



Minutes

Meeting:	Public Board
Date:	9 November 2023
Time:	10.30 am to 1.00 pm
Venue:	Hybrid: Tay Room, Compass House, Dundee and by Teams
Board members present:	Doug Moodie, Chair Naghat Ahmed Charlotte Armitage (by Teams) (from item 9) Sandra Campbell (by Teams) Audrey Cowie Rona Fraser (by Teams) Paul Gray Ronnie Johnson (by Teams) Maria McGill Ed McGrachan Bill Maxwell Rosie Moore (by Teams) Jenny Trott Carole Wilkinson
In Attendance:	Jackie Irvine, Chief Executive (CE) (by Teams) 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) Gordon Mackie, Executive Director of IT and Digital Transformation (EDITDT) Kenny Dick, Head of Finance and Corporate Governance (HoFCG) (by Teams) Kenny McClure, Head of Legal Services (HoLS) Lisa Rooke, Head of Corporate Policy and Communications Fiona McKeand, Executive and Committee Support Manager (ECSM – minutes taker) Ingrid Gilray, Intelligence and Analysis Manager (I&AM) (item 9 only - by Teams) Gillian Berry, Accounting and Procurement Manager (APM) (item 11 only – by Teams) Lucy Finn, Head of HR (HoHR) (Item 13 only – by Teams)

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Observers: Donna Laing, Joint Chair, Partnership Forum (official observer – public meeting only) (by Teams)
Emma Dempsey, Internal Comms and Engagement Co-Ordinator (up to and including item 12)

Public Observers: One observer (public meeting only – by Teams)

Apologies: None

Item	Action
1.0 WELCOME	
The Chair welcomed members, officers, observers and staff to the meeting. Board members also agreed that the Internal Comms and Engagement Co-ordinator could take photographs of the proceedings of the meeting in order to prepare an article for the staff intranet on the workings of the Board.	
2.0 APOLOGIES	
There were no apologies given for the meeting.	
3.0 DECLARATIONS OF INTEREST	
There were no declarations of interest, except for a previously noted declaration made by Board member Paul Gray in respect of a family member who was the resident of a care home.	
4.0 MINUTES OF BOARD MEETING HELD ON 10 AUGUST MAY 2023	
The Board reviewed and approved the minutes of the previous meeting as an accurate record.	
5.0 ACTION RECORD OF BOARD MEETING HELD ON 10 AUGUST 2023	
The Board reviewed and noted the completed actions and updates. They requested that, where complaints were referred to, these be clearly identified as either being against care services or against the Care Inspectorate.	
6.0 MATTERS ARISING	
There were no matter arising.	

7.0 CHAIR'S REPORT - REPORT NO: B-23-2023/24

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

- The recent live interactive session with staff which had been well attended and provided the Chair and Chief Executive an opportunity to reflect and engage with staff on their first 12 months with the Care Inspectorate. One of the outputs from the session was to involve two or three Board members in future staff engagement events and members were invited to confirm their interest in attending these events to the Executive and Committee Support Manager.
- The recent introductory meeting with the Minister for Social Care, Mental Wellbeing and Sport, Maree Todd, who had expressed support for the work of the Care Inspectorate and indicated an interest in being part of a staff podcast. The Chair would discuss this further with the Chief Executive, the timing of which would be considered in light of the Scottish Government's response to the report of the Independent Review of Inspection, Scrutiny and Regulation.

**Board
members**

The Board had no further questions and noted the information in the Chair's update.

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

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.

Highlights of the report included:

- The upcoming series of Quality Conversation events which would bring together senior and executive level representatives from across the social care sector to hear updates from the Care Inspectorate and discuss and influence the future of care regulation, scrutiny and improvement in Scotland. Board members were invited to submit notes of interest to the Executive and Committee Support Manager for attendance at future events.
- The increased demands on resources in support to the work of Operation Koper, the historical child abuse inquiry and the Scottish and UK Covid-19 Inquiries. Concerns were highlighted on the impact this was having on the current inspection plan in order to adequately resource these priority areas of work. This matter has been highlighted directly with the Sponsor team and would be formally laid out in written correspondence to them. The Board welcomed this information and indicated concern with the impact on resources and pressures on staff, particularly on their wellbeing. The Chair noted the potential risk to the organisation and recommended that the Audit and Risk Committee be well sighted on this issue. He would discuss further with the Committee Convener.

**Board
members**

**Chair/
Convener**

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- The transfer to a new finance system - Oracle Fusion - where the Board's concerns around contingencies in the event of any issues with the new system were addressed with the assurance that the current system would remain in place for a period of time beyond implementation of the new one.
- Regarding pressure ulcer work, the Board asked how the Care Inspectorate ensured that its guidance was in line with other national guidance. Members were advised that work was undertaken with Healthcare Improvement Scotland and, where updates were made nationally, the Care Inspectorate ensured that these changes were reflected in its own guidance and were communicated.

