



**Meeting:** Finance and Resources Committee

**Date:** 10 February 2026

**Time:** 10.30 am to 12.00 pm

**Venue:** By TEAMS

**Committee members present:** Audrey Cowie, Convener  
Naghat Ahmed  
Charlotte Armitage  
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)  
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

**Apologies:** Kevin Mitchell, Executive Director of Assurance and Improvement (EDAI-KM)

**Item** **Action**

**PART A**

(all Committee members and those In Attendance)

**1.0 WELCOME**

The Convener welcomed everyone to the meeting, noting that this would be the last meeting for Naghat Ahmed, whose term of office as a Board member would be ending in April 2026 and that Rosie Moore would be taking on the role of Board Whistleblowing Champion and would therefore replace Naghat on the committee. It was also the last meeting for the staff-side co-Chair of the Partnership Forum, Donna Laing, with the new representative to

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be ratified by the end of March for attending future meetings of the committee. The Committee also noted that the Executive Director of Corporate Services, Jackie Mackenzie, would be retiring at the end of March. The Convener wished to record thanks to all three individuals for their contributions to the work of the Committee.

The Convener reminded everyone that the meeting would be recorded as part of the AI pilot aimed at supporting operational and strategic meetings.

## 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 11 NOVEMBER 2025

The Committee **approved** the minutes of the meeting held on 11 November 2025 as an accurate record, subject to one minor change under item 10, on page 5. The change was noted as:

**ECSM**

“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.”

With this amendment, the approved minutes would be published on the Care Inspectorate website.

## 5.0 ACTION RECORD

The Committee reviewed the action record. The Committee noted the updates and those that had been completed since the previous meeting.

## 6.0 MATTERS ARISING

There were no matters arising.

## FINANCE

## 7.0 BUDGET MONITORING AND STAFFING UPDATE – REPORT NO: FRC-22-2025/26

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 December) 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.

Members noted that the current projected financial position stood at £19k over budget, but this was offset by higher than expected reserves, allowing for some flexibility in spending. General reserves would be used to complete the website project in April and May of the next financial year

In response to a question about the feasibility of completing purchases and approvals before the end of the financial year, the Committee was advised that the major spends would be completed by 31 March 2026, and other projects were expected to be finalised within the same timeframe, except for some Digital Stage 2 work that would extend into the next financial year.

Concerns were raised about problems that had been identified with the new finance system, Oracle Cloud, and members were advised that, while these had not been fully resolved, the system was improving, largely due to internal workarounds and automation developed by the finance team, and further integration with HR and Payroll was being considered in line with Scottish Government directives.

The Chief Executive also indicated an intention to use any remaining funds available to address specific recommendations potentially arising from the independent review of the HR function that required prompt action.

The Committee noted the report and agreed the points to be reported to the Board under item 7.1 below.

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

It was agreed that the Head of Finance and Corporate Governance would prepare the report to the Board based on the Executive Summary in the committee report, and also to include an update on the committee's discussion under Part B of the agenda on the draft budget for 2026/27.

HoFCG

#### **8.0 REVIEW OF FINANCIAL REGULATIONS – REPORT NO: FRC-23-2025/26**

The Executive Director of Corporate Services introduced the report, with the Head of Finance providing more detail about the annual review. The Committee was invited to agree to

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recommend the changes to the Board at its meeting on 5 March 2026, for approval.

Members welcomed the tracked version of the financial regulations that had been provided to highlight where the minor administrative changes had been made. These included the removal of petty cash due to lack of use post-Covid and updates to staff pay advance guidance. The process for bringing forward expenditure proposals had also been updated so that the Executive Director of Corporate Services would review and approve these, reflecting the current approach to managing in-year spending.

After reviewing the tracked changes, the committee agreed there were no material concerns and **agreed** to recommend the revised financial regulations for Board approval.

HoFCG

## RESOURCES/PEOPLE

### 9.0 HR QUARTERLY REPORT - REPORT NO: FRC-24-2025/26

The Executive Director of Corporate Services introduced the report which provided the Committee with the quarterly update on HR activity undertaken in quarter three 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.

The Committee was advised that temporary HR resources were being recruited, including an HR assistant and business partner, to support the HR team. This assurance was welcomed by the Committee who had expressed ongoing concerns around the resourcing of the HR team.

In response to a question about potential correlation between hybrid working and short-term absence rates, the Head of HR explained that the current hybrid working policy allowed for 40% office attendance over four weeks, maintaining flexibility for staff with caring responsibilities, and clarified that short-term absence did not appear to be a significant issue, with most absences being long-term and related to workforce demographics. The co-Chair of the Partnership Forum highlighted the consultations with staff affected by recent office closures, and the additional support measures that had been put in place to enable flexible working, where required.

Referring to internal recruitment and the backfilling of subsequent vacant posts, members were advised that internal promotions would generally be backfilled after assessing the business need. The Committee was also advised that the review of inspector recruitment outcomes was ongoing, with findings to be reported to the recruitment working group.

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The Chief Executive updated members on progress with the independent review of HR, which was nearing completion, and the Executive Team would be reviewing the findings and recommendations before agreeing on dissemination and further actions. There followed some discussion on the role of Board and/or Committee members in further consideration of the review report. The Chief Executive explained that reporting would initially come to the Finance and Resources Committee and would reflect operational and strategic recommendations. The Chief Executive would discuss further with the Convener to determine how the HR review outcomes will be disseminated and Board/Committee involvement once the final report was received.

