



Minutes

Meeting:	Public Board
Date:	13 February 2025
Time:	10.30 am to 1.00 pm
Venue:	Rooms 1.02/1.03, First Floor, Compass House, Dundee (with Teams link available)
Board members present:	Doug Moodie, Chair Naghat Ahmed Audrey Cowie Rona Fraser Paul Gray Ronnie Johnson Maria McGill Ed McGrachan Bill Maxwell Rosie Moore Peter Murray (<i>ex-officio</i> – Convener, Scottish Social Services Council) Jennifer Trott Carole Wilkinson (<i>ex-officio</i> – Chair, Healthcare Improvement Scotland)
In Attendance:	Jackie Irvine, Chief Executive (CE) Jackie Mackenzie, Executive Director of Corporate Services (EDoCS) Gordon Mackie, Executive Director of Digital and Data (EDoDD) Kenny Dick, Head of Finance and Corporate Governance (HoFCG) Lisa Rooke, Head of Corporate Policy and Communications (HoCPC) (<i>items 1 – 16 only – by Teams</i>) Kenny McClure, Head of Legal Services (HoLS) Anne Campbell, Executive Support Officer (ESO) (representing Fiona McKeand) Ingrid Gilray, Intelligence and Analysis Manager (IAM) (<i>item 12 only</i>) Sophie Siegel, Senior Intelligence Analyst (SIA) (<i>item 12 only</i>) Jacqui Duncan, Equalities Professional Adviser (EPA) (<i>item 17 only</i>) Craig Morris, Head of Quality Improvement and Participation (HoQIP) (<i>item 17 only</i>)
Observers:	Donna Laing – Co-Chair, Partnership Forum (official observer) Jane McIntosh, Executive Personal Assistant (staff) Lindsey Muir, Publication Production Officer (staff) Gillian Connelly, Communications Co-ordinator (staff)

Public Observers: Nicola McCardle, Senior Improvement Adviser, AHP (staff)
None

Apologies: Charlotte Armitage, Board member
Edith Macintosh, Executive Director of Assurance and Improvement, Adults Regulated Care, Complaints, Registration and Quality Improvement (EDoAI)
Kevin Mitchell, Executive Director of Assurance and Improvement, Children's Regulated Care and Strategic Scrutiny (EDoAI)
Fiona McKeand, Executive and Committee Support Manager (ECSM)

Item	Action
1.0 WELCOME	
The Chair welcomed Board members, attendees, and observers to the meeting.	
2.0 APOLOGIES	
Apologies were received, as noted above.	
3.0 DECLARATIONS OF INTEREST	
There were no declarations of interest.	
4.0 MINUTES OF PREVIOUS MEETINGS HELD ON 14 NOVEMBER 2024	
4.1 Minute of Private Board Meeting	
The minute of the private Board meeting held on 14 November 2024 had been circulated under separate cover to Board members and would be tabled at the Board's private session to be held at 1.00 pm.	
4.2 Minute of Public Board Meeting	
The minute of the public Board meeting held on 14 November 2024 was approved as an accurate record.	ESO
5.0 ACTION RECORD	
The Board noted the updated action record, including those actions that had been completed since the previous meeting.	ECSM
6.0 MATTERS ARISING	
There were no matters arising.	

7.0 CHAIR'S QUARTERLY UPDATE REPORT NO: B-40-2024/25

The Chair presented his quarterly report, which provided the Board with details of the Chair's activities since the Board meeting held on 14 November 2024.

The Board:

- **Noted** the Chair's quarterly report.

8.0 CHIEF EXECUTIVE'S REPORT REPORT NO: B-41-2024/25

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

- That the review undertaken by Scottish Government in relation to the establishment of a Mental Health Scrutiny and Assurance Collaborative, the Care Inspectorate had been identified as a secondary stakeholder, the two main organisations being Healthcare Improvement Scotland and the Mental Welfare Commission.
- That the Scottish Child Abuse, and the UK and Scottish Covid-19 Inquiries continued and members would be informed of other submissions and requests at the appropriate time.
- That the new guidance on the management of medication in daycare and childminding services was in place and continued for the Adults care home sector.

The Board:

- **Noted** the information contained in the Chief Executive's report.
- **Congratulated** the Children and Young People's Team for winning their Happy to Translate – Team of the Year Award.

STRATEGY AND POLICY

9.0 CORPORATE PLAN 2026 ONWARDS REPORT NO: B-42-2024/25

The Chief Executive presented the report which provided the Board with a proposed activity and timeline for the development of the Care Inspectorate's new Corporate Plan in 2025, ahead of the planning publication in March 2026. The following points were noted:

- That the development of the plan required all board members' involvement.

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- That the five year duration was welcomed by members.
- That additional time required to be built into the analysing of the consultation responses in the autumn. HoCPC
- That a Board Strategic Event would take place following the Joint Care Inspectorate/SSSC Development Event to be held on 19 March 2025 at an appropriate location. CE/Chair
- The Board:
- **Approved** the principles, process and timescales outlined.
- **Thanked** the Head of Corporate Policy and Communications and her team for their work.

