

## AGENDA

|                       | Item   | Purpose    | Papers    | Owner |
|-----------------------|--|------------|-----------|-------|
| 1.                    | Apologies  |            |           |       |
| 2.                    | Any Other Business   |            |           |       |
| 3.                    | Minute of the Last Meeting   | Approval   | Attached  | NH    |
| 4.                    | Matters Arising  |            |           |       |
| 5.                    | MA Funding Extension   | Approval   | Attached  | NH    |
| 6.                    | Public Service Reform - meeting with Director DCAF   | Update     | Verbal    | NH    |
| 7.                    | <b>December Board Meeting</b>  |            |           |       |
|                       | a) Draft Agenda  | Review     | Attached  | NH    |
|                       | b) Draft 2526 forecast outturn Board report  | Review     | Attached  | RMack |
|                       | c) Draft 26/27 budget  | Noting     | To follow | RMack |
| 8.                    | <b>Performance and Planning Committee</b>  |            |           |       |
|                       | a) Business Plan   | Update     | Attached  | LB    |
|                       | b) Quality Assurance Report on Children Jointly Reported to the Reporter and the PF              | Approval   | Attached  | LB    |
|                       | c) Case Sampling annual action progress report   | Approval   | Attached  | LB    |
|                       | d) Joint inspection report   | Noting     | To follow | LB    |
|                       | e) OPR   | Noting     | To Follow | LB    |
| <b>Standing Items</b> |  |            |           |       |
| 9.                    | <b>Finance and Resource</b>  |            |           |       |
|                       | a) General Update  | Update     | Verbal    | RMack |
|                       | b) Schedule of Delegated Authority   | Approval   | Attached  | RMack |
|                       | c) PSRA statement  | Approval   | To follow | RMack |
| 10.                   | <b>Information Governance</b>  |            |           |       |
|                       | a) Geberal Update  | Update     | Verbal    | AH    |
|                       | b) Internal Complaints report  | Noting     | Attached  | AH    |
| 11.                   | <b>Practice and Policy</b>   |            |           |       |
|                       | a) General Update  | Update     | Verbal    | AH    |
|                       | b) Children (Care and Justice) (Scotland) Act 2024 – Letter from Director, Children and Families | Info       | Attached  | NH    |
|                       | c) Mandatory Reporting   | Discussion |           | AH    |
| 12.                   | <b>Digital Programme</b>   | Update     | Verbal    | DC    |
| 13.                   | <b>Programme Board</b>   | Update     | Verbal    | LB    |
| 14.                   | <b>New Risks</b>   | Discussion |           |       |

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| 15. | <b>Forward Plan</b><br>a) RNC – 04/12<br>b) CELCIS Strategic Advisory Board – 5/12<br>c) PPC – 08/12<br>d) YJ Improvement Board – 09/12<br>e) Criminal Justice Board – 11/12<br>f) NSPCC Event – 12/12<br>g) SCRA Board – 16/12<br>h) D-CAB – 17/12 | Info |  |  |
|     | <b>Date of Next Meeting</b><br>Wednesday 13 January. 1.30-4pm, by TEAMS   |      |  |  |

## Present

|                                  |  |
|----------------------------------|--|
| Neil Hunter ( <b>NH</b> )        | Principal Reporter/Chief Executive           |
| Helen Etchells ( <b>HE</b> )     | Senior Operational Manager (North)           |
| Ross Mackenzie ( <b>RMackK</b> ) | Head of Finance & Resources                  |
| Douglas Cameron ( <b>DC</b> )    | Head of Digital                              |
| Lisa Bennett ( <b>LB</b> )       | Head of Strategy & OD                        |
| Paul Mulvanny ( <b>PM</b> )      | Senior Operational Manager (East & Central)  |
| Alistair Hogg ( <b>AH</b> )      | Head of Practice & Policy                    |
| Susan Deery ( <b>SD</b> )        | Head of HR                                   |
| Kenneth Ritchie                  | Locality Reporter Manager, North Strathclyde |
| Pamela Armstrong ( <b>PA</b> )   | Governance Officer, Minute                   |

