



Minutes

Meeting: Public Board Meeting

Date: Thursday 4 June 2026

Time: 10.30 am

Venue: Rooms 1.02/1.03, Compass House, Dundee

Board Members present: Doug Moodie, Chair
 Bill Maxwell, Vice-Chair
 Charlotte Armitage
 Audrey Cowie, Convener, Finance and Resources Committee
 Rona Fraser
 Ronnie Johnson, Convener, Audit and Risk Committee
 Ed McGrachan
 Jenny Marshall
 Peter Murray (*ex-officio* – Convener, Scottish Social Services Council)
 Carole Wilkinson (*ex-officio* – Chair, Healthcare Improvement Scotland)
 Maria McGill (*part-attendance, from item 13*)

In Attendance: Jackie Irvine, Chief Executive (CE)
 Kirsteen MacLennan, Interim Executive Director of Assurance and Improvement (iEDAI)
 Kenny Dick, Head of Finance and Corporate Governance (HoFCG)
 Kenny McClure, Head of Legal Services (HoLS)
 Lisa Rooke, Head of Corporate Policy and Communications (HoCPC) (by Teams)
 Fiona McKeand, Executive, Committee & Corporate Support Manager (ECCSM)
 Gillian Berry, Finance and Procurement Manager (APM)
 Gillian Cherry, Head of Data and Information (HoD&I) (items 10 and 11 only)
 Ingrid Gilray, Intelligence and Analysis Manager (I&AM) (item 11 only)
 John Elliott, Manager for Complaints about the Care Inspectorate (item 14 only)

Kirstine Rankin, Head of Organisational Workforce and Development (HoOWD) (item 14 only)

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Lucy Finn, Head of Human Resources (HoHR) (item 17 only)

Apologies Paul Gray, Board member
Edith Macintosh, Executive Director of Assurance and Improvement (EDAI)
Gordon Mackie, Executive Director of Digital and Digital (EDDD)

Official Observer John Stuart, Co-Chair, Partnership Forum

Observers: Claire Donnelly, co-opted member of the Finance and Resources Committee

Members of the Organisational and Workforce Development Team:
Lisa Miller, Stephanie Hewitt, Monica Smith, Jessica Ling

Item		Action
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1.0 WELCOME

The Chair welcomed members, staff and observers and advised that this would be his final public Board meeting as Chair, with his term of office coming to an end in August 2026. The Chair reflected on the four years he had been in the role, thanked the Chief Executive, Executive Team, Board members and staff for their support, and highlighted the positive organisational culture and commitment of staff across the Care Inspectorate.

2.0 APOLOGIES

Apologies were recorded as noted above.

3.0 DECLARATIONS OF INTEREST

No declarations of interest were recorded.

4.0 MINUTES OF PUBLIC BOARD MEETING HELD ON 5 MARCH 2026

The Board **approved** the minutes of the public Board meeting held on 5 March 2026 as an accurate record. These would be placed on the Board information page of the Care Inspectorate's website.

EC&CSM

5.0 ACTION RECORD

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The Executive and Committee Support Manager provided an update on the action record, noting completed and ongoing actions. Clarification was provided on the hyper-links within the Care Inspectorate's financial regulations and the action would be marked as complete with publication of the regulations on the organisation's website.

MATTERS ARISING

6.0 There were no matters arising from the previous minutes.

7.0 CHAIR'S QUARTERLY UPDATE - REPORT NO: B-02-2026/27

The Chair presented his quarterly update and highlighted the ongoing engagement in public sector reform discussions with sector chairs and noting that the incoming Chair would have the opportunity to continue that engagement on behalf of the Care Inspectorate. The Chair recorded thanks to the Board, for their support and contributions, and also to the Chief Executive, Executive Team and Care Inspectorate staff for their advice, support and guidance during his four years with the organisation.

There were no further questions and the Board noted the Chair's quarterly update.

8.0 CHIEF EXECUTIVE'S REPORT – REPORT NO: B-03-2026/27

The Chief Executive presented her quarterly report, which outlined the significant developments and new or completed activities that directly supported the organisation's Corporate Plan and its strategic outcomes.

In response to a question from the Board there was further discussion on the recent changes to cancellation powers which gave the Care Inspectorate a clearer and more timely route to act where there was significant risk to people using care services, including in specific circumstances where cancellation can be proposed without first issuing a further improvement notice, or where required improvements had not been sustained. The changes also strengthened the ability to act where the Care Inspectorate was no longer satisfied that a provider was fit to provide a care service, addressing a gap not covered by improvement notices focused on service provision. It was stressed that these powers were expected to be used selectively, where justified by risk and evidence, with providers retaining the opportunity to make representations,

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supporting a more agile, proportionate and risk-based enforcement framework.

In relation to the test of change that had recently been undertaken to explore a more integrated approach to strategic inspection, the interim Executive Director of Assurance and Improvement advised the Board that this work had considered how strategic inspection and regulated care intelligence could be brought together to provide a clearer area-based overview. Initial findings suggested this approach could strengthen strategic inspection and organisational learning and a further test would be undertaken in another area, including consideration of service user and family survey evidence.

