



## Minutes

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| <b>Meeting:</b>               | Public Board                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Date:</b>                  | 5 March 2026                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Time:</b>                  | 10.30 am                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Venue:</b>                 | Rooms 1.02/1.03, Compass House, Dundee                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Board members present:</b> | Doug Moodie, Chair<br>Naghat Ahmed<br>Charlotte Armitage<br>Audrey Cowie, Convener, Finance and Resources Committee<br>Rona Fraser<br>Paul Gray<br>Ronnie Johnson, Convener, Audit and Risk Committee<br>Maria McGill<br>Ed McGrachan<br>Jenny Marshall<br>Bill Maxwell, Vice-Chair<br>Peter Murray ( <i>ex-officio</i> – Convener, Scottish Social Services Council)<br>Evelyn McPhail ( <i>ex-officio</i> – Chair, Healthcare Improvement Scotland) |
| <b>In Attendance:</b>         | Jackie Irvine, Chief Executive (CE)<br>Jackie Mackenzie, Executive Director of Corporate and Customer Services (EDCCS)<br>Lisa Rooke, Head of Corporate Policy and Communications (HoCPC)<br>Kenny McClure, Head of Legal Services (HoLS)<br>Fiona McKeand, Executive and Committee, and Corporate Support Manager (ECCSM)<br>Ingrid Gilray, Intelligence and Analysis Manager (IAM)<br>Jacqui Duncan, Equalities Professional Adviser (EPA)          |
| <b>Apologies:</b>             | Edith Macintosh, Executive Director of Assurance and Improvement (EDAI)<br>Kevin Mitchell, Executive Director of Assurance and Improvement (EDAI)<br>Gordon Mackie, Executive Director of Digital and Digital (EDDD)<br>Kenny Dick, Head of Finance and Corporate Governance (HoFCG)                                                                                                                                                                  |
| <b>Official Observer</b>      | Donna Laing, Staff-side Co-Chair, Partnership Forum                                                                                                                                                                                                                                                                                                                                                                                                   |

**Observers:** Ian Turner, Deputy Director for Adult Social Care Workforce and Fair Work, Scottish Government  
Marie Owens, staff observer, Team Manager - Registration

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| <b>Item</b> |  | <b>Action</b> |
|-------------|--|---------------|

## 1.0 WELCOME

The Chair welcomed everyone to the meeting, noting that this was the last public Board meeting for member Naghat Ahmed and for ex-officio member, Evelyn McPhail who would be standing down as interim Chair of Healthcare Improvement Scotland (HIS) at the end of March. It was also noted that Carole Wilkinson would be returning to the Board in her role as Chair of HIS.

The Board also noted that this was Jackie McKenzie's last public meeting before her retirement as Executive Director of Corporate Services.

The Chair further noted that Donna Laing's term of office was coming to an end and her replacement would attend future Board meetings as Partnership Forum Co-Chair official observer from April 2026.

The Chair thanked all for their valuable contributions to the organisation and to the Board.

## 2.0 APOLOGIES

Apologies were noted above.

## 3.0 DECLARATIONS OF INTEREST

No declarations of interest were made.

## 4.0 MINUTES OF MEETING HELD ON 11 DECEMBER 2025

The minutes of the meeting held on 11 December 2025 were approved, with one minor amendment.

**ECCSM**

## 5.0 ACTION RECORD OF MEETING HELD 11 DECEMBER 2025

The Board considered the action record from the meeting held on 11 December 2025.

It was noted that the Finance and Resources Committee had requested further work on HR reporting and collation methods, including comparison with Healthcare Improvement Scotland (HIS). The Chief Executive advised that, following the last Finance and Resources Committee meeting, an engagement request had been sent to HIS and an update would be provided to the next meeting of the Committee.

## 6.0 MATTERS ARISING

There were no matters arising from the previous minutes.

## 7.0 CHAIR'S REPORT – REPORT NO: B-31-2025/26

The Chair presented his quarterly update report and formally recorded on behalf of the Board thanks to the Scottish Government sponsor team, to Ian Turner, the Deputy Director for Adult Social Care Workforce and Fair Work, to the Care Inspectorate Executive Team and to the finance team for the significant work undertaken in preparing the budget request and submission. The Board agreed that this reflected strong collaborative working with the sponsor team and a positive outcome.

No questions were raised and the Board noted the report.

## 8.0 CHIEF EXECUTIVE'S REPORT – REPORT NO: B-32-2025/26

The Chief Executive presented her quarterly report which provided the Board with a range of information on significant developments and new or completed activities that directly supported the Corporate Plan and its strategic outcomes.

The Board raised some concern regarding the demands being placed on the organisation and whether it remained sufficiently resilient to manage current demands. The Chief Executive advised that the organisational context remained very tight, noting the temporary reduction in number of the Executive Team and the demands associated with Digital Stage 2.