The Board noted the information contained in the Chief Executive's report.

STRATEGY AND POLICY

There were no items for this meeting.

MONITORING AND GOVERNANCE

9.0 MONITORING OUR PERFORMANCE 2022/23 QUARTER 1 – REPORT NO: B-25-2023/24

The Intelligence and Analysis Manager presented the report, which summarised the Care Inspectorate's performance against the organisation's corporate plan key performance indicators (KPIs) during quarter 2 of 2023/24.

The report highlighted that, of the eight Key Performance Indicators (KPIs) detailed in the corporate plan 2022-25, at the end of quarter 2, seven had met or exceeded the target and one did not meet target.

- In respect of KPI 1, the Board asked about the collation of feedback from care services, since this was a requirement through the Scottish Regulators Strategic Code of Practice and specifically if there were any timescales for the roll-out of a digital questionnaire. The Board was advised that although there was currently no precise timeline, due to the focussing of resources on digital priorities across the organisation, assurance was given that action was being taken. Although postal questionnaires had been suspended during the pandemic, a targeted, large scale postal exercise was currently underway. It was noted that feedback was also provided through other means, and this remained a priority for the organisation.
- With regard to KPI 4, the Board noted the low response rate and asked if there were plans to change the measure. Members were advised that a new measure had been put in place of the numbers of people who attended improvement events, and that this would be monitored over a number of months, which the Board acknowledged.
- Regarding services making improvements, the Board sought assurance that good practice was being shared in an effective and consistent way. The Executive Director of Strategy and Improvement

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advised members that this had been discussed in detail at the recent improvement team development day and, in terms of communication, a strategy was being developed to enable the Care Inspectorate to be clear about how it could help to support and measure the impact of improvement in services. The Chief Executive also noted that she was attending the annual Care of Older People in Scotland conference on 28 November and this would provide a platform to discuss and provide good examples of the Care Inspectorate's improvement support work.

- Regarding KPI 5 – the percentage of staff completing core learning – the Board noted that this was still sitting on red. Members were advised that the Organisational Workforce Development team had now procured a training partner there were some technical issues over a number of weeks that affected the LMS system. This has now been resolved, but did impact on the numbers of staff who could complete training on LMS in the required time. The Board was advised that the completion rate of individual modules was high but the full completion of all modules in many cases had not yet been achieved. Full support was being provided to staff for training however the time commitment required was often difficult due to other work demands.

The Board noted the quarterly monitoring performance report.

10.0 BUDGET MONITORING AND STAFFING UPDATE - REPORT NO: B-26-2023/24

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 advised that senior management had discussed the need for a letter of comfort this year with the Sponsor team and this is in place, and that the Care Inspectorate would work to reduce its reserves accordingly. The caveat to this was the staff pay remit, which is projecting to be higher than budgeted for.

The Board found the outline of risks under section 6 and the movement of projected expenditure in appendix 1 to be well quantified and provided members with assurance that matters were being taken seriously and appropriately. The Chief Executive informed the Board that a development session had taken place with the Sponsor team the previous week and had been an opportunity to share with them the scoping work being carried out by the Executive Director of Scrutiny and Assurance and Head of Finance and Corporate Governance on a revised and updated costing model for inspection activity. While some further work required to be done, at this stage it enabled the Care Inspectorate to demonstrate the extent of activity that could be carried out within an assigned budget.

There was some discussion on the change of use of Compass House office space, which had been made in line with Scottish Government

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directives, and the savings to lease costs that this would realise in the coming years.

The Board noted the quarterly budget monitoring report.

11.0 ANNUAL PROCUREMENT PERFORMANCE REPORT – REPORT NO: B-27-2023/24

The Accounting and Procurement Manager presented the report which provided an overview of the Care Inspectorate's procurement performance for 2022/23 and documented the organisation's progress in achieving its strategic procurement objectives.

The Board was invited to approve the annual report for publication onto the Care Inspectorate website.

The Board was pleased to note the very positive report and the significant savings that had been made on contracts during the previous year. Members particularly welcomed the support to community benefits and there was some discussion on third sector allocation. It was noted, however, that within the current procurement framework there was limited scope for the Care Inspectorate to appoint to this sector.

The Board **approved** publication of the report to the website.

12.0 AUDIT AND RISK COMMITTEE MEETING HELD 28 SEPTEMBER 2023 - REPORT NO: B-28-2023/24

The Committee Convener presented the summary report of the meeting held on 28 September 2023 and referred members to the more detailed information contained in the accompanying draft minutes.

The Board's attention was referred to the Committee's agreement to reduce strategic risk 6 to directorate level, and this was covered within the report at item 14 on the Board agenda.

