



## Minutes

**Meeting:** Finance and Resources Committee

**Date:** 13 May 2025

**Time:** 10.30 am to 1.00 pm

**Venue:** By TEAMS

**Committee members present:** Audrey Cowie  
Rognvald Johnson  
Ed McGrachan  
Naghat Ahmed  
Charlotte Armitage  
Jenny Marshall (from item 7)

**In Attendance:** Edith Macintosh, Executive Director of Assurance and Improvement (EDAI)  
Jackie Mackenzie, Executive Director of Corporate Services (EDCS)  
Gordon Mackie, Executive Director of Digital and Data (EDDD)  
Kevin Mitchell, Executive Director of Assurance and Improvement (EDAI)  
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)  
John Stuart, Inspector (*in place of Donna Laing, as Partnership Forum staff-side representative*)  
Marie Paterson, Chief Inspector, Adults (CI(A)) (*item 14 only*)

**Apologies:** Jackie Irvine, Chief Executive (CE)  
Donna Laing, Co-Chair (Staff-side), Partnership Forum

<b>Item</b>	<b>Action</b>
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### PART A

(all Committee members and those In Attendance)

#### 1.0 WELCOME

The Convener welcomed everyone to the meeting, notably John Stuart in place of Donna Laing.

## 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 30 JANUARY 2025

The Committee **approved** the minutes of the meeting held on 30 January 2025 as an accurate record. These would be placed on the website for information.

**ECSM**

## 5.0 ACTION RECORD

The Committee noted the action record and that more detail would be added to the action under item 18.1 of the January meeting. This would include a report being submitted to the August meeting and that the Schedule of Business had been updated accordingly.

**ECSM**

## 6.0 MATTERS ARISING

The Convener referred to item 14 of the previous meeting and explained that, although a tri-partite meeting had not yet been held in accordance with the recorded action, she had met with the Board Chair to discuss the role of the Finance and Resources Committee in having oversight of implementation of the new organisational structure. Since there had been concerns raised in respect of the abolition of the Chief Nurse role, the Chair had recommended that Gareth Hammond, the Chief Inspector (Registration) attend a future meeting of the Committee to share information on his new role, including professional nursing leadership responsibilities.

The Convener explained that this would be discussed further with the Executive Director of Assurance and Improvement, Edith Macintosh.

**Convener/  
EDAI(EM)**

## FINANCE

### 7.0 ANNUAL REPORT AND ACCOUNTS AND FINANCIAL POSITION UPDATE - REPORT NO: FRC-01-2025/26

The Executive Director of Corporate Services introduced the report which provided an update on the progress of the 2024/25 Annual Report and Accounts and the projected financial position for the year to 31 March 2025. The report also advised on the income collection and debt management position for the previous financial year.

The Head of Finance and Corporate Governance highlighted the following to the Committee:

- Good progress was being made in the preparation of the 2024/25 Annual Report and Accounts, which were on track to submit to external auditors in accordance with the agreed timescales.
- Due to the Committee meeting earlier in the annual accounts process, the projected financial outturns were based on the ledger as at 28 February 2025.
- There was a greater than budgeted opening general reserve balance together with a small projected budget surplus.
- The 2024/25 general reserve balance would be sufficient to support non-recurring expenditure built into the approved 2025/26 budget.
- An outline of how an increase in scrutiny capacity would be managed was contained in an accompanying appendix and was also outlined in the budget report under item 21 of the meeting.
- In respect of debt management, the Committee was informed that the migration from the previous finance system to the new Oracle cloud-based system had come with challenges in applying the usual debt recovery process. This meant that debt recovery rates appeared slightly adverse in comparison to the previous year but this was now stabilising.

The Committee had no further questions on the financial position, and there was further discussion on the debt management aspect, where members were advised that the Sponsor Department was required to approve any debt write off in excess of £10,000. It was expected that this approval would be granted by the end of the month.

There was also some discussion on the new finance system, where the Committee was informed that this was a Scottish Government project being rolled out across other public bodies. Notably, the Care Inspectorate's use was slightly different to other users, as a means of income collection as well as payment. There was a potential emerging issue around the funding for usage of the new system but this was being monitored.