It was requested of the Board that members remain mindful of the pace and frequency of additional demands placed on the organisation and sought the Board's support during this period, which the Board agreed was important.

The Board also discussed support for service providers through digital delivery and noted that providers would be onboarded to the new platform, which should make key processes, including annual returns, easier and should provide more real-time information and data.

A discussion took place on integration within health and social care. It was clarified that the focus would be on how the Care Inspectorate inspected, assured and involved Health and Social Care Partnerships in that work, rather than on wider integration beyond the organisation's remit.

In noting the report, the Board agreed that members should remain vigilant, through the Board, committees and working groups, regarding the increased workload on the organisation and should

continue to support the statutory inspection work underway. It was also agreed that any concerns should be discussed with the Chair and that associated risks could be considered further through the Audit and Risk Committee if required.

## **STRATEGY AND POLICY**

### **9.0 CORPORATE PLAN 2026-31 AND PERFORMANCE MEASURES – REPORT NO: B-33-2025/26**

The Chief Executive introduced the report, with more detailed overview provided by the Head of Corporate Policy and Communication about the new Corporate Plan 2026-31 and the proposed performance measures.

It was noted that a substantial amount of work, consultation and engagement had informed the plan, with the intention of making it more accessible, more succinct and supported by an annual business plan across the five-year period. Scottish Government colleagues had also provided positive feedback on the draft.

Board members welcomed the clarity and accessibility of the document. Discussion focused on the key performance indicators and whether approval could be given in advance of the development of associated targets and supporting data. It was clarified that the targets would be brought to the Board meeting on 4 June 2026 for approval and that approval was therefore being sought at this stage for the proposed indicators themselves.

The Board agreed that formal approval of the corporate plan should be subject to the associated targets being considered for approval in June and that this caveat should be clearly stated. It was also noted that a new quarterly performance report would provide interim assurance to the Board. The timescale for Ministerial approval before the pre-election period was also noted.

It was confirmed that an easy read version of the plan would be produced, that PDFs would be readable on the new website, and that requests for Braille or other languages would be supported through translation arrangements.

The Board also discussed terminology relating to safety and agreed that the wording “risk of harm” would be more appropriate and more consistent with the organisation’s published language than references to “safety”.

**HoCPC**

The Head of Corporate Policy and Communications undertook to provide the Board following the meeting with information on the most commonly requested translation languages and any available website analytics.

**HoCPC**

The Board **approved** the Corporate Plan 2026-2031, with the caveat that the associated targets remained subject to formal Board approval.

## **MONITORING AND GOVERNANCE**

### **10.0 MONITORING OUR PERFORMANCE 2025/26 QUARTER 3 REPORT – REPORT NO: B-34-2025/26**

The Board considered the Quarter 3 Monitoring Our Performance 2025/26 report, with the Intelligence and Analysis Manager present to provide more detail.

Concern was raised about the increasing percentage of staff absence and whether this reflected a wider public sector trend, including mental health-related absence. It was reported that this issue had been considered by the Finance and Resources Committee and that feedback from HR suggested the position was similar across the public sector. The Board noted that the majority of absence was long-term and included mental health-related absence, and that managers were being supported to monitor absence appropriately and support staff in returning to work. It was also noted that further reporting on staff returning from long-term sickness absence would be brought to the Finance and Resources Committee and that more team-based reporting was being developed.

Discussion also took place on inspection volunteers, performance trends across inspection categories, and how performance data might better reflect the volume of people affected where services were performing below average. It was acknowledged that this was an important issue, although current data was held primarily at service level and did not always provide accurate and current information on the number of people using services at any one time. It was agreed that the Intelligence and Analysis Manager would look at this area in more detail.

**I&AM**

The Board noted the report and were asked by the Chair to submit any further questions by email to the Chief Executive.

### **11.0 BUDGET MONITORING SUMMARY REPORT – REPORT NO: B-35-2025/26**

The Board considered the Budget Monitoring Summary Report, which had previously been submitted to the Finance and Resources Committee.

It was noted that the forecast position showed an overspend of £0.010m, which would be more than offset by the general reserve balance. The Board recognised the work undertaken across the organisation to manage and control expenditure, alongside the recruitment of 35 new inspectors in preparation for 1 April 2026,

with clear understanding of the funding position required to support that activity.

The Board noted that this represented a strong starting position for the new financial year and that the Finance and Resources Committee had been content with the position. Members also recognised the support received from the sponsor team and the substantial additional funding secured from the Scottish Government.

Thanks were recorded to the Head of Finance and Corporate Governance and colleagues for their work.

## **12.0 FINANCE AND RESOURCES COMMITTEE UPDATE TO THE BOARD – REPORT NO: B-36-2025/26**

The Convener presented the Committee's update to the Board, which included the draft minutes of the meeting held on 10 February 2026.

