



care
inspectorate

Minutes

- Meeting:** Public Board
- Date:** 10 August 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
Sandra Campbell
Audrey Cowie (by Teams)
Rona Fraser
Paul Gray (by Teams)
Ronnie Johnson
Maria McGill
Ed McGrachan
Bill Maxwell
Rosie Moore (by Teams)
Jenny Trott
Carole Wilkinson
- In Attendance:** Edith Macintosh, Deputy Chief Executive and Executive Director of Strategy and Improvement (DCE-EDSI)
Jackie Mackenzie, Executive Director of Corporate and Customer Services (EDCCS)
Kevin Mitchell, Executive Director of Scrutiny and Assurance (EDSA) (by Teams)
Kenny Dick, Head of Finance and Corporate Governance (HoFCG)
Kenny McClure, Head of Legal Services (HoLS) (by Teams)
Fiona McKeand, Executive and Committee Support Manager (ECSM – minutes taker) (by Teams)
Pat Lowe, Senior Policy Analyst (items 7 and 8 only – by Teams)
Ingrid Gilray, Intelligence and Analysis Manager (I&AM) (items 10 and 11 only – by Teams)
Craig Morris, Head of Improvement Support (item 15 only)
Amanda Tough, Involvement and Equalities Team Manager (IETM) (item 15 only)
Lucy Finn, Head of HR (HoHR) (Item 16 only)
Graeme Ferguson, Head of IT Service Delivery (HoITSD) (private item 24 only)
- Observers:** Donna Laing, Joint Chair, Partnership Forum (official observer – public meeting only)

Public Observers: One observer (public meeting only)

Apologies: Jackie Irvine, Chief Executive (CE)
Gordon Mackie, Executive Director of IT and Digital Transformation (EDITDT)

Item	Action
1.0 WELCOME	
The Chair welcomed members, officers, observers and staff to the meeting and in particular the two new Board members, Jenny Trott and Ed McGrachan.	
2.0 APOLOGIES	
Apologies were received, as noted above.	
3.0 DECLARATIONS OF INTEREST	
Sandra Campbell declared an interest in respect of the private report on Shared Services and the Chair agreed she would be excused from that item.	
4.0 MINUTES OF BOARD MEETING HELD ON 11 MAY 2023	
The Board approved the minutes of the meeting held on 11 May 2023 as an accurate record.	
5.0 ACTION RECORD OF BOARD MEETING HELD ON 11 MAY 2023	
The Board noted the completed actions but queried the action under item 10 of the previous meeting, where comments on the new layout of the Monitoring Performance report would be collated and shared with members. This was noted and agreed to share the comments following the meeting.	I&AM/ ECSM
6.0 MATTERS ARISING	
The Chair of the Member/Officer Working Group Budget Development, Ronnie Johnson, informed the Board that the group had agreed not to meet in June, due to there having been no further developments since last reported, and that the work of the group was now closed.	
7.0 CHAIR'S REPORT - REPORT NO: B-08-2023/24	
The Chair presented his report, which provided a summary of the engagements and meetings he had been involved in since the May 2023 Board meeting, and highlighted the following:	

- Completion within deadline of all Board members' appraisals. The Chair recorded thanks to his EPA, Edith Bankier, for the work she had done in assisting with the appraisal programme, and to the members for their engagement in the process.
- The intention to discuss in more detail the level of engagement between Board members and key stakeholders and that the Chair would work with the Executive Team to identify what was appropriate.

The Board noted the Chair's update.

8.0 CHIEF EXECUTIVE'S REPORT - REPORT NO: B-09-2023/24

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

Highlights of the report included:

- The introductory meeting with the new Minister for Social Care, Mental Wellbeing and Sport, Maree Todd and that a further meeting would be taking place between her and the Executive Team on 15 August.
- The extension to the publication date of the final report arising from the Independent Review of Inspection, Scrutiny and Regulation (IRISR), which was now scheduled for the end of September.
- The results of the recent Care Inspectorate employee pulse survey would be shared with the Board at the BDE at the end of August.

The Chair acknowledged the commitment by staff involved in the work of the national inquiries and Operation Koper and wished to record the Board's recognition of this work.

There was some general discussion on some areas of activity outlined in the report, including the work with Dundee Carers Centre and also the young inspector volunteers (YIVs) development days, where a new cohort of volunteers have brought their own experience and strengths to the work of the organisation. It was agreed to plan a BDE with the YIVs at a future date. The Deputy Chief Executive undertook to arrange for a discussion with member Rosie Moore with regards to support for YIVs.

DCE-
EDSI

There was also some discussion on the Care Inspectorate's planned thematic review of prison-based social work in Scotland during 2023/24, which was welcomed by the Board.