In response to a query regarding recovery of debt, the Committee was advised that the organisation was not able to de-register services for non-payment but that there was recourse to legal recovery.

Having discussed in full, the Committee noted the content of the report.

## 8.0 ESTATES ANNUAL REPORT 2024-25 - REPORT NO: FRC-02-2025/26

The Executive Director of Corporate Services introduced the report which provided the Committee with an update on the implementation of the Care Inspectorate's estates strategy. The Committee was invited to approve the report for submission to the Board.

The Committee noted that there had been the opening of a new office within premises at Atlantic Quay in Glasgow, which was shared accommodation with Scottish Government. The new office was to replace the current Paisley office – which had closed – and the offices in Hamilton and Stirling, which would close in September 2025. Staff would be relocated from those offices to Glasgow.

The report outlined the plans for reviewing the other offices within the estate to assess the organisation's needs. Once the geographical hubs in the North, West and East had been established, a further review of satellite offices would take place.

The Committee asked about the impact of extended travel on staff who were having to relocate and were advised that consultations had been, and would be, held with those staff.

In response to the Committee's query on the sustainability figures in the report, members were advised that more comprehensive information would be available to the wider Board through the Annual Report and Accounts.

The Committee also asked if there had been any impact on retention of staff caused by the office closures, however, members were advised that it was too early to determine this as a single factor for staff moving on, other than through exit interviews which were not compulsory.

The Partnership Forum staff-side representative also commented that early conversations had been held with individual trade union staff members especially around office rotas and where for the current time at Atlantic Quay this was assigned to staff who had relocated from the Paisley office. There was ongoing dialogue between the staff-side representatives, the Executive Director of Corporate Services, the Head of Customer Services and the HR team.

The Committee **approved** the report for submission to the Board on 5 June 2025.

## RESOURCES/PEOPLE

### 9.0 HUMAN RESOURCES ANNUAL REPORT 2024/25 - REPORT NO: FRC-03-2025/26

The Executive Director of Corporate Services introduced the report which provided an overview of human resources (HR) activity and progress achieved during the period April 2024 to March 2025. It also outlined the key priorities for HR during 2025/2026 and provided the current workforce profile.

The Committee was informed that 2024/25 had been an exceptionally busy year for the HR team with the wider restructure, HR staff absences and vacancies. Within this context, the preparation of the annual report and other HR papers together with ongoing HR workload had been challenging. The head of HR described how the team had supported a number of high level priorities for the organisation including restructuring.

The main points of discussion included:

- Employee relations cases, where members asked if there was an industry standard against which numbers could be measured. The Committee was advised that due to this being a sensitive area and the need for anonymity, it was not possible to share information and that numbers alone often did not provide the depth of understanding on some employee relations issues, including that some employee cases involved the same individuals.
- The achievement of Disability Confident Level 3 and the Care Inspectorate becoming a recognised Disability Confident Leader, which the Committee welcomed and recommended that further work be done on recruitment advertising by looking at the wording to ensure that this highlighted the fact that the organisation welcomed those with disabilities. The Head of HR agreed to look into this.
- Under section 6.2 of the report, covering safe recruitment of inspectors, the Committee was advised of the checks in place, implemented by the professional register team, but also followed up by the HR team to ensure that the professional registration status of applicants was current.
- The 2025 inspector recruitment campaign, where the Committee was pleased to note the number of applicants and the amount of work that had been undertaken by colleagues across the organisation in supporting this.

HoHR

On a general point, the Committee raised concern with the impact of the range of work on the reduced-capacity HR team and asked if

further resource would be required. The Executive Director of Corporate Services explained that the complement of the team was back on track and included a temporary project management and advisory posts.

The Committee was pleased to note this, and recommended that a further discussion on HR capacity would be helpful for the next meeting, and offered its support for any required increase in resource.

HoHR

The Convener also requested that, where possible, the quarterly HR report could comment on the number of exit interviews, as a percentage of those offered, that were being completed.

