

## AGENDA

|                | Item                                                                                           | Purpose  | Papers   | Owner |
|----------------|------------------------------------------------------------------------------------------------|----------|----------|-------|
| 1.             | Apologies                                                                                      |          |          |       |
| 2.             | Any Other Business                                                                             |          |          |       |
| 3.             | Minute of the Last Meeting                                                                     | Approval | Attached |       |
| 4.             | Matters Arising                                                                                |          |          |       |
| 5.             | EMT Resource Requirements to Support CCJA Implementation and Evolving Operational Model Jul 25 | Info     | Verbal   | HE    |
| 6.             | Business Case - Review of Reporter Job Description                                             | Info     | Attached | SD    |
| 7.             | Subsistence rates                                                                              | Info     | Verbal   | SD    |
| 8.             | Temporary posts within HR Department                                                           | Approval | Attached | SD    |
| 9.             | Programme Team – Convert temporary FTE assistant reporters to permanent contracts              | Approval | Attached | SD    |
| 10.            | Audit & Assurance Committee - Review of draft reports                                          | Review   | Attached | RMack |
| Standing Items |                                                                                                |          |          |       |
| 11.            | Finance and Resource                                                                           |          |          |       |
| a.             | General Update                                                                                 | Info     | Verbal   | RMack |
| 12.            | Information Governance                                                                         |          |          |       |
| a.             | General Update                                                                                 | Info     | Verbal   | AH    |
| 13.            | Practice and Policy                                                                            |          |          |       |
| a.             | General Update                                                                                 | Info     | Verbal   | AH    |
| 14.            | Digital Programme                                                                              |          |          |       |
| a.             | General Update                                                                                 | Info     | Verbal   | DC    |
| 15.            | Programme Board                                                                                |          |          |       |
| a.             | General Update                                                                                 | Info     | Verbal   | LB    |
| 15.            | New Risks                                                                                      |          |          |       |
| 17.            | Forward Plan                                                                                   | Info     | Verbal   | PA    |
| 18.            | Date of Next Meeting<br>Wednesday 03 September 2026, Ochil House, Stirling                     |          |          |       |

## Present

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

## Minute

| #  | Item                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Timescale | Owner |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------|
| 1. | <b>Apologies</b><br>Neil Hunter, PR/CE<br>Helen Etchells, Senior Operational Manager (North)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |           |       |
| 2. | <b>Any Other Business</b><br><b>Staff Pay</b><br>Susan Deery raised the topic of remuneration updates, indicating that the Remuneration Committee had met the previous day. She discussed the ongoing issue with the Scottish Government's pay offer, which had not yet been published, causing discomfort due to the uncertainty. SD proposed a two-year pay offer similar to those accepted by the Scottish Prison Service and NHS.<br><br>The offer included a 4.25% increase in year one and a 3.75% increase in year two. SD highlighted the risks associated with the third year, where only a 1% increase would be available, but noted that other bodies were willing to take this risk due to the unpredictable nature of the global economy. She also mentioned the potential benefits of a two-year deal, especially in relation to the four-day working week. Susan proposed a fallback position with a three-year offer of 4%, 3%, and 2% increases respectively, and emphasised the need for a JNCC meeting with UNISON.<br><br><b>Agreed:</b> <ul style="list-style-type: none"> <li>To support for the proposed remuneration strategy.</li> </ul> <b>NDPP Forum – Interim Meeting</b><br>RMack provided a verbal update from the recent NDP forum, which he attended on behalf of NH. |           |       |

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|    | <p>Attendees highlighted the group's diversity and sharing constraints.</p> <p>Concerns were raised about the emphasis on front-facing staff and the requested split, with skepticism about the rationale and added value. Requests largely mirror practices already in place—especially around collaboration and data sharing.</p> <p>There was support for working closely with other bodies and making better use of shared Scottish estate space.</p> <p>Future demands for more data from Scottish Government may arise; participants noted they already submit substantial information and discussed how to streamline those processes.</p>                                                                                                                                                                                      |  |    |
| 3. | <p><b>Minute of Last Meeting</b></p> <p>Agreed as an accurate record.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |    |
| 4. | <p><b>Matters Arising</b></p> <p>SD confirmed the recruitment of an additional HR assistant.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |    |
| 5. | <p><b>Employee Benefits - Electric Car salary sacrifice</b></p> <p>SD provided an overview of the scheme highlighting the potential savings for employees and the impact on pension contributions due to reduced salary. Concerns were raised about the management and resource required to implement the scheme, as well as the potential pressure to provide infrastructure for electric charging points. PM emphasised the benefits for staff and the green agenda. RMack expressed initial misgivings but noted that the practicalities seemed manageable. The team agreed to explore the scheme further, with a focus on transparency and comprehensive communication to mitigate risks.</p> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>To explore the electric car salary sacrifice scheme further.</li> </ul> |  | SD |
| 6. | <p><b>Arbroath MOTO renewal</b></p> <p>RMack presented the straightforward renewal of the operating lease with the Scottish Courts and Tribunal Service for the use of Arbroath. He confirmed that there were no changes in direction and that the lease would continue for three years. The team approved the renewal, noting that it was beneficial for both parties and involved no significant changes.</p>                                                                                                                                                                                                                                                                                                                                                                                                                        |  |    |

