and three had not met the target.

The Chair noted that the Finance and Resources Committee (FRC) was continuing to scrutinise sickness absence figures, emphasising the sensitivity of mental health-related absences and the need to maintain confidentiality while interpreting available data. The Convener of the FRC confirmed that this matter continued to be fully discussed at each committee meeting, and the Board acknowledged the importance of balancing transparency with privacy. The Chief Executive reported that contact had been made with Healthcare Improvement Scotland (HIS) and agreement reached for respective HR teams to liaise on reporting and collation methods. The Board welcomed this collaborative approach and it was agreed that an update on this work would be provided to FRC on the agreed arrangements between the two organisations.

The Board sought clarity on the KPI tracking inspection volunteer days, observing that results were slightly, but not significantly, below target. Members noted that the actions in respect of this indicator did not outline current staff absence within the Equalities and Participation team and asked whether this might present an issue in supporting inspection volunteers. The Board was advised that the team was very small, with two staff members currently on long-term sick leave but who were due to return on a phased basis, and that temporary cover was in place. It was expected that volunteer-supported activity would increase as capacity returned. It was noted that future KPI reporting would clearly distinguish between strategic inspection days and other activity contributions made by inspection volunteers.

The Board was pleased to note that under KPI 5 cyber security compliance stood at 97% and the Chair recorded the Board's appreciation for recent cyber security training. Members agreed that momentum on awareness and compliance should be maintained, with periodic updates and escalation of any emerging risks.

The interim Chair of Healthcare Improvement Scotland informed members that NHS Scotland had launched core mandatory training comprising nine modules and suggested that it may be useful to compare and contrast this with the Care Inspectorate's approach. The Chief Executive noted that the NHS requirement appeared less extensive than the Care Inspectorate's current training suite and undertook to inform the Head of Organisation and Workforce Development of this. A comparative review would be considered to identify opportunities for alignment.

The Board discussed progression pathways for inspection volunteers and asked whether a route map existed to support entry into the wider care sector. It was explained that adult volunteers

were often retired and that volunteering did not confer automatic eligibility for roles within the Care Inspectorate. However, for younger volunteers the experience gained was valuable for further training or employment outwith the organisation, and volunteers had previously been supported in this way. It was noted that the Equalities and Participation team currently supported a modern apprentice programme, which provided an additional development route.

In conclusion, the Board noted the Q2 performance summary, with no further questions.

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

The Executive Director of Corporate Services introduced the report, which summarised the full monitoring report that had been presented to the Finance and Resources Committee on 11 November 2025.

The Board noted that acceptance had been received from three unions on the staff pay remit, with one union’s response still awaited.

The Chair noted the potential overspend of £0.433m, which would be partially recovered through the general reserve. The Executive Director of Corporate Services advised that figures were likely to change before year-end but reflected current expectations. No significant issues were anticipated.

The Head of Finance and Corporate Governance confirmed that once the staff pay award was finalised, it would be incorporated into staffing projections. The aim remained to stay within the target range of the Care Inspectorate’s financial strategy. It was considered positive that the organisation was broadly on track and that Stage 2 of the digital project was also within budget.

Members sought clarity in respect of the underspend in the Stage 2 staffing costs, outlined in appendix 2, and queried how benefits realisation was communicated to the Board. The Executive Director of Digital and Data explained that transformation reporting flowed through the digital assurance and advisory group to the Audit and Risk Committee. Full benefits realisation had not yet been achieved; this would occur at a later stage in the overall project. It was noted that benefits were not framed as ‘spend to save’ but focussed on reinvesting time savings, supported by technology. For example, reducing the average time to prepare an inspection report from 15 to 10 days and reinvesting that time into inspection activity.

Although this did not yet link in with the discussions of the delivery reference group, members were advised that there should be a

correlation with improvements in inspection activity, which would be shared with the Board.

The Board noted the report and acknowledged the importance of recognising the finance team's work in achieving a balanced position. Updates would also be reported quarterly to the Finance and Resources Committee and the Audit and Risk Committee.

MONITORING AND GOVERNANCE ITEMS

12. FINANCE AND RESOURCES COMMITTEE UPDATE TO THE BOARD – REPORT NO: B-27-2025/26

The Convener of the Finance and Resources Committee presented the report of the meeting held on 11 November, highlighting to the Board the quality of the reports and updates received by officers and staff. One of the matters discussed had been a report on sustainability and the accompanying draft action plan. This area of work carried resource implications and so it had been agreed to present the report and action plan to the Board alongside budget proposals at the end of March 2026.

The quarterly HR report to the Committee had prompted significant discussion, particularly regarding the HR team's capacity, and assurance had been provided that this was being closely monitored.