HoHR

Having discussed in full, the Committee noted the annual HR report.

## 9.1 Recruitment Update

A detailed update had been provided under item 9.

## 9.2 Appeals Sub-Committees

The Head of HR explained that further consideration had been given to the Committee's request for a paper outlining the process for establishing appeals sub-committees, and the remit, role and responsibilities. Consequently, since the sub-committees' memberships included members of the wider Board, it was suggested instead of a report being presented to the Finance and Resources Committee that a session be held for all Board members as a learning event through the Board Development Event programme.

This recommendation was agreed by the Committee and the Executive and Committee, and Corporate Support Manager would liaise with the Board Chair as part of the review of the annual BDE programme to determine a suitable scheduling date.

The Committee also requested an update be provided for information purposes on any hearings that had been finalised through appeal sub-committees and any lessons learned for the organisation. The Executive Director acknowledged that consideration would be given to the best format for presenting the information to the Committee whilst protecting staff confidentiality.

Having discussed in full, the Committee noted the report.

## 10.0 PEOPLE MANAGEMENT POLICY SCHEDULE - REPORT NO: FRC-04-2025/26

The Head of HR introduced the report, which provided the Committee with a quarterly update on the Care Inspectorate's people management policy schedule for 2025-2026. It included a summary

of the current status of the policies; an overview of how the HR team would be managing policy updates over 2025-2026; and details of the stage of each policy review, including Red/Amber/Green (RAG) coding.

The Committee was advised that due to the capacity issues for the HR team as described under the previous item, work on the policies had to be re-prioritised. With the re-balance of the team, however, there was now a re-focus and a more detailed update would be provided for the August meeting of the Committee.

The Convener reinforced the committee's support for the introduction of the RAG coding and commented that the review of a policy is only part of a process. There was further discussion around the timing for publication of policies and training requirements for introduction to staff. Members were advised that not all policies required to be published or training provided, and this would depend on whether it was a new policy or the degree of complexity of any changes to a current policy. The Convener suggested an additional column to illustrate when a policy was awaiting publication, the anticipated date of publication and whether training of staff was required. It would be helpful if this was also RAG coded.

HoHR

With particular reference to the Dignity at Work, Grievance and Equality and Diversity policies, all of which had been agreed in 2024, the Committee was advised that work was almost complete on publication and training. It was important that these were communicated to staff as a whole package, so that training sessions could be scheduled at the same time as the communication went out to staff.

There was also some discussion on the whistleblowing guidance and policy, recognising that this area required to be reviewed, and with reference to the Board champion on whistleblowing. An update would be provided to the August meeting.

The Committee noted the report.

#### **11.0 2024 STAFF SURVEY: ACTION PLAN – REPORT NO: FRC-05-2025/26**

The Executive Director of Corporate Services introduced the report and acknowledged the significant amount of work that had been done by the OWD team in engaging with and encouraging staff to be involved in the action plan. The report invited the Committee to confirm its support for the plan; to note the planned approaches for communicating, monitoring and reviewing the plan and to note also the update on the hybrid working survey action plan.

The Head of OWD then talked the Committee through the details within the report.

Members noted that the level of staff engagement had been very high and had generated a lot of discussion amongst teams. The Committee recommended that the role of the Partnership Forum and the joint trade unions in facilitating staff engagement could be highlighted in the action plan.

HoOWD

The Committee confirmed its support for the action plan and noted that an annual progress report would be submitted, and added to the Schedule of Business.

ECCSM

## **12.0 STRATEGIC WORKFORCE PLAN 2023-2026: YEAR 2 (2024/25) PROGRESS REPORT – REPORT NO: FRC-06-2025/26**

The Head of OWD presented the report, which provided details of the progress made during the second year of the 2023-26 Strategic Workforce Plan.

The Committee was invited to note the progress made during 2024/25 and the planned commitments for delivery in year 3. Members were also invited to provide feedback and recommendations for further consideration by the Board.