**CE / Convener**

The Committee reviewed the tables under section 3.1 of the report and **agreed** that Table 1 on page 5 (Percentage % of total absent employees by Directorate) should be removed and additional information be added to Table 2 (Average monthly absence by Directorate as a % of total Directorate staff) to include the number of staff in brackets alongside directorate absence percentages, in order to improve clarity of absence data presentation.

**HoHR**

The Executive Director of Corporate Services also reported on changes to shared services arrangements with the Scottish Social Services Council (SSSC), whereby the recruitment team, previously shared with SSSC, would return to the relative HR teams from 1 April 2026, consolidating recruitment functions internally.

With the imminent retiral of the Executive Director of Corporate Services, the Chief Executive informed members of the interim directorate reporting arrangements until the appointment of the director's successor, in particular that the HR function would temporarily sit under the Executive Director of Assurance and Improvement . The Committee welcomed this information, noted the details outlined in the quarterly report and **agreed** the change to future reports as noted above.

**10.0 PEOPLE MANAGEMENT POLICY SCHEDULE –  
REPORT NO: FRC-25-2025/26**

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

The schedule highlighted those policies that had undergone revision and were about to be published on the staff intranet, with the Communications team having reviewed to ensure that the language was clear and trauma-informed.

The Committee discussed the development of the Whistleblowing Policy and noted that this was being finalised as a stand-alone policy for internal Whistleblowing by Care Inspectorate staff, with a link to separate guidance for staff within their Code of Conduct. This would all sit separately from external whistleblowing about care services. It was agreed that the role of the Board Whistleblowing champion needed to be clearly articulated within the policy and that there would be involvement required from the current and incoming role-holders, as well as further consideration by the Committee.

HoHR

It was noted that plans for a guidance pack for Board members on appeals sub-committees would be prepared for a future Board Development Event which would include the use of case studies to support understanding and would then be updated based on feedback before being finalised. The Committee agreed it would be helpful to have this noted in the policy schedule update.

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

The Head of HR presented a new template for reporting outcomes and learning from appeals subcommittees, which had been modified from previous versions following positive feedback from the Committee. There would be a rolling update to track themes and actions from appeals sub-committees, with a Red/Amber/Green (RAG) status to indicate progress on action plans and to supplement reporting to each Committee meeting until the action plan is marked as complete.

Two of the Committee members with recent experience in appeals processes, endorsed the template as comprehensive and useful, and the Committee **agreed** to adopt it for future reporting.

**12.0 PROPOSALS FOR STAFF GOVERNANCE FRAMEWORK – UPDATE ON PROGRESS**

The Head of OWD provided an update on the development of the CI staff governance framework. This had involved a review of, and comparison with, the NHS staff governance framework which had informed plans to strengthen fair and effective management of staff in the Care Inspectorate, with detailed implementation plans under development and support from the Strategic Management Group. Positive feedback from the Committee had also been noted and the Convener recorded thanks for the update and progress to date.

The Committee **agreed** that this update should feature as a standing item so that progress could be recorded, and this would therefore be added to the Committee’s new schedule of business.

HoOWD

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## STANDING ITEMS

### 13.0 UPDATE ON NEW STRUCTURE (VERBAL)

The Chief Executive advised the Committee that two of the four displaced staff members had been successfully redeployed into permanent posts, with no further changes to report.

The Convener enquired about progress on strategic liaison with the Chief Nursing Officer's Directorate, and the Chief Executive explained that this would be raised again at the upcoming sponsor meeting as no progress had been made to date.

### 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 2026/27

The Committee reviewed the schedule of business for the 2026/27, noting that a new standing item "Update on Staff Governance Framework" would be added as agreed earlier in the meeting.

ECCSM

### 17.0 ANY OTHER COMPETENT BUSINESS

The following matters were raised:

**Sickness absence reporting and liaison with Healthcare Improvement Scotland (HIS)** – The Convener asked for an update on discussions between the two organisations for the purposes of comparing sickness absence reporting processes. The Chief Executive undertook to follow this up by checking on correspondence with the HIS Chief Executive to ensure that the Head of HR could establish connection with their counterpart at HIS.

CE / HoHR

**Numbers of Mandatory CPD Modules in comparison to NHS standards** - In response to the Convener's request for an update on this matter, the Head of OWD confirmed that the Care Inspectorate's core learning approach was being reviewed with the aim of rationalising reliance on e-learning and developing a blended learning approach to ensure staff were equipped with

relevant skills and legislative knowledge relevant to their roles and responsibilities. It was expected that the review would conclude within the current quarter.

**Delivery Reference Group** – The Convener informed the Committee that, along with the Convener of the Audit and Risk Committee, she had attended the most recent meeting of the DRG (member/officer working group), having standing invitations to join these. It was also noted that member Ed McGrachan would attend as representative of the Finance and Resources Committee. The Chief Executive explained that it was likely there would be only one further meeting before the working group reached the end of its extended term of office in May. With the Board’s agreement, however, the group could be extended again if necessary.

Signed

Audrey Cowie, Convener