The Board was advised that the reporting frequency and learning from appeals sub-committees had been discussed in detail and further work was to be carried out.

The Board noted the report and the Chair commended the committee on the work it was undertaking.

13. AUDIT AND RISK COMMITTEE UPDATE TO THE BOARD – REPORT NO: B-28-2025/26

The Committee Convener reported that the dominant issue at the previous meetings had been the completion of the external audit, as it had been critical to ensuring the Annual Report and Accounts package was acceptable for submission to Scottish ministers. The minutes of the previous meeting reflected the tone of the detailed discussions on this matter, and the Committee intended to seek assurances from external auditors for the following year.

The Board acknowledged the patience and persistence demonstrated by Committee members, the wider Board, and particularly the Head of Finance and Corporate Governance and their team, who had undertaken significant additional work due to slipped timescales. The external auditors had acknowledged that none of these delays had been caused by the Care Inspectorate, whose efforts and the quality of inputs provided to the Committee were commended.

There followed some discussion about further communication with Audit Scotland around specific aspects of the preparation and timing of the external audit report. The Board was advised that the Care Inspectorate's response to Audit Scotland would be discussed at a meeting with the Convener the following day and that the draft would be agreed with them and the Chair.

The Board noted the report and that confirmation from the Sponsor department regarding submission to Parliament was awaited.

**14. PROCUREMENT UPDATE AND PERFORMANCE REPORT
2024/25 – REPORT NO: B-29-2025/26**

The Executive Director of Corporate Services introduced the annual procurement report, with more detailed input from the Finance and Procurement Manager, noting that the report had previously been considered by the Finance and Resources Committee (FRC). The report highlighted excellent procurement performance, with the last Scottish Government (SG) assessment awarding a green rating across all six assessed areas. The Chair commended the team for achieving independent assessment and RAG indicators, ensuring best value for the public purse.

Key discussion points included the strong community benefits delivered and the maintenance of a sustainable tracker. The Board agreed that more should be done to communicate how Care Inspectorate procurement activities positively impacted communities and this would be followed up by the Head of Corporate Policy and Communication and the Finance and Procurement Manager. There was also interest in linking community benefits to corporate parenting responsibilities and celebrating successes related to climate change.

HoCPC/F&PM

The Board **approved** the publication of the annual procurement report on the Care Inspectorate website and submission to Scottish Government for inclusion in the wider annual procurement report.

OPERATIONAL ITEMS

**15. UPDATE ON CAPACITY PLANNING OPERATIONAL
DASHBOARD**

In agreement with the Chair, this item was postponed to a later date.

STANDING ITEMS**16. STRATEGIC RISK REGISTER MONITORING –
REPORT NO: B-30-2025/26**

The Head of Finance and Corporate Governance presented the report, which outlined the current Strategic Risk Register monitoring position for the Board's consideration, noting that the Audit and Risk Committee had reviewed the position at its meeting of 13 November 2025.

Members were advised that there had been no movement in risk scoring, and the status remained unchanged following the Committee meeting. It was noted that discussions were still required with the Executive Directors of Assurance and Improvement regarding strategic risk 5, and that this would be re-framed before the next Committee meeting.

There was discussion on the potential emerging risk related to the recently announced Scottish Government independent review of responses to group-based child sexual abuse and exploitation, in which the Care Inspectorate would be playing a lead role along with other national regulators. It was agreed that this would be closely monitored in relation to strategic risk.

The outcome of the Scottish Parliamentary elections due to be held in May 2026, and any potential impact on government budget decision scheduled for January, was also raised, specifically around any potential change being considered as a financial sustainability risk. Members were advised that further organisational planning would be required following any potential spending review. The Board noted that any risk identification method must remain politically neutral while acknowledging that a fresh sense of direction would be likely for any public body following an election. This point could be recorded through the Audit and Risk Committee onto the Strategic Risk Register.

It was also agreed that Appendix 2 should be updated to remove reference to the National Care Service under the actions related to strategic risk 1.

HoFCG

Following full discussion and comment, the Board noted the report.

17. BOARD SCHEDULE OF BUSINESS

The Board reviewed and noted the schedule of business for the remainder of the 2025/26 cycle.

18. ANY OTHER COMPETENT BUSINESS

The Chair also reminded members of the upcoming Board Development Event on 22 January 2026 and asked that everyone attend this in person.

19. CLOSE OF PUBLIC MEETING AND DATE OF NEXT MEETING:

The date of the next public Board meeting was noted as Thursday 5 March 2026, at 10.30 am in Compass House, Dundee.

Signed:

Doug Moodie, Chair