10.0 **LEGAL STRATEGY 2025-27**

REPORT NO: B-43-2024/25

The Head of Legal Services presented the report which set out the requirements of the legal strategy and invited the Board to review and approve it. The following points in particular were noted:

- That the Care Inspectorate had a small legal team and in addition, had a partnership in place with lawyers for bespoke work.
- That reference to the SSSC's Code of Practice required to be included.
- That reference to compliance with all professional/regulatory codes of conduct/practise, irrespective of profession, be included. This would meet the professional/regulatory requirements put in place by the professional/regulatory bodies relevant to those professionals employed by the Care Inspectorate.
- That amendments would be made to the section in respect of 'Our Appetite for Litigation'.
- That inspectors looked at practice and vulnerability of children leaving care or moving on and if there were any concerns, these would be escalated at inspection.
- That the legal team was there to support members when undertaking duties if required.

The Board:

- **Approved** the draft Legal Strategy for adoption by the Care Inspectorate, subject to amendments noted above.

MONITORING AND GOVERNANCE ITEMS

11.0 **FRAMEWORK DOCUMENT BETWEEN THE CARE INSPECTORATE AND SCOTTISH MINISTERS**

The Executive Director of Corporate Services updated the Board on the document that sets out the framework between the Care Inspectorate and Scottish Ministers. The document had been

ongoing for sometime and the Care Inspectorate had received comments and it was hoped would be finalised within the following months.

The Board:

- **Thanked** the Executive Director for the update and looked forward to receiving the framework in due course.

12.0 MONITORING OUR PERFORMANCE 2024/25: QUARTER 3 REPORT

REPORT NO: B-44-2024/25

The Executive Director of Digital and Data introduced the report which outlined the 2024/25 quarter 3 (Q3) summary on performance, with a focus on performance against the organisation's Key Performance Indicators (KPIs). It was noted that of the eight KPIs detailed in the Corporate Plan 2022-25, at the end of Q3 2024/25, six met or exceeded target and two did not meet the target.

There was discussion on the following:

- That in relation to KPI6 and on reflection of the discussion around long-term staff absence and mental health being the highest reason for sickness at the Finance and Resources Committee. This was being further considered by the Committee including monitoring by Directorate.
- That the break down of the percentage in relation to Key Outcome Indicator 1 was not possible due to the reliance on manual figures. When the Care Inspectorate moved to Stage 2 Digital Transformation that would change.
- That staff completing core learning (KPI5) remained low. This had been recognised and the Organisation and Workforce Development Team was looking to reduce the number of training modules. The Strategic Management Group (SMG) had a new standing item on its agenda looking at priorities, demands and capacity across the organisation and a reworking of the number of mandatory sessions within the Learning Management System would contribute to this.
- That Inspection Satisfaction Questionnaire responses from service users, relatives and visitors remained low. Work was ongoing within Digital Transformation looking at ways to increase the returns in the future.

The Board:

- **Discussed** and **noted** the report.
- **Thanked** the Intelligence and Analysis Manager and Senior Intelligence Analyst for their attendance.

13.0 BUDGET MONITORING SUMMARY REPORT REPORT NO: B-45-2024/25

The Executive Director of Corporate Services introduced the report which highlighted the main aspects of the budget monitoring position following the submission of the more detailed report to the Finance and Resources Committee at its meeting on 30 January 2025.

The Board:

- **Noted** the projected financial position for 2025/26 and the Finance and Resources Committee's highlights.

14.0 AUDIT AND RISK COMMITTEE UPDATE TO THE BOARD (MEETING HELD 19 DECEMBER 2024) REPORT NO: B-46-2024/25

The Convener of the Audit and Risk Committee presented the update report to the Board and drew members' attention to:

- The adjustments to the strategic risk register.
- The Digital Programme Updates.
- That the Committee would receive a bi-annual report in respect of Artificial Intelligence technologies at the Care Inspectorate.

The Board:

- **Approved** the change to the strategic risk register in respect of strategic risk 1 'Financial Sustainability'.
- **Noted** the content of the Audit and Risk Committee's draft minute of its meeting held on 19 December 2024.
- **Thanked** the Convener of the Audit and Risk Committee for the report.

15.0 FINANCE AND RESOURCES COMMITTEE UPDATE TO THE BOARD (MEETING HELD 30 JANUARY 2025) REPORT NO: B-47-2024/25

The Convener of the Finance and Resources Committee presented the quarterly update to the Board covering the business conducted at its meeting on 30 January 2025. The following points were noted:

- That the lease tenure for Atlantic Quay 5 required confirmation.
- That a typographical amendment was made to the minute.

HoFCG
ECSM

The Board:

- **Approved** the revisions to the Care Inspectorate's Financial Regulations as contained under item 16.0.

- **Noted** the Committee's advice to the Board was that fee rates charged to care service providers in 2025/26 were not changed from the 2024/25 rate when the Board considered these at its meeting on 27 March 2025.
- **Noted** the content of the Finance and Resources Committee's draft minute of its meeting held on 30 January 2025.