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|    | <b>Agreed:</b> <ul style="list-style-type: none"> <li>To approve the renewal of the MOTO agreement with Scottish Courts and Tribunal Service</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |
|    | <b>Standing Items</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |  |
| 7. | <b>Finance and Resource (RMack)</b><br><b>General Update</b><br>RMack provided a general update on finance and resource, including the movement of £276,000 of staffing budget from the planning cost centre to the northwest. He mentioned the ongoing external audit, which was progressing well, and discussions about long-term property strategy for locations like Cumbernauld and Alloa. PM added that planning activities for LDG were ongoing, and there were concerns about the fit-for-purpose nature of the Cumbernauld building. The team acknowledged these updates and confirmed no immediate concerns.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |  |
| 8. | <b>Practice and Policy (AH)</b><br>AH discussed the ongoing work related to the Care and Justice Act, noting the resurrection of the implementation group and the establishment of subgroups to take forward different parts of the Act. He emphasised the importance of laying regulations before Parliament in early 2026 to ensure implementation before the parliamentary term ends. AH highlighted the need for extensive involvement from various work streams to influence and shape the implementation process. He also mentioned the new bill and the call for views, which had an unhelpful time scale coinciding with the summer holidays. Melissa Hunt, Policy and Public Affairs Manager, would lead the work on the call for views, focusing on the redesign aspects and making more general comments on other parts of the bill. AH suggested an EMT workshop in August or September to delve into the bill and its implications, with Gill Short, Practice Manager, providing analysis on the practice side.<br><br><b>Issues arising during discussion:</b><br>EMT discussed the complexities and challenges associated with the implementation of new policies, specifically referencing the PHP and its potential administrative difficulties. They emphasised the importance of aligning policy intention with operationalisation to avoid future risks. LB highlighted the difficulty professionals face in simplifying complex policies for children and families, noting the need for support in making these processes more straightforward. The team agreed on the need for detailed understanding and potential pushback on certain aspects of the bill, with LB noting ongoing |  |  |

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|     | <p>discussions with SG and the importance of considering professional perspectives.</p> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>To schedule an EMT workshop in August to delve into the bill and its implications.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Aug 25 | PA |
| 9.  | <p><b>Information Governance (AH)</b></p> <p><b>General Update</b></p> <p>AH provided an update on a potential redesign of non-disclosure processes, highlighting the opportunity to make technical CSAS changes and explore ways to reduce complexity and risk. He mentioned the enthusiasm around the project and the establishment of working groups and a steering group to oversee the development. The team acknowledged the update and expressed interest in the potential improvements.</p> <p><b>Breach Report (April)</b></p> <p>EMT noted the April breaches report for information governance.</p>                                                                                                                                                                                                                           |        |    |
| 10. | <p><b>Digital Programme (DC)</b></p> <p><b>General Update</b></p> <p>DC provided an update on the digital programme, detailing the co-design process for the non-disclosure work stream, which involves both business and digital perspectives. He mentioned the extensive slide pack outlining various aspects of the digital plans, including automation of documentation. DC also noted the upcoming paper to EMT regarding the team redesign, which aims to address the shape and roles within the team. AHogg acknowledged the busy period ahead due to the act's provisions and the need for careful sequencing to ensure progress.</p> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>To provide an update on the digital programme, detailing the co-design process for the non-disclosure work stream.</li> </ul> |        | DC |
| 11. | <p><b>Programme Board Update</b></p> <p><b>General Update</b></p> <p>LB discussed the Programme Board's focus on rollout plans and resource allocation, highlighting a meeting scheduled to reassess approaches. She mentioned the need to consider what comes next after the current rollout, including revisiting previously set aside projects and external developments. The team agreed on the importance of having a clear forward plan for the programme.</p>                                                                                                                                                                                                                                                                                                                                                                     |        |    |

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| <b>12.</b> | <b>New Risks</b><br>While no new risks were identified, PM raised concerns about the potential risks associated with the conflation of multiple legislative changes and programme work, emphasising the need for careful management to avoid resource strain and conflicts. RMack agreed to review the risk register and mitigations, considering the impact on staff capacity and sequencing. LB suggested including the upcoming October session as a mitigation, which will address resource allocation and priority clashes.<br><br>SD will review the risk on pay given new proposed strategies. | Aug 25 | SD |
| <b>13.</b> | <b>Forward Plan</b><br>The forward plan was reviewed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |        |    |
|            | <b>Date of Next Meeting</b><br>6th August, Ochil House                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |    |