Members were pleased to note the work that had been undertaken linking some of the findings outlined in the final report of the review of the Care Quality Commission with stage two digital transformation. The Head of Corporate Policy and Communications agreed to re-circulate the paper that had been produced at the point of the review report being issued in 2024, which had highlighted key areas of relevance and learning for the Care Inspectorate.

HoCP&C

9.0 CARE INSPECTORATE PROCUREMENT STRATEGY APRIL 2026 TO MARCH 2031 - REPORT NO: B-04-2026/27

The Accounting and Procurement Manager presented the draft five-year Procurement Strategy, which the Board was invited to approve, noting that the strategy had been considered by the Finance and Resources Committee in May, when it received the committee's support.

The Board discussed community benefits, support for local businesses, supplier risk management, sustainability and ethical trading considerations, including compliance with relevant Scottish Government sanctions requirements.

The Board **approved** the Procurement Strategy, subject to the inclusion of clearer references to ethical trading and sustainability practices. The Accounting and Procurement Manager agreed to prepare a form of wording and to circulate this to the Board immediately following the meeting, for agreement.

A&PM

10.0 MONITORING OUR PERFORMANCE 2025/26 - QUARTER 4 REPORT - REPORT NO: B-05-2026/27

The Head of Data and Information presented the quarter 4 performance report, which the Board was invited to discuss and note.

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There was further discussion on KPI 4, with members noting that questionnaire response rates had reduced, particularly from service users, although electronic responses had increased and response rates from managers and staff remained good. It was reported that the position was being reviewed, including feedback from Care Standards Questionnaires, with a view to improving response rates and ensuring that key issues were not missed.

Members discussed the generally positive position across the KOIs, including improvement across most sectors and fewer serious improvement notices. It was noted, however, that further analysis was required to understand the pattern of performance, including areas currently outwith inspection frequency. It was agreed that consideration should be given to strengthening the link between KPI 4 and KOI 2, to better evidence the impact of more targeted activity on outcomes and grades.

HoD&I

11.0 KEY PERFORMANCE MEASURE TARGETS 2026/27 – REPORT NO: B-06-2026/27

The Head of Data and Information presented the proposed key performance measure targets for 2026/27, which the Board was invited to discuss and approve.

Members discussed in detail the target set for sickness absence levels as well as statutory inspection targets, non-statutory inspection frequency and future indicators for management and leadership training. The Board was advised that the latter point could be considered at the annual review of the KPIs due to be held at the Board Development Event in September.

The Board requested that officers revise the presentation of the sickness absence target to distinguish between short- and long-term absence and to have a separate target for each. It was agreed that this would be followed up and amended KPIs circulated to the Board.

HoD&I/
I&AM

In summary, the Board **approved** the proposed targets, subject to amendments and circulation for final comment.

12.0 FINANCE AND RESOURCES COMMITTEE UPDATE TO THE BOARD - REPORT NO: B-07-2026/27

The Chair of the Finance and Resources Committee provided an update on business considered by the Committee at its meeting held on 12 May 2026, including progress with the annual report and

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accounts and the development of a new staff governance framework. The Board noted that this framework would sit above staff policies, and had been benchmarked with the NHS staff governance standard endorsed by the Scottish Government and trade unions, and which placed responsibilities on both employers and employees, including responsibilities to provide and complete relevant training.

In response to a question around learning and development outcomes, members were advised that the OWD team provided updates to all staff on available learning opportunities, including learning opportunities outwith core training requirements and that that post-training evaluations were undertaken to help assess training outcomes.

The Board was assured that the Committee would have oversight of the action plan arising from the HR Review and that a focussed session on this area of work would be held at its meeting in August.

Members also noted that the Committee had commented on the draft Disciplinary Policy and made suggestions to strengthen the presentation.

The Board's attention was drawn to a matter that had been previously discussed at an earlier Board meeting and also by the Committee, in relation to the sharing of sickness absence data between Healthcare Improvement Scotland and the Care Inspectorate. The Chair of Healthcare Improvement Scotland advised that they would check on this point and the Head of HR at the Care Inspectorate would be made aware of any developments.

The Convener's update also provided assurance to the Board on the Committee's detailed discussion and feedback on the draft Code of Conduct, which was now being presented to the Board for approval under item 17 on the agenda.

The Convener also wished to record thanks to Kenny Dick, the Head of Finance and Corporate Governance, who would be retiring in July, for his support to the work of the committee.

12.1 Process For Co-Opting Persons To Standing Committees Of The Board - Report No: B-08-2026/27

The Board considered the proposed process for co-opting persons to standing committees, which had been reviewed and supported by the Finance and Resources Committee and the Audit and Risk Committee. Some additional details had been provided by the

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Head of Finance of Corporate Governance which were agreed helpful to assist the Board with its decision-making.

Having considered the information presented along with the draft proposal, the Board **approved** the process for co-opting persons to standing committees.

13.0 AUDIT AND RISK COMMITTEE UPDATE TO THE BOARD - REPORT NO: B-09-2026/27

The Committee Convener presented the quarterly update report, and drew the Board's attention to the key points arising from the minutes, which included the positive assurance received through the Internal Audit Annual Report 2025/26. The Board also noted that the Committee had approved the revised Strategic Internal Audit Plan and had supported the rationale for the slight delay to the go-live date outlined in the Digital Delivery and Change update.