It was noted that the independent review of the HR function would first return to the Finance and Resources Committee before being brought to the Board. Discussion took place regarding the role of the previously established sub-group and how this would align with the HR review process. The Chief Executive advised that the Finance and Resources Committee had been handling the matter on behalf of the Board and that the independent consultants had been asked to prepare a more detailed action plan in response to the recommendations.

It was suggested that, once the detailed action plan was ready, the Board should decide how it wished the matter to be considered, and that members who had nominated themselves to the sub-group might be invited to attend the relevant item at a future Finance and Resources Committee meeting.

The Board thanked the Convener, and noted the Committee report.

## **13.0 AUDIT AND RISK COMMITTEE UPDATE TO THE BOARD – REPORT NO: B-37-2025/26**

The Board received the update from the Audit and Risk Committee. It was reported that external auditors had been working to resolve issues arising from the previous year and that they now had a different team in place. The Board noted the intention to hold the auditors to a tight timetable and were given assurance that lessons had been learned from experiences of the previous year.

The Board noted that a range of issues had been discussed by the Committee, including the strategic risk register and proposals to reduce the level of two previously high risks. The Board also discussed audit processes, prior year adjustments, Oracle Fusion

and the impact that delays had placed on the organisation's small finance team.

Assurance was given that the external auditors understood the Board's expectations and that escalation would take place earlier if required.

The Board thanked the Convener and noted the Committee report.

#### **14. EQUALITY DUTY REPORTING – ANNUAL EQUALITIES REPORT – REPORT NO: B-38-2025/26**

The Equalities Professional Adviser joined the meeting to present the annual equalities report and the Board was pleased to note the progress made during the year since the five equality outcomes had been published. It was noted that further work would focus on the next steps ahead of public reporting in April 2027.

Members welcomed the report and the range of communication tools being used. Discussion included workforce diversity, participation, accessibility, staff confidence in sharing care-experienced status, the role of inspection volunteers, and the value and benefits of staff equality and accessibility networks across the organisation.

A minor correction was also identified within the report in relation to workforce data on page 12 and this would be corrected prior to finalising the report.

**EPA**

The Board thanked the Equalities Professional Adviser and noted the report.

#### **15. ANNUAL REVIEW OF THE CARE INSPECTORATE'S FINANCIAL REGULATIONS – REPORT NO: B-39-2025/26**

The Board received the financial regulations for approval of the proposed changes. These had been presented to the Finance and Resources Committee the previous month when the Committee had agreed to recommend the revised regulations to the Board for approval.

A query was raised regarding broken hyper-links within section 8.5 and other parts of the document some co-relation between budget authority levels and contract approval authority limits. It was agreed that these issues should be checked and corrected.

**HoFCG/  
Finance and  
Procurement  
Manager**

Subject to these checks being made, the Board **approved** the revised Financial Regulations.

#### **OPERATIONAL**

No items were taken under this part of the agenda.

**STANDING ITEMS****16. STRATEGIC RISK REGISTER MONITORING – REPORT NO: B-40-2025/26**

The Board considered the Strategic Risk Register Monitoring report. It was noted that the report had been considered by the Audit and Risk Committee and that two risk ratings had reduced, as summarised in the report.

Having taken assurance from the Audit and Risk Committee's review of the risk register, the Board had no further questions and noted the report.

**17. BOARD SCHEDULES OF BUSINESS – FOR REMAINDER OF 2025/26 AND NEW FOR 2026/27 (PAPERS ATTACHED)**

The Board considered the schedule of business for the remainder of 2025/26 and for the new cycle in 2026/27. A suggestion was made that timings for private meetings should be added to the schedules. Discussion also took place on whether more papers for noting could be handled by advance email circulation in order to allow more time for substantive discussion on reports requiring detailed consideration and/or approval at Board meetings. It was acknowledged that this was an evolving matter for the Board and that transparency considerations in relation to public papers would need to be kept in mind. It was agreed that agendas would continue to be reviewed and adjusted in advance, in agreement with the Chair.

**ECCSM****18. AOCB**

Under any other competent business, congratulations were recorded to Board member, Charlotte Armitage on achieving her Masters with distinction. The Board also recorded its thanks to Jackie McKenzie for her hard work and contribution and wished her well in her retirement. In turn, she expressed her own thanks to the Board. Thanks were also recorded to Board member Naghat Ahmed for her eight years of service on the Board.

**19.0 CLOSE OF PUBLIC MEETING AND DATE OF NEXT PUBLIC BOARD MEETING**

The Chair thanked all in attendance for their contributions and noted the next public Board meeting would be held on Thursday 4 June 2026 at 10.30 am in Compass House, Dundee.

Signed:

Doug Moodie, Chair

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| Version: 1_0 | Status: Approved 04/06/2026 | Date: 13/05/2026 |
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