The Committee welcomed the comprehensive coverage that the report provided in relation to resources and linkage to the staff survey action plan. The Convener recommended that the role of Partnership Forum and the trade unions in helping to facilitate and communicate change across the organisation be made clearer.

HoOWD

The Committee was keen to know about the membership of the carers group, in particular representation from all sub-sectors, and it was agreed to check this point with colleagues in the Equalities team.

HoOWD

The Committee was also advised that there were inspection volunteers in place across all care sectors, and who came from all ages, backgrounds and experience.

There was some discussion on the Care Inspectorate having in place modern apprentices who were care experienced. Members were advised that, although this was not a rolling programme, there was a commitment to learning for the organisation to ensure that it was doing the best it could for all modern apprentices.

There was also some discussion on how the organisation engaged with providers across the full range of services, particularly from smaller cohorts, eg childminders. The Executive Director of Assurance and Improvement (EM) informed members that the quality conversations session were a valuable means of engagement, which were focussed on particular areas, eg early learning and childcare, strategic etc. These events had been held both in person and virtually, to enable as many interested parties to attend as possible.



The Committee noted the good progress made during Year 2 of the Strategic Workforce Plan.

### **13.0 WELLBEING ACTION PLAN – REPORT NO: FRC-07-2025/26**

The Head of OWD presented the report, which outlined the wellbeing action plan that had been developed from a commitment within the three-year strategic workforce plan.

The Committee was asked to note the action plan and the supporting communications approach and to recommend any further points to be shared with the Board.

Members welcomed the implementation of the plan and agreed that the plans for monitoring and review were sound. The Committee recommended under the Personal Growth wellbeing pillar in the table on page 5 of the report that reference to career development be strengthened, and the same to apply to the wording under the Lifestyle Choices pillar.

HoOWD

The Committee also asked that consideration be given to the Partnership Forum and trade unions' role under the section covering the proposed communication activities. The staff side representative advised the Committee that staff-side had discussed how best to promote resources available to staff and were keen to support wellbeing resources and be actively involved.

HoOWD

It was agreed that menopause could also be added to the plan.

HoOWD

The Committee welcomed and noted the report and agreed that an update be provided to the Board.

### **14.0 PROFESSIONAL IMPACT TRAINING (PRESENTATION)**

The Chief Inspector of Adult Services joined the meeting to give an overview of the Professional Impact Development Programme that had been designed to ensure that the wellbeing of scrutiny and improvement staff well-being, through a trauma-informed lens.

The Committee welcomed this positive development in supporting staff and it was agreed that the presentation slides and links to related audio/visual materials used to stimulate discussion would be circulated to all Board members.

CI(A)/ECCSM

### **STANDING ITEMS**

### **15.0 UPDATE ON NEW STRUCTURE (VERBAL)**

The Executive Director of Corporate Services advised the Committee that there had been no significant change since the update given to the January 2025 Committee meeting. The top level structure was

now complete and there was ongoing work in respect of the redeployment of displaced staff.

The Committee had no further questions, and noted the update.

## **16.0 IDENTIFICATION OF RISK**

No new risks were identified by the Committee.

## **17.0 FINANCE AND RESOURCES COMMITTEE HIGHLIGHTS FOR THE BOARD**

The Committee agreed the main points to be included in its report to Board and these would be finalised between the Convener and Executive and Committee, and Corporate Support Manager.

**Convener/  
ECCSM**

## **18.0 SCHEDULE OF COMMITTEE BUSINESS 2025/26**

The Committee reviewed the schedule of business and noted the inclusion of the report on a staff governance framework had been added to the August 2025 meeting.

It was agreed that the Wellbeing Action Plan would also be added to the schedule as an annual report, timed for after its submission to the Health, Safety and Wellbeing Committee.

**ECCSM**

## **19.0 ANY OTHER COMPETENT BUSINESS**

There was no other competent business.

## **20.0 CLOSE OF MEETING AND DATE OF NEXT MEETING**

The Convener closed the meeting, thanked everyone for their contributions and noted the next meeting would be held on Tuesday 12 August 2025 at 10.30 am by TEAMS.

Signed

Audrey Cowie  
Convener