STRATEGY AND POLICY

9.0 STRATEGIC RISK REGISTER 2023/24 – REPORT NO: B-10-2023/24

The Executive Director of Corporate and Customer Services presented the report, which provided the Board with the up-to-date strategic risk register monitoring position, following earlier review by the Audit and Risk Committee on 25 May 2023. Accompanying the risk register was the risk

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policy, which had also been reviewed, and the revisions to which the Board was invited to approve.

The Board was advised that a detailed review of the strategic risk register would be undertaken as a Board Development Event later in the current financial year.

There was discussion on the wording within the "Implications" section of the report, specifically section 6.4 which referred to how the report directly or indirectly improved the provision of care. The Board suggested that the wording here might be reviewed by referring instead to the affect or impact on provision of care, where this would enable a statement to be made on what the Care Inspectorate was doing to improve the quality of care in a broader sense. It was agreed to have some further discussion on this at the next Audit and Risk Committee meeting, noting, however, that this particular heading formed part of a generic report template for all Board, Committee and internal strategic meetings.

The Board noted the update on the strategic risk register monitoring position and **approved** the revisions to the risk policy.

MONITORING AND GOVERNANCE

10.0 MONITORING OUR PERFORMANCE 2022/23 QUARTER 1 – REPORT NO: B-11-2023/24

The Deputy Chief Executive presented the report, which summarised the Care Inspectorate's performance against the organisation's corporate plan key performance indicators (KPIs) during quarter 1 of 2023/24.

The layout of the report had been prepared taking account of members' feedback on the new format presented at the May 2023 meeting. The Board was pleased to note that, of the eight KPIs outlined in the corporate plan, six had been met or exceeded target.

There was some discussion on KPI-4 where the Board asked about the check-ins with services who had recently undergone quality improvement support input and if the data being collected from this work was at a stage to be able to establish a future KPI. The Board was advised that discussions were being held with colleagues in improvement support to look at the data in more detail and would form part of the focussed Board discussion on KPIs planned for the autumn.

The Board expressed some concern with the low response rate in relation to KPI-1, although noted that this had been acknowledged in the dashboard narrative. In response to a question about how regularly the Care Inspectorate met with care provider/services representatives and how this might help to inform the organisation that its scrutiny work was improving care, the Board was advised that regular meetings, at both strategic and operational level, were held with a range of representative organisations. These included the Coalition of Care and Support Providers in Scotland and the Mental Welfare Commission. The

information gleaned from these discussions was shared across internal management teams.

In discussions on KPI-5, the percentage of staff completing core learning, which was below target, the Board was advised that discussions on staff's requirement to undertake core learning and development formed part of their regular one-to-one meetings and formal one to one discussions through the Learn, Experience, Achieve and Develop (LEAD) system.

The Board discussed KOI-3: the average time a service continued to have a grade of less than adequate and asked what standards or evidence needed to be produced in terms of sustainability of quality.

In response, the Board was advised that a number of approaches were able to evidence how a service was performing, including complaints. The required standards were laid out in legislation, statutory instruments and the Care Inspectorate's quality frameworks.

The Board noted the report and the Chair would discuss with the Executive Team the time allocation for discussion of the Monitoring Performance report at future Board meetings.

11.0 COMPLAINTS ABOUT CARE SERVICES IN SCOTLAND, 2019/20 TO 2022/23 - REPORT NO: B-12-2023/24

The Intelligence and Analysis Manager presented the report which provided information on complaints about registered care services. The report had been published on the Care Inspectorate's website on 1 August 2023, and included summaries of complaints received and investigated between April 2019 to March 2023, the four years over which the organisation's new complaints procedure and new data collection system had been operating and was therefore based on consistent data.

Some of the areas highlighted were:

- That 5,910 complaints had been received during 2022/23, which was a continuation of the long-term increasing trend in concerns/complaints received.
- A good deal of work had been undertaken in raising awareness of the complaints procedure amongst children and young people, through the organisation's work on meeting The Promise and through young inspection volunteers. It was noted that complaints in these services had gone up.
- As with previous years, the highest number of complaints were about care homes, with healthcare concerns being the main reason.

On the latter point, the Board was advised that the quality improvement team worked in close partnership with key stakeholders as well as the services themselves, in providing advice on areas of healthcare. Working with local authority chief officers also provided an opportunity to reinforce the expectations placed on care services and to emphasise the role of the health and social care partnership.

The Board noted the report and the Chair recommended that members submit any further questions they might have through the Chief Executive.

**12.0 BUDGET MONITORING AND STAFFING UPDATE –
REPORT NO: B-13-2023/24**

The Executive Director of Corporate and Customer Services presented the report, which provided details of the projected 2023/24 financial position and an update on the Care Inspectorate's staffing position. The Board was invited to note the position and the risks that may affect it and to also note the financial position on the Stage 2 Digital Transformation programme.

The Board's formal approval of the additional posts to the permanent establishment outlined in the report was also invited.

The Board considered the information to be very thorough and detailed, had no further questions and **approved** the additional posts.

