



**care  
inspectorate** Minutes

- Meeting:** Public Board
- Date:** 11 May 2023
- Time:** 10.30 am to 1.00 pm
- Venue:** Hybrid: Room 1.12, Compass House, Dundee and by Teams
- Board members present:** Doug Moodie, Chair  
Naghat Ahmed  
Charlotte Armitage (from item 8)  
Sandra Campbell  
Audrey Cowie  
Rona Fraser  
Paul Gray  
Ronnie Johnson (from item 8)  
Bill Maxwell  
Rosie Moore  
Carole Wilkinson
- In Attendance:** Jackie Irvine, Chief Executive (CE)  
Edith Macintosh, Deputy Chief Executive and Executive Director of Strategy and Improvement (DCE/EDSI)  
Jackie Mackenzie, Executive Director of Corporate and Customer Services (EDCCS)  
Gordon Mackie, Executive Director of IT and Digital Transformation (EDITDT)  
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)  
Fiona McKeand, Executive and Committee Support Manager (ECSM – minutes taker)  
Ingrid Gilray, Intelligence and Analysis Manager (I&AM) (item 9)  
Lucy Finn, Head of HR (HoHR) (item 14)
- Observers:** Iain MacAllister, Deputy Director: Regulation, Improvement and Integration Support , Scottish Government  
Donna Laing, Joint Chair, Partnership Forum (official observer)
- Public Observers:** One public observer
- Apologies:** Maria McGill, Board Member  
Kevin Mitchell, Executive Director of Scrutiny and Assurance

Item	Action
<b>1.0 WELCOME</b>	
<p>The Chair welcomed members, officers, observers and staff to the meeting.</p>	
<b>2.0 APOLOGIES</b>	
<p>Apologies were received, as noted above.</p>	
<b>3.0 DECLARATIONS OF INTEREST</b>	
<p>There were no declarations of interest.</p>	
<b>4.0 MINUTES OF BOARD MEETING HELD ON 30 MARCH 2023</b>	
<p>The minutes of the Board meeting held on 30 March were <b>approved</b> as an accurate record. During discussion on the minutes, it was clarified to the Board that the Scrutiny and Assurance Plan 2023-24 had been given formal approval at the private meeting of the Board held on 9 February and this was reflected in the minutes of the 30 March meeting.</p>	
<p>It was agreed that the format of future minutes should include “Board Members” alongside their list of names on the front sheet.</p>	<b>E&amp;CSM</b>
<b>5.0 ACTION RECORD OF BOARD MEETING HELD ON 30 MARCH 2023</b>	
<p>The Board noted the actions completed and received an update on two of the actions arising from the March meeting, namely:</p>	
<ul style="list-style-type: none"> <li>• To provide confirmation to the Board that the Care Inspectorate’s position paper on “Deprivation of Liberty” had been reviewed through a Promise lens.</li> <li>• To note that further information, as requested by the Board, in relation to KOI 3 and KPI 3, had been circulated by email to members the day before and that this action was now complete.</li> </ul>	
<p>The action record would be modified to reflect these updates.</p>	<b>E&amp;CSM</b>
<b>6.0 MATTERS ARISING</b>	
<p>There were no matters arising.</p>	

**7.0 CHAIR'S REPORT - REPORT NO: B-01-2023/24**

The Chair presented his report, which provided a summary of the engagements and meetings he had been involved in since the March 2023 Board meeting, and highlighted the following:

- The progress being made with the recruitment of two new Board members;
- the SSSC staff and Council members' conference he had attended in April, the main focus of which had been the SSSC's new three-year corporate plan; and
- the governance event he attended on 26 April, which had concurred with the way in which the Care Inspectorate's Board operated and that the membership possessed appropriate skills and experience at all times to ensure continued effectiveness.

The Board noted the Chair's update.

**8.0 CHIEF EXECUTIVE'S REPORT - REPORT NO: B-02-2023/24**

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

For this first meeting of the Board's 2023/24 cycle, the report had been streamlined and given new headings under which the key activities were recorded. The Board welcomed the new format and discussion focussed on the following sections.

In relation to the technology enabled care workstream, the Board was pleased to note that further funding had been secured for phase 2 of the digital app assessment tool, PainChek, which enabled the measurement of pain and discomfort level for individuals who did not have the capacity to express this verbally themselves, through facial features recognition. The further funding would help to support the spread and scaling up of this initiative across care homes for adults.

There was also discussion on the ways in which good practice could be shared and the Board recommended that the Care Inspectorate adopt a strategic approach to this, particularly how examples of good practice and quality improvements could be communicated across the care sector.

The Board also welcomed the news that the Scottish Government had agreed to provide a further one year of funding for the Early Learning and Childcare improvement programme and was pleased to note the positive impact the programme had had on children.

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

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**STRATEGY AND POLICY**

There were no items for this meeting.