|     | Item  | Timescale | Owner |
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| 1.  | <b>Apologies</b><br>No apologies were received.   |           |       |
| 2.  | <b>Any Other Business</b> <ul style="list-style-type: none"> <li>EMT considered the Scottish Government's announcement of a revised timetable for implementing the Care and Justice Act, now scheduled for no later than Q4 2026/27 (January–March 2027). Members agreed to maintain readiness, adjust phasing rather than scaling back, and prepare internal communications to provide reassurance and reduce uncertainty.</li> </ul> <b>Agreed:</b> <ul style="list-style-type: none"> <li>To establish a small coordination group to align recruitment, finance, and investment plans with the revised timetable.</li> </ul> |           | EMT   |
| 3.  | <b>Minute of the Last Meeting</b><br>The minutes of the previous meeting (6 November) were approved.  |           |       |
| 4.  | <b>Matters Arising</b><br>Members noted positive early feedback from initial dialogue with UNISON on change management and agreed on the importance of continued engagement to support effective implementation.  |           |       |
| 5.  |   |           |       |
| 5.1 | <b>AAC – Planning</b><br>The draft agenda was reviewed.   |           |       |

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| 5.2 | <p><b>Board Development Day – Reflections.</b><br/>The recent Board Development Day included a session on quality and human rights impact assessments, alongside reflections on board effectiveness and areas for improvement.</p> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• EMT agreed to maintain vigilance where Committees propose operational changes, ensuring strategic focus is preserved.</li> <li>• The importance of Board Members accessing services for assurance purposes was highlighted, alongside a commitment to follow through on agreed actions to avoid unnecessary effort and resource use.</li> <li>• EMT discussed the importance of promoting 'Our Hearings, Our Voice' across the service. There was an emphasis on embedding this tool within the organisation.</li> </ul>  |  |  |
| 6.  |   |  |  |
| 6.1 | <p><b>Hearing Centre Improvements – Next Phase</b><br/>PM presented a report on progress with hearing centre improvements, noting the positive impact of the Glasgow test site and the roll-out programme. The capital plan for the coming years includes major projects in Dundee, Dumbarton, Paisley, and Edinburgh, with a commitment to integrate staffing redesign alongside hearing suite refurbishments.</p> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• EMT emphasised the importance of collaboration between property and local management teams to support behaviour change and ensure effective use of space. Reception design standards, including the removal of glass, will be assessed on a case-by-case basis, supported by risk assessments and staff engagement.</li> <li>• Members endorsed the design principles demonstrated at Glasgow's concept site, which sets a benchmark for child-friendly, trauma-informed, and neurodivergence-aware environments. Plans were confirmed to extend these principles to Dundee, Paisley, and Edinburgh. The positive impact of Glasgow's Learning Centre design was noted, including features such as soft furnishings, lighting, and reception layout.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To approve additional funding for the Dundee refurbishment to cover essential mechanical</li> </ul> |  |  |