**13.0 AUDIT AND RISK COMMITTEE MEETING HELD 25 MAY 2023 -
REPORT NO: B-14-2023/24**

The Committee Convener presented the report of the Committee's meeting held on 25 May 2023 and drew the Board's attention to the main points outlined in the report, which included the Committee's approval of the Internal Audit Annual Report 2022/23 and the Annual Internal Audit Plan for 2023/24.

The Chair thanked the Committee for its important monitoring role and for providing assurance to the Board on audit and risk matters.

The Board noted the report.

**14.0 HEALTH AND SAFETY ANNUAL REPORT - REPORT NO:
B-15-2-23/24**

The Executive Director of Corporate and Customer Services presented the report, which provided the Board with information on the organisation's health and safety performance for 2022-23 and comparative information to previous years. The report also summarised Health and Safety plans for 2023-24.

There was some discussion about specific risk assessments and the need to ensure that these were being completed where necessary. The Board was informed that a range of measures were being put in place to advise and support managers in this area of health and safety.

The Board noted the report.

**15.0 CHILDREN'S RIGHTS REPORT APRIL 2020-MARCH 2023 -
REPORT NO: B-16-2023/24**

The Deputy Chief Executive presented the report which provided the Board with details of how the Care Inspectorate's work supported the articles of the United Nations Convention on the Rights of the Child (UNCRC). The Board was invited to approve the triennial report for publication, which was a requirement under the Children and Young People (Scotland) Act 2014.

The Board gave full support to the report and was pleased that it had been structured to enable easy navigation and therefore easier to understand progress and impact. Members were particularly pleased to note that the report featured examples of co-production from children, young people, and the Care Inspectorate's young inspection volunteers and that a child-friendly version would also be produced. On this point, it was agreed that Board member Rosie Moore would liaise with the Involvement and Equalities Team Manager (IETM) and the Equalities Professional Adviser (EPA) to review certain sections of language prior to publication.

**R Moore/
EPA/
IETM**

The Board **approved** the Children's Rights Report for publication, subject to some minor amendments to language as detailed above.

OPERATIONAL ITEMS

**16.0 HR REPORT QUARTER 1 2023/2024 - REPORT NO:
B-17-2023/24**

The Board received the quarterly report covering the period April to June 2023, which provided members with data on staff absence and turnover as well as an overview of recruitment during the period and other relevant HR updates.

The Board noted the good progress and improvements made in respect of inspector recruitment, which was soon expected to be at full capacity.

The Head of HR highlighted some key areas of work.

- The planned introduction of a new Consistency Panel, looking at the application of various staffing policies to make sure these were being applied consistently for the benefit of all staff and to inform further policy development work.
- HR recruitment teams were working on campaigns in partnership with operational colleagues rather than as administrators of the process.
- Case work management and spending time with managers to ensure they understood their role and responsibilities.
- Close working with the Partnership Forum

The Board welcomed and noted the comprehensive report.

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**17.0 PLANNING FOR BOARD DEVELOPMENT EVENTS 2023/24 –
REPORT NO: B-18-2023/24**

The Executive Director of Corporate and Customer Services presented the report, which provided the Board with a proposed outline for the first of the planned Board Development Events, to be held on 31 August 2023. Further dates and tentative topics, including proposals for a Board Strategic Event late autumn, were also outlined in a draft programme.

The Board noted the planned outline for the session to be held on 31 August and also the range of topics which had been prioritised from a list provided by members through the Chair. It was agreed that this list would be kept under review and prioritised accordingly, the scheduling of which would take account of external factors, including the IRISR report. The timings for the half-day sessions would be considered further, bearing in mind that these would be held on the same day as a Board meeting.

**18.0 BOARD AND COMMITTEE CYCLE 2024/25: PROPOSED
SCHEDULING – REPORT NO: B-19-2023/24**

The Board approved the proposed schedule for the 2024/25 Board and Committee cycle, which had identified the months when these meetings would be held. Specific dates within those months would be subject to internal discussion to ensure that they were in alignment with the data collation timescales and reporting framework. The Executive Team would discuss further and confirm the dates through the Executive and Committee Support Manager.

**Exec
Team/
ECSM**

STANDING ITEMS

19.0 STRATEGIC RISK REGISTER

This was covered under item 9.

20.0 BOARD SCHEDULE OF BUSINESS 2023/24

The Board noted the Schedule of Business.

21.0 ANY OTHER COMPETENT BUSINESS

The Chair advised members that he was working on the development of a Board-wide skills matrix. It was intended that this would support the appraisal process and ensure that the Board's range of skills, knowledge and experience could enable it to scrutinise, assess and approve a wide range of topics.

22.0 CLOSE OF PUBLIC MEETING AND DATE OF NEXT MEETING

The Chair closed the public meeting and noted the date of the next Board meeting as Thursday 9 November 2023 at 10.30 am in Compass House, Dundee

Signed:



Doug Moodie, Chair