**MONITORING AND GOVERNANCE****9.0 MONITORING OUR PERFORMANCE 2022/23 QUARTER 4 –  
REPORT NO: B-03-2023/24**

The Executive Director of IT and Digital Transformation introduced the new-style quarterly performance report, which focussed primarily on performance against the Care Inspectorate's KPIs, in a statistical format with alignment to the Chief Executive's report, where a broader narrative of the organisation's work in support of its strategic objectives was outlined. This new approach had been approved by the Board at its meeting on 30 March 2023 and, in alignment with the revised Board reporting and scheduling framework, ensured that the most up to date information was being presented.

The report showed that, at the end of quarter 4 of 2022/23, of the eight KPIs detailed in the Corporate Plan, six met or exceeded target and two were not assessed against target (these were both new in 2022/23). Formal reporting on the latter would commence during 2023/24.

The Board agreed to reflect on the revised format and level of detail and to provide comments and feedback directly to the Chair and Chief Executive by Friday 26 May 2023. Comments would be collated and presented to the Board in time for its next meeting. It was also noted that a dashboard presentation of figures was being worked on and would be introduced to the Board as part of a development event.

**Board  
Members**

The Board asked to what extent the reduction of the impact of Covid was having, for example in relation to the increased numbers of volunteers going out on inspections. Members were advised that seven new young volunteer inspectors had been recruited in recent weeks and this would be reflected in the increase in involvement levels.

In relation to KPI 5 – the number of Care Inspectorate staff who had completed core learning modules – the Board asked for assurance that the figures would increase. Members were advised that gathering the data for this KPI had been challenging and, even though staff might have completed part of the modules, the full set of data could only be compiled on completion of the full programme. There had been an element of data cleansing also required, with the move from the health and safety system, on to the Organisational Workforce Development system.

The Board noted the report.

## 10.0 ANNUAL REPORT AND ACCOUNTS AND FINANCIAL POSITION UPDATE - REPORT NO: B-04-2023/24

The Executive Director of Corporate and Customer Services presented the report, which provided an update on the progress being made within agreed timescales on the 2022/23 Annual Report and Accounts. These were expected to be completed and ready for submission to the external auditors on 11 August 2023.

The Board was also invited to note that the projected financial net expenditure position for the year to 31 March 2023 had decreased by £0.623m since last reported to Board. The projected impact on the general reserve was an improved position which would provide short term assistance towards the organisation's 2023/24 budget deficit.

The report also outlined the Care Inspectorate's income collection and debt management position, which showed good rates of debt collection during the 2022/23.

The Board welcomed the sponsor department's confirmation that Scottish Government had agreed to the transfer of £2.467m specific grant to core grant, as well as confirmation of funding for some specific grant funded programmes. The Care Inspectorate would continue to work with sponsor to address specific grant-funded programmes of work, where these extended beyond the original timeframes. The Board raised concern with the impact of fixed term programmes of work on Care Inspectorate staff, and the challenges of resourcing those programmes.

The Board noted the information provided and the good progress being made in preparing the draft annual report and account for 2022/23.

## 11.0 MEMBER/OFFICER WORKING GROUP: BUDGET – (VERBAL UPDATE)

Board member Ronnie Johnson, as chair of the member/officer working group, provided an update to the Board, noting that a briefing paper on the history of the Care Inspectorate's budget had recently been made available to members as useful background information.

The Board was assured that the budget risks already reported on by the Head of Finance and Corporate Governance were being closely monitored and the Care Inspectorate was appreciative of the support provided to it by the sponsor department.

The Board discussed the need to review the options for cost savings and operational efficiencies, and the potential consequences of applying these. Members were assured that the working group was continuing to consider all options available.

There was discussion on how the corporate plan's KPIs could be used to measure the appropriate level of resources in terms of time and staff numbers, while continuing to focus on the safety and wellbeing of those experiencing care and also the organisation's own staff. The Board agreed it was important to have open and transparent debate on the options open to the Care Inspectorate in having to operate within budget and carry out its regulatory scrutiny role and undertake a range of other responsibilities and programmes of work. Linked with this, the Board also considered it would be advantageous to have a development event on the legal and regulatory framework within which the Care Inspectorate operated, specifically to ascertain the range of activities that the organisation should be carrying out. At this point in the discussion, Board member Audrey Cowie declared an interest as being a member of the Board of a local hospice.

The Board noted the update and that the member/officer working group would be meeting again in June.

## **12.0 REVIEW OF COUNTER FRAUD, BRIBERY AND CORRUPTION FRAMEWORK – REPORT NO: B-05-2023/24**

The Executive Director of Corporate and Customer Services introduced the report, which invited the Board to approve changes to the organisation's Counter Fraud, Bribery and Corruption Framework, as part of its annual review.

The Head of Finance and Corporate Governance highlighted the main change related to a new section on fraud principles within the Fraud Policy, which formed part of the overall framework and had been developed working in partnership with NHS National Shared Services Counter Fraud Services (CFS).

There was some discussion on the requirement for a counter fraud champion, with the Board being advised that, as Executive Officer, the Executive Director of Corporate and Customer Services undertook this role. It was also noted that the counter fraud measures and monitoring were addressed through the Audit and Risk Committee, and that these arrangements were considered sufficient by CFS.

