

AGENDA

	Item	Purpose	Papers	Owner
1.	Apologies			
2.	Any Other Business			
3.	Minute of the Last Meeting	Approval	Attached	
4.	Matters Arising			
5.	Arbroath MOTO renewal	Approval	Attached	RMack
Standing Items				
6.	Finance and Resource			
a.	General Update	Info	Verbal	RMack
7.	Information Governance			
a.	General Update	Info	Verbal	AH
8.	Practice and Policy			
a.	General Update	Info	Verbal	AH
9.	Digital Programme			
a.	General Update	Info	Verbal	DC
10.	Programme Board			
a.	General Update	Info	Verbal	LB
b.	Portfolio Management - Next Steps	Info	Verbal	LB
11.	New Risks			
12.	Forward Plan	Info	Verbal	PA
13.	Date of Next Meeting Wednesday 06 th August, Ochil House, Stirling			

Present

Alistair Hogg (AH)	Head of Practice & Policy
Susan Deery (SD)	Head of HR
Ross Mackenzie (RMack)	Head of Finance & Resources
Douglas Cameron (DC)	Head of Digital
Paul Mulvanny (PM)	Senior Operational Manager (East & Central)
Helen Etchells (HE)	Senior Operational Manager (North)
Lisa Bennett (LB)	Head of Strategy & OD
Pamela Armstrong (PA)	Governance Officer, Minute

Minute

#	Item	Timescale	Owner
1.	Apologies Neil Hunter (NH), PR/CE		
2.	Any Other Business Temporary HR Assistant Proposal SD confirmed that a 0.5 FTE, six-month temporary HR Assistant has been recruited to: <ul style="list-style-type: none"> Support recruitment processes (selection, contracts) Overhaul and brand HR content on Connect (policy pages, candidate-attraction materials) to drive self-service and reduce helpdesk demand. Potentially offer targeted help to the Change Team on people-focused communications The candidate brings senior-level private- and public-sector experience in staff communications and branding but will not encroach on core Comms Team duties. The role costs approximately £5 k over six months, to be absorbed within existing HR budgets. EMT members agreed this is a minimal investment for significant efficiency and engagement gains. Agreed: <ul style="list-style-type: none"> HR to proceed with contracting and onboarding. National Standby Service Update PM Introduced the National Standby Service Update report. <ul style="list-style-type: none"> Pilot periods will include four public-holiday windows (Good Friday, Saturday after Good 		SD

	<p>Friday, Easter Monday, May Day), with St Andrew's Day next.</p> <ul style="list-style-type: none"> • Successfully managed real incidents (child protection orders, emergency transfers, custody referrals) – advance briefings left staff confident and processes robust. • Reduced standby panel from 100+ to 9 members; CHS now requires roughly one-quarter of previous staffing levels. • OD team liaison provided wrap-around support, alleviating isolation and sharing workload evenly across on-duty volunteers. • One custody referral fell outside the 9–10 am standby window due to partner unawareness. <p>Agreed:</p> <ul style="list-style-type: none"> • To trial the St Andrew's Day rota and review. • Clarify availability hours and contact protocols with COPFS and police. • Maintain advance-briefing and cross-locality standby approach. 	Nov 25	PM PM PM
3.	<p>Minute of Last Meeting Agreed as an accurate record.</p>		
4.	<p>Matters Arising</p> <p>Staff Pay SD advised the following,</p> <ul style="list-style-type: none"> • 7% annual uplift over three years (aligned with original claim) – rejected by UNISON. • SG have not yet tabled their multi-year pay offer; in discussions with their own unions. • It has been agreed with UNISON to hold off further discussions until SG's announcement, expected next week, to avoid duplicative scrutiny by the SCRA Remuneration and Nominations Committee and SG approval processes. <p>Personal Injury Claim:</p> <ul style="list-style-type: none"> • SD advised initial legal advice suggests organisational liability and likely compensation payout. 		
5.	<p>Public Services Reform Act statement RMack introduced the Public Services Reform Act statement, an annual template disclosure of payments ≥£25 k (e.g., consultancy, entertainment) for consistency across public bodies. The report is historically published online around October/November alongside annual accounts; this year's edition is slightly delayed.</p>		

	<ul style="list-style-type: none"> • The publication is a straightforward data table modelled on statutory guidance. • Already cleared internal review; no controversial items identified. • Table has been shared once in response to an FOI request. • Excluded Items including payroll costs and settlement payments (disclosed separately in the annual accounts) are not captured in this statement. <p>Agreed:</p> <ul style="list-style-type: none"> • To publish the current statement online. • To prepare the 2024–25 iteration post-annual accounts publication in October/November. 	Oct 25	RMack RMack
6.	<p>Internal Review Closure Paper</p> <p>HE introduced the Internal Review Closure Paper for noting the completion and closure of the internal-review action plan.</p> <ul style="list-style-type: none"> • 90% of review recommendations are fully implemented; remaining items are already in progress. • Many initiatives were pre-planned but have been neatly aligned to the review’s findings. • Key Deliverables include; <ol style="list-style-type: none"> 1. Dignity at Work Policy and Whistleblowing policy rollout. 2. Vicarious Trauma Support framework for staff 3. Inclusive Behaviour Standards adopted across the organisation. • There was regular consultation with the women affected by the original incidents. All victims report satisfaction with the pace and quality of progress. <p>Agreed:</p> <ul style="list-style-type: none"> • To communicate EMT’s thanks back to all involved for the “excellent report” and a strong demonstration that the organisation listened and acted. • Notify the women involved that their feedback has driven real change and the work is now formally closed. 		HE HE
7.	<p>Fixed Term Contracts Update</p> <p>SD introduced the regular EMT update on fixed-term contract (FTC) usage across the organisation.</p> <ul style="list-style-type: none"> • FTCs are primarily for secondments and back-fills. • There has been a 5% reduction in total FTC headcount since December. 		