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|           | and electrical upgrades, with a commitment to maintain quality standards and integrate staffing redesign within current financial constraints.  |  |  |
| <b>7.</b> | <p><b>Finance and Resource</b></p> <p>RMack provided a verbal update:</p> <ul style="list-style-type: none"> <li>• An initial revenue forecast indicated a £600K underspend, expected to reduce to approximately £500K.</li> <li>• EMT noted the potential for Scottish Government to seek year-end savings, with consideration given to returning funds while safeguarding readiness for future investment.</li> <li>• Updates included CHS shared services memorandum changes due in March, payroll automation and data migration to improve security and efficiency, and strategic sustainability measures such as Building Management Systems to balance cost savings with quality.</li> <li>• The discussion also covered the electric vehicle and salary sacrifice scheme, with careful consideration of pension implications.</li> </ul> |  |  |
| <b>8.</b> | <p><b>Information Governance</b></p> <p>8.1 AH provided a verbal update:</p> <ul style="list-style-type: none"> <li>• Progress continues on the Automated Redaction Manager pilot in Glasgow, with positive feedback on improved speed and accuracy, while retaining a single human check. Work continues toward establishing a single source of truth for non-disclosure information by March 2026, supported by interim data cleansing and standardisation efforts.</li> <li>• The importance of systematic recording, cross-checking within CSAS, and ongoing staff training was highlighted. Members agreed on the need for regular audits and compliance with statutory requirements to strengthen governance practices.</li> </ul>  |  |  |
| 8.2       | <p><b>Breach Reporting – August</b></p> <p>The report was reviewed. EMT noted continued vigilance on disclosure breaches, including one incident reported to the ICO. Members emphasised adherence to established procedures to prevent recurrence.</p>   |  |  |
| <b>9.</b> | <p><b>Practice and Policy</b></p> <p>AH provided a verbal update:</p> <ul style="list-style-type: none"> <li>• Developments relating to the Promise Bill were noted, including its current quiet status and potential vulnerabilities at Stage 2. Government preference for practice guidance over statutory</li> </ul>   |  |  |

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|                   | <p>requirements was highlighted, particularly in relation to scheduling consistency.</p> <ul style="list-style-type: none"> <li>Members discussed the proposed introduction of a paid Chair role within the Children’s Hearing System, focusing on operational and scheduling implications, risks to timeliness, and the need to maintain choice for children. The importance of defining key principles and pursuing a holistic review of rules to address practical challenges was agreed.</li> </ul>   |  |  |
| <p><b>10.</b></p> | <p><b>Digital Programme</b><br/>DC provided a verbal update:</p> <ul style="list-style-type: none"> <li>The non-disclosure redesign remains on track for the March deadline, with emphasis on delivering an integrated solution.</li> <li>Business-as-usual updates included the release of SMS calendar reminders, audit data housekeeping, near-completion of AV rollout in hearing rooms, and completion of Windows 11 upgrades. The SWAN network is now fully deployed nationwide, and pilots for digital HIP and LED in Highland were noted.</li> <li>Programme updates covered ongoing portal development, including technology spikes and wireframe design to support engagement. The Business Centre programme was discussed, focusing on digital exchanges with partners and the need for a holistic approach to improve outcomes.</li> </ul>  |  |  |
| <p><b>11.</b></p> | <p><b>Programme Board</b><br/>LB provided a verbal update:</p> <ul style="list-style-type: none"> <li>Training for the combined operational test has commenced in Highland, with integration work continuing.</li> <li>Non-disclosure training refresh sessions are scheduled for February–March.</li> <li>The Police Referrals project is advancing.</li> <li>The Multi-Agency Redesign Board is developing evaluation criteria to assess programme effectiveness.</li> <li>The data workstream is in its initial stages and will focus on supporting evaluation while its remit is clarified.</li> <li>The next Programme Board meeting is scheduled for 27 November, with potential scheduling conflicts to be managed.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>EMT emphasised the importance of robust evaluation and the role of data in generating insights, alongside the need for a strategic approach and collaboration with CHS.</li> </ul> |  |  |

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| <b>12.</b> | <p><b>New Risks</b><br/>EMT noted ongoing uncertainty regarding the Care and Justice Act and its potential implications. Members stressed the importance of establishing clear milestones to provide certainty in planning. Consideration was given to possible operational impacts and the emergence of new risks arising from developments.</p> <p><b>Agreed:</b><br/>Schedule a strategic and operational risk register review session ahead of the December Board meeting.</p> | Dec 25 | PA/EMT |
| <b>13.</b> | <p><b>Forward Plan</b><br/>Upcoming meetings included the National Partnership Forum, the SCRA/SG Accountability meeting, and the Health and Safety Committee.</p>   |        |        |
|            | <p><b>Date of Next Meeting</b><br/>Wednesday 3 December – Lanarkshire/Dumfries &amp; Galloway, Hamilton Office</p>   |        |        |