The Board **approved** the changes to the framework.

## **13.0 AUDIT AND RISK COMMITTEE MEETING HELD 30 MARCH 2023 - REPORT NO: B-06-2023/24**

The Convener of the Audit and Risk Committee, Bill Maxwell, advised the Board that the committee had approved the draft external audit plan at a single item meeting held on 30 March 2023. The Board noted this and had no further questions.

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**OPERATIONAL ITEMS****14.0 HR ANNUAL REPORT 2022/2023- REPORT NO: B-07-2023/24**

The Executive Director of Corporate and Customer Services introduced the HR annual report, which provided an overview of the activity and progress achieved during the year 2022/23. It also outlined the key priorities for human resources during the coming year, 2023/2024 and provided information on the current workforce profile. The Board was invited to note the report's contents and advise on any format or content changes required for future annual reports.

The revised Board reporting and scheduling framework meant that more timely information was able to be provided to members and this would be reflected in the quarterly reports going forward.

The Head of Human Resources advised the Board that good progress had been made with the new structure of the HR team, the aim being to provide a more proactive and responsive service.

Under the section on recruitment, the members were interested in the reasons for the increase in the number of vacancies filled but with a lower number of recruitment campaigns. The Board was advised that having the dedicated recruitment team within HR enabled better targeted campaigns, giving the example of one campaign which had covered three posts.

There was further discussion on the recruitment of graduates and the opportunities for young people to build a career within the organisation and wider social care sector. The Board was advised that the necessary infrastructure would need to be fully developed before being able to introduce any graduate schemes, and that more internal discussions would be required on this. The Board was pleased to note that this was being considered.

The Board referred to the numbers of posts filled by internal candidates compared with the much higher number recruited externally and asked the reasons for this. The figure equated to 1 in 4 vacancies being internally filled, and the Board was advised that this was similar to other organisations. The majority of external appointments were to inspector posts, with some also to IT specialist posts. Members were advised that new job roles, when approved, always took into account whether there were sufficient skills internally to fill the post, before going to external recruitment.

The Board requested that for future reports it would be helpful to add a baseline to some data sections, along with an external comparator. Members also recommended that it would be helpful to have some narrative on the impact on the organisation's delivery of outcomes, e.g. long term sickness levels. The inclusion of the Partnership Forum's perspective for certain matters, was also mooted by the

**Agenda item 4**

Board and it was agreed that further internal discussion on this would be required before reaching a decision.

In summary, for future quarterly reports, it was agreed to include external comparators where appropriate, some narrative on impact and a trend line in respect of the staff age profile, since the Care Inspectorate had a high average age workforce.

HoHR

The Board was interested to know if the organisation had a menopause policy in place and considered it important to raise awareness of the ways in which it could affect staff. The Head of HR advised that work was underway, following a staff workshop, to develop a menopause toolkit and guidance aimed at all colleagues and also to assist managers to support staff.

The Board noted the report and recommended the above-noted additional information for future reports.

**15.0 ESTATES UPDATE: (VERBAL UPDATE)**

The Executive Director of Corporate and Customer Services updated the Board on the organisation's estates position. Members were advised that the completion of the lease for Compass House was imminent and that the sponsor department had given support to this.

There was ongoing review of additional tenants taking accommodation space within HQ, and progress on this was dependent on the Care Inspectorate's own lease being finalised.

As outlined in the Estates Strategy that had been approved by the Board, geographic accommodation working groups had been set up. The work of the West Accommodation Group had commenced, which covered the Paisley, Hamilton, Dumfries and Oban offices. A group covering the offices located in the East region was due to meet on 12 May; these included Stirling, Dunfermline and Selkirk and future accommodation plans would be communicated as soon as possible.

The Board was also advised that the infrastructure of Compass House was being discussed to ensure that it was properly equipped and laid out to meet the modern working needs of the organisation. Once the infrastructure had been formalised, this information would be shared with the Board.

**STANDING ITEMS****16.0 IDENTIFICATION OF RISK**

The Board did not identify any additional risks.

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**17.0 BOARD SCHEDULE OF BUSINESS 2023/24**

The Board reviewed its schedule of business for 2023/24. It was agreed to add:

- Annual report on The Promise and progress with action plan to report again in 2024.
- Major policy developments as a standing item and to allow sufficient time on a future agenda to discuss the new national care service

E&amp;CSM

It was also agreed to schedule a Board Development Event to discuss the report of the independent review of inspection, scrutiny and regulation when this is available.

At this point, Board member Paul Gray also wished to record that he had been asked by Reform Scotland to prepare an introductory blog, but that he would not be writing in respect of his position on the Care Inspectorate Board.

**18.0 ANY OTHER COMPETENT BUSINESS**


There was no other competent business.

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

The Chair closed the meeting and thanked report authors and staff for provision of information and the input by Board members.

The Board noted the date of the next Board meeting as Thursday 10 August 2023 at 10.30 am in Compass House, Dundee

Signed:



Doug Moodie, Chair