The Board was advised of the Committee's concern regarding workload pressure on staff and, although mitigating actions were in place, there remained the potential risk to the organisation. The Board was assured that the Committee would continue to closely monitor this and further mitigation measures.

In the draft minutes of the September meeting, it was noted that a further correction should be made under section 4.2 which covered the minutes of the committee meeting held on 10 August 2023, whereby the office held by Board member Ed McGrachan should be changed to "Chair of the Audit and Assurance Committee of the Glasgow Colleges Regional Board".

ECSM

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OPERATIONAL ITEMS

13.0 HR REPORT QUARTER 1 2023/2024 - REPORT NO: B-29-2023/24

The Head of HR presented the quarterly report which provided data on staff absence and turnover, an overview of recruitment during the period and other relevant HR updates.

The Board discussed the short term absence data, noting the high level of Covid and mental health issues as the main reasons for this, and asked if this was general to all directorates. Members were advised that there were no specific trends across directorates. The Board was advised that, in relation to mental health and wellbeing, the organisation had occupational health support in place for staff and an employee assistance programme and that people management policies were developed through a trauma lens.

There was also some discussion on staff turnover, where the highest was from within the Scrutiny and Assurance directorate. The Board asked if exit interviews could shed any light on the reasons for leaving. The Head of HR explained that exit interviews were not mandatory but agreed to review the feedback from those recently completed to see if there were any particular trends. The Board was interested in finding out the numbers of staff who did complete an exit interview and it was agreed to include this information in the next quarterly report.

HoHR

The Board was pleased to note the organisation's commitment to the Young Person's Guarantee, with the care experienced guaranteed interview scheme having been launched during Care Experienced Week, and in line with the Care Inspectorate's corporate parenting objectives. Members were also pleased to note that consideration was being given to offering modern apprenticeships

The appendix to the report referred to the hybrid working trial and the proposed return to office-based working for 40% of working time, and any impact this might have on recruitment levels, the Board having discussed the original proposal of two days per week at a Board Development Event on 9 September. It was noted that further discussion on hybrid working expectations was being held with staff-side representatives through the Partnership Forum.

The Board noted that consistency panels had been established and would be applied in respect of flexible working applications, flexible retirement etc.

The Board noted the quarterly HR report.

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STANDING ITEMS

14.0 STRATEGIC RISK REGISTER – REPORT NO: B-30-2023/24

The Board received the quarterly report covering the strategic risk register monitoring position, which had previously been reviewed by the Audit and Risk Committee at its meeting of 28 September 2023. At that meeting, the committee had agreed to recommend to the Board that risk 6 “Shared Service Governance” be removed from the strategic risk register and to be monitored instead at directorate level. The rationale for this was detailed within the report and the Board was invited to agree to this recommendation.

Members agreed that it reflected well on colleagues responsible for the governance and delivery of shared services that the risk level be lowered and **approved** that it be monitored at directorate level going forward.

15.0 BOARD SCHEDULE OF BUSINESS 2023/24

The Board reviewed and agreed the schedule of business.

16.0 ANY OTHER COMPETENT BUSINESS

16.1 Proposed Interaction with Staff

The Chief Executive referred to the plans for enhancing staff engagement with the Board which had been covered under the Chair’s report at item 7. The Executive Director of Strategy and Improvement also added that the Head of Corporate Policy and Communications was working on a paper for submission to the Strategic Management Group on 15 November which would include a draft plan around leadership engagement with staff, with proposals to incorporate a number of different elements such as webinars, blogs and recorded conversations.

16.2 Consideration of recording Public Board meetings

The Board agreed to the Chief Executive’s recommendation that further discussion on the possibility of recording public Board meetings be covered during the next informal meeting with the Chair and Board members.

16.3 Cyber Champion Update

The Chair recorded thanks to Board member Jenny Trott for taking on the role of cyber champion.

16.4 An additional item was raised under AOCB by one of the Board members regarding the range of national inquiries that were underway and the importance of committing significant resources to these. The Chief Executive emphasised however that both the executive team and the organisation were very cognisant of the absolute need for these inquiries

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and that in highlighting the resource impact this does in no way detract from the urgency and importance of the need to fully cooperate with the inquiries given the significant impact on the public and families affected.

It was recommended that the work of the Care Inspectorate in responding to the inquiries should highlight publicly the lessons that have been learned but not to reserve this until completion of the inquiry work. The Board agreed that it was important to demonstrate where lessons had been learned and what action the organisation was taking. The Chief Executive supported this recommendation by the Board and advised that the Executive Team in conjunction with Legal Services have already planned to build in some specific lessons learned development session for spring of next year. One will be dedicated to the Pandemic and one in relation to the learning from the Scottish Child Abuse Inquiry. The Chief Executive also advised that previous lessons learned processes will be shared as part of the inquiries' work.

17.0 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 8 February 2024 at 10.30 am in Compass House, Dundee

Signed:



Doug Moodie, Chair

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