The Board welcomed the information and assurance provided by the Committee.

14.0 COMPLAINTS ABOUT THE CARE INSPECTORATE: ANNUAL EXTERNAL PERFORMANCE REPORT 2025/26 - REPORT NO: B-10-2026/27

The Head of OWD outlined the annual external performance report on complaints, with a more detailed presentation on the contents provided by the Manager for Complaints about the Care Inspectorate. The Board noted complaint volumes, resolution performance, learning themes, process improvements and recommendations for staff development and reflective learning.

The Board noted that the report would be published on the Care Inspectorate website, and welcomed the plans for a Board Development Event in January 2027 to explore complaints learning through case examples.

15.0 EXTENSION OF DELIVERY REFERENCE MEMBER/OFFICER WORKING GROUP

The Chief Executive opened the discussion on the continuation of the Delivery Reference Member/Officer Working Group's which had undergone a six-month extension, approved by the Board. Members noted that the Chief Executive and Chair of the Group, Board member Paul Gray, had discussed and agreed that the Group had met its objectives as outlined in its terms of reference.

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The proposal was therefore that the group's term not be extended but to retaining the option to reconvene if required through future performance monitoring. The Board **approved** this proposal.

16.0 CARE INSPECTORATE ANNUAL BUSINESS PLAN

The Head of Finance and Corporate Governance presented proposals for the development of a first annual business plan for the Care Inspectorate, and outlined progress to date, noting its alignment with the corporate plan.

The key benefits of the annual business plan were outlined, and these included supporting all staff to understand how their work contributed to strategic outcomes and helping to inform prioritisation and budgeting decisions.

The plan would be circulated to Board within the next two weeks with an invitation to provide comments. Although the document was detailed, members were asked to focus on the high-level areas and identify whether any significant matters were missing. For transparency, the plan had also been shared with the sponsor team.

HoFCG

The comments would be considered and submission to the sponsor team planned by 30 June.

17.0 STAFF CODE OF CONDUCT - REPORT NO: B-11-2026/27

The Board considered the Staff Code of Conduct and noted the consultation undertaken through internal review, senior management, Partnership Forum and the Finance and Resources Committee. The Board discussed the document's accessibility, plain English presentation and the need to clarify references to Board responsibilities. It was agreed that these points would be taken into account for a further revised version to be circulated to the Board for final review and approval.

HoHR

18.0 DRAFT SUSTAINABILITY PLAN - REPORT NO: B-12-2026/27

The Accounting and Procurement Manager (A&PM) presented the five-year Sustainability Plan for Board approval.

The paper was considered thorough, but members noted that the proposed delivery approach required further clarity and the appointment of a Board Champion was suggested. Members were advised that, in relation to the legal framework and net zero contribution, several scopes required consideration. With current

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resources, the organisation would meet the minimum statutory reporting requirement. The Board was also advised that progress would be reviewed in February 2027 and reported to the Strategic Management Group. It was agreed that clear responsibility for monitoring progress was required.

The Board **approved** the draft Sustainability Plan and supporting action plan for 2026-2031.

The Board also **agreed** to appoint a champion to provide assurance that progress was being monitored, noting also that the organisation was a member of the Scottish Sustainability Network and that further networking opportunities would be explored following development of the five-year plan. The Chair would give due consideration and discuss with the Board for more views as appropriate.

Chair

19.0 CARE INSPECTORATE/SCOTTISH SOCIAL SERVICES COUNCIL PARTNERSHIP AGREEMENT - REPORT NO: B-13-2026/27

The Board noted the Partnership Agreement, which had been considered through prior email correspondence. No further discussion was required.

20.0 STRATEGIC RISK REGISTER MONITORING REPORT - REPORT NO: B-14-2026/27

The Board noted the Strategic Risk Register Monitoring Report and agreed that detailed discussion would take place at the Board Development Event that afternoon. No urgent issues were raised at the public Board meeting.

21.0 BOARD SCHEDULE OF BUSINESS

The Board noted the Schedule of Business.

22.0 ANY OTHER COMPETENT BUSINESS

On behalf of the Board, the Vice-Chair thanked the Chair for four years of leadership during a period of significant change, notably the post-Covid recovery, a renewed focus on core business and improvement activity, major digital transformation, financial sustainability challenges, engagement with Ministers, and the restructuring of Board committees. The Vice-Chair also highlighted the Chair's solution-focused approach, commitment to consensus,

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and encouragement of open discussion, noting that this had left a strong legacy for his successor.

The Chair thanked members and colleagues, stating that it had been a pleasure to work with everyone and reiterating the comments made earlier, in his report.

23.0 CLOSE OF PUBLIC MEETING AND DATE OF NEXT PUBLIC BOARD MEETING

The Chair closed the public meeting and the next public Board meeting was noted as Thursday 24 September 2026 at 10.30 am in Compass House, Dundee, in person.

Approved 24 September 2026
Doug Moodie, Chair