



# MINUTES

## EXECUTIVE TEAM MEETING

Tuesday 31 May 2011 in 1A Parliament Square

**Present:** Eleanor Emberson, Chief Executive (Chair) (EE)  
Neil Rennick, Executive Director Strategy & Infrastructure (NR)  
Eric McQueen, Executive Director Field Services (EMcQ)  
Steve Humphreys, Executive Director Judicial Office for Scotland (SH)

**Attended:** Margaret Peattie, Secretariat (Minutes)

### 1. Minutes of the Meeting on 19 April 2011

1.1 The Minutes were approved.

### 2. Action Points and Matters not arising elsewhere

2.1 Action points from the meeting of 1 March 2011 were cleared.

2.2 A report on procurement activity across the organisation was in preparation and would be completed shortly. The report would be circulated to the Executive Team and discussed at a future Agenda meeting.

### 3. Fines Enforcement Data (ET/May11/10)

3.1 The latest fines enforcement data was ready for publication. The Team noted that the operational plan was now in place and that recovery rates continued to improve.

### 4. Financial Performance

4.1 The provisional outturn figures for the year 2010/11 would be available shortly.

4.2 Delegated authority letters would be updated and issued.

4.3 Staff and pay budget allocations for 2011/12 would be finalised now that the voluntary redundancy exercise was nearing completion. At its next meeting with Agenda, the Team would finalise the budget paper to be submitted to the SCS Board for consideration. This would set out a package of proposals including investment in IT infrastructure to meet the demands of system improvement objectives within the Corporate Plan.

## **5. Review of Corporate Risk Register: High Level Risks**

5.1 High level risks were reviewed with those risks or actions which required to be marked completed, updated or revised highlighted. Risk owners would update the Register accordingly.

**Action: All risk owners to ensure that high level risks and/or actions are updated.**

**Action: EMcQ to speak to Alan Swift about a new action for Risk 3.**

**Action: EE to speak to Alan Swift about updating Risk 26.**

**Action: NR to arrange for a new risk on review of IT infrastructure to be added to the Corporate Risk Register and to speak to Nicola Bennett about updating actions on Risk 566.**

5.2 The use of the 4Risk system had been reviewed and the Team agreed it would take stock again in the autumn and prepare a report for submission to the Audit Committee. The rationalisation of detail would be driven down through risk registers at Directorate and local level.

5.3 The Team recorded its thanks to George Malone for providing the new format for presentation of the Corporate Risk report. He would assist in updating information held on the Corporate Register as required.

## **6. SCS Board Matters**

6.1 The formal June meeting of Board had been cancelled and instead members had been invited to a presentation by Audit Scotland of its recent review of the Scottish Justice system. NR had drafted a response to Audit Scotland's report and this had been circulated to the Team for comment.

## **7. Strategic Planning**

7.1 Letters to the majority of staff taking voluntary redundancy had been issued. Those whose departure dates were not until later in the year would receive their letters nearer the time.

7.2 Visits by the Executive Team to engage with staff in courts and offices across the country would be carried out during the summer months, with the Chief Executive's visits beginning in early July. These visits were intended to give everyone an opportunity to discuss with members of the Executive Team the programme of work underpinning the themes set out in the Corporate Plan and were part of a communications strategy which would also include regular publication on the Intranet of staff briefings and updates on projects.

**Action: Executive Directors to discuss the draft programme of visits to courts.**

**Action: EE and Susan Whiteford to discuss and agree communications and briefing before 17 June.**

7.3 The next staff briefing was being prepared. This would include publication of the project dossier which illustrates the various projects underpinning the six strategic themes set out in the Corporate Plan. This would provide an easy access point for staff who could click through links to see a summary of each project and the project manager responsible for its oversight. This would be published on the Intranet in June.

## **8. Senior Managers Conference**

8.1 The programme for 1 June 2011 had now been circulated.

## **9. Meeting with the Cabinet Secretary for Justice**

9.1 EE would meet with the Cabinet Secretary shortly and deliver a presentation on the change programme.

## **10. Staff Survey Incentives**

10.1 The Team discussed the use of incentives to encourage staff to respond to surveys. It was agreed that no item should be purchased by SCS for the purpose of providing an incentive to staff for responding to internal or national surveys. Where any item had been gifted to SCS, for example, through participation in a corporate event, then that could be used as an incentive, but the gift had to be proportionate to the scale and significance of the survey. This policy would be disseminated to the Directors' Group to ensure that all staff involved in carrying out or launching surveys were made aware of these arrangements.

10.2 It was agreed that the Head of Corporate Communications should be informed before any staff surveys were launched or published on the intranet.

***Action: Secretariat to circulate the policy on staff survey incentives to the Directors' Group for dissemination to staff within their area.***

## **11. Any Other Business**

### **Change Programme Management**

11.1 EE provided an update on discussions with Gerry Wilson (GW) about the project portfolio and the allocation of resources within Finance, Estates and IT teams. A template to capture that information would be developed and circulated to the Team.

11.2 An event involving the Executive Team and all project managers and executive leads would be held once all the structures were in place.

11.3 Highlight reporting was seen as the most effective way of monitoring progress. The Team would receive highlight reports, financial reports, the risk register based on highlight report status, a portfolio diagram with RAG status against each line and a milestone map.