16.0 ANNUAL REVIEW OF THE CARE INSPECTORATE'S FINANCIAL REGULATIONS REPORT NO: B-48-2024/25

The Board **approved** the revisions to the Care Inspectorate's Financial Regulations as confirmed in item 15.0.

17.0 EQUALITIES MAINSTREAMING REPORT APRIL 2023 - MARCH 2025 / OUR EQUALITY OUTCOMES 2025-2029 REPORT NO: B-49-2024/25

The Chief Executive introduced and the Head of Quality Improvement and Participation and the Equalities Improvement Adviser presented the report. The report provided the Board with progress against the equality outcomes from April 2021 to March 2025, the progress since the last report in 2023 and the new equality outcomes for 1 April to 31 March 2029. The following points in particular were noted:

- That the new equality outcome 1 would include reference to hearing voices more difficult to hear in relation to adults.
- That the Board welcomed the new equality outcome 4 in respect of people living with dementia.
- That the SMG had a standing item on its agenda in respect of trauma-informed practice and was working to include across the whole the organisation. It was suggested that the Board may want to take this as an action to include this for members.

Chair

The Board:

- **Congratulated** the Team on the detailed report of all the significant amount of work undertaken.
- **Noted** the progress made in mainstreaming equalities in all aspects of the Care Inspectorate's work since 2023 and the specific progress against the equality outcomes from 2021-2025.
- **Discussed** and **approved** the new equality outcomes for the period 2025-2029 subject to amendment as noted above.
- **Approved** the report and new equality outcomes for publication by 30 April 2025.

OPERATIONAL ITEMS

18.0 UPDATE ON NEW STRUCTURE

The Chief Executive provided an update on the new model of operation and structure, which followed on from discussion at the

Finance and Resources Committee and the distribution to all Board members of the timeline for implementation. The following points were noted:

- That the Care Inspectorate was successful in its recruitment to two new posts with the Digital and Data Directorate.
- That Human Resources continued working with displaced staff and exploring options for them.
- That the merging of two Directorates had gone well.
- That the staff survey was more positive than expected despite it being completed during the uncertainty of the review of the structure at that time.

The Board:

- **Noted** the update.

19.0 PLANNING FOR BOARD DEVELOPMENT EVENT PROGRAMME 2025/26 - REPORT NO: B-50-2024/25

The Executive Director of Corporate Services introduced the report which provided the Board with a proposed schedule of Board Development Events during the 2025/26 cycle, including a provisional date for a Board Strategic Event in the autumn. Members made the following comments:

- That the programme appeared to be heavily focussed on children.
- That there was a typographical error at item 1.0 of the report which should read '24 April 2025'.
- That there was a risk of confusing Board Development and Strategic Events.
- That a programme of 'master classes' may be useful.
- That clarity was required in respect of items being considered via teams or face-to-face.
- That an Organisational Values and Culture and Corporate Parenting 'workshop' would be useful. Organisation Values and Culture would be added to the Board's effectiveness session.
- That the consideration of joint learning with the SSSC would be added to the agenda for discussion at the Joint Care Inspectorate/SSSC Development Event to be held on 19 March 2025.
- That it would be helpful to have a session on trauma-informed practice and behaviours.

The Board:

EDoCS

- **Noted** the report.
- **Noted** that an updated programme would be circulated via e-mail to members for Board approval.

STANDING ITEMS**20.0 STRATEGIC RISK REGISTER MONITORING
REPORT NO: B-51-2024/25**

The Executive Director of Corporate Services introduced the report, which outlined the Strategic Risk Register monitoring position for the Board's consideration, taking account of the discussions held at the Audit and Risk Committee meeting of 19 December 2024.

The Board:

- **Considered** and **reviewed** the risk monitoring position.
- **Approved** the change to the strategic risk register in respect of strategic risk 1 'Financial Sustainability, as confirmed in item 14.0.

21.0 BOARD SCHEDULE OF BUSINESS 2024/25

The Board:

- **Reviewed** and **noted** the schedule of business.
- **Agreed** to split the agenda to include headings for items 'for information' and 'for noting'. This was to allow for longer time for discussion items.
- **Agreed** that if members would wish to ask any questions on items for noting or information that the Chair would be notified in advance.

ECSM

22.0 ANY OTHER COMPETENT BUSINESS**22.1 Direct Debit Transfer Of Sponsorship
Report No: B-52-2024/25**

The Executive Director of Corporate Services explained that Board approval was required for the direct debit application process for the transfer of Sponsorship to the Government banking service.

The Board:

- Considered and **approved** the direct debit application process for the transfer of Sponsorship to the Government banking service.

23.0 CLOSE OF PUBLIC MEETING AND DATE OF NEXT MEETING

The date of the next meeting was noted as 27 March 2025, as a single item meeting to consider the draft budget and indicative budgets. Item 24 on the agenda was then taken in private session and a separate minute recorded.

Signed:



Doug Moodie, Chair