	<ul style="list-style-type: none"> • FTC numbers are expected to rise when recruiting for the CCJ programme, as roles will initially be offered on two-year FTCs (with rationale explained at that time). 		
8.	Draft Board Papers Draft Board papers were reviewed. Final reports are to be sent to PA by the end of the week ahead of the upcoming Board Meeting.		
9.	Finance and Resource (RMack) General Update <ul style="list-style-type: none"> • External audit kicks off in the next two weeks; preparations (e.g. related-party transactions, declarations of interest) are on track and being finalised this week. • Internal audit begins next week on the assets scope (team visiting Hamilton Day 1); no major concerns flagged. • Operational budget review will convene once all budget returns are in. The purpose is to give a strategic review of remaining operational spend for the year—no slack expected, and any underspend will be deployed. • Recent resource realignment supported Glasgow; ongoing focus on fully utilising budgets. 		
10.	Practice and Policy (AH) Redesign Provisions Bill <ul style="list-style-type: none"> • Government requested our financial-impact analysis on proposed “redesign” measures. • It is suggested the Bill may be lodged in Parliament around 17–18 June; formal confirmation pending. • A government briefing is scheduled for 19 June to discuss Bill provisions. • No unexpected measures anticipated, but timely engagement will help prepare internal and external communications once the Bill is public. UNCRC Incorporation & Children’s Commissioner Challenge <ul style="list-style-type: none"> • Government is consulting on procedures for lodging challenges with the Children’s Commissioner under the incorporated UN Convention on the Rights of the Child. • The Commissioner has initiated judicial review over the absence of formal rules. • Our existing practice note does not fully address these procedures—an updated 		

	practice note will be drafted to clarify our approach.		
11.	Information Governance (AH) General Update <ul style="list-style-type: none"> Monthly breach reports resumed after backlog; IG team is catching up. The Deputy Data Protection Officer returns from leave next week (potentially part-time), which will bolster capacity. Significant breach incident has occurred where a report was issued with both school name and house number unredacted, narrowing potential identification to a small set of addresses. Carers are concerned; risk to individuals remains low but emotional impact is significant. Potential compensation claim is being quantified and may become substantial. 		
12.	Digital Programme (DC) General Update <ul style="list-style-type: none"> A Digital Strategy paper will be taken to the Jume Board, providing assurance on progress against the Digital Strategy, structured in “Then, Now, Next” and roadmap formats. <ul style="list-style-type: none"> “Then” (Last Six Months) <ul style="list-style-type: none"> Socialised digital-strategy missions with business managers and stakeholders. Advanced alpha and beta tests of digital services (live testing – go-live planned later this year). Onboarded key personnel and strengthened vendor partnerships. “Now” (Current Status) <ul style="list-style-type: none"> Continuing integration of digital plans with broader programmes and projects. Establishing traceability of digital initiatives to benefits realisation. Ongoing background work (architecture, security, governance) that may not be immediately visible to service users. “Next” (Looking Ahead) <ul style="list-style-type: none"> Phase two of the action plan toward full Digital Strategy delivery. Transition detailed oversight to the Planning & Performance Committee. 		

	<ul style="list-style-type: none"> ▪ Prepare for potential Board queries on cybersecurity readiness and resilience, including our ability to recover from incidents. • The programme remains active and on track, with foundational work, testing, and staffing in place. • Further substantive milestones (e.g., go-live dates, benefits metrics) will be reported in future quarters. 		
13.	<p>Programme Board Update</p> <p>General Update</p> <ul style="list-style-type: none"> • Mid-Cycle Corporate Plan Health Check - October EMT strategy offsite workshop proposed (28–30 October) to: <ol style="list-style-type: none"> 1. Review progress against Year 2 of the Corporate Plan (mid-point check) 2. Validate whether the plan remains fit for purpose and begin horizon-scanning for 2027–30. 3. Integrate the target operating model and other cross-cutting strategies into planning. • Two-day facilitated workshop will be led by the Planning and Performance Manager <ul style="list-style-type: none"> ◦ Day 1: Deep dive on corporate-plan delivery and alignment with the operating model. ◦ Day 2: Prioritisation exercise to inform next year's business plan and portfolio priorities. • Core invitees will include EMT, programme managers, plus representatives from Change Digital Finance, etc. • Consider inviting a Scottish Government speaker for context-setting. • National Partnership Forum (18 June) will include a deeper dive on programme management. <p>Portfolio Management - Current State Assessment</p> <ul style="list-style-type: none"> • Rather than a “big bang” rollout, the shift to portfolio management will evolve gradually, building on existing programme structures. • Initial steps include grouping related projects and introducing portfolio oversight mechanisms. 		LB
14.	<p>New Risks</p> <p>No New risks identified.</p>		

15.	Forward Plan The forward plan was reviewed.		
	Date of Next Meeting Wednesday 02 nd July 2025, by TEAMS		