



# MINUTES

## EXECUTIVE TEAM MEETING

Tuesday 22 November 2011 in N1 Spur, Saughton House

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

**Attended:** Stephen Coulter, Director Planning and Performance (SC)  
David Forrester, Director Field Services Development (DF) (Items 1-4 only)  
Nicola Bennett, Director Finance (NB) (Agenda Item 4 only)  
Alan Swift, Director HR, (AS) (Item 8 only)  
Susan Whiteford, Head of Corporate Communications (SW)  
Eddie Bracken, Head of Procurement, SCS (EB)  
Gerry Wilson, Risk and Project Co-ordinator (GW) (Items 1-4 only)  
Margaret Peattie, Secretariat Business Manager (Minutes)

**Apologies:** Eric McQueen, Executive Director Field Services

### 1. Minutes of the Meeting of 27 September 2011

1.1 The Minutes were approved.

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

2.1 There were no matters arising.

2.2 Action points from the last meeting were cleared.

### 3. Corporate Plan Delivery (ET/Nov11/23)

3.1 The portfolio highlight report, project risks, milestones and financial projections were reviewed and discussed.

3.2 The highlight report would be updated to reflect that:

- the People Strategy had now been drafted for consideration by the SCS Board in December and an implementation plan would be brought forward by the end of January 2012;
- 27 staff engagement events had already taken place across the country; and
- the first stage of the leadership through coaching programme would be completed by the end of January 2012.

3.3 The milestone chart required some revision to adjust due dates on some projects. Work on the analysis of dependencies was in hand. The Team agreed that an update for staff on progress being made on projects should be published on the intranet.

3.4 The RAG status of projects within the portfolio was reviewed. Questions around moving some Making Justice Work projects up to the feasibility stage would be discussed with Scottish Government officials. It was noted that projects arising from the Carloway Review would be added to the portfolio at some point and that this, along with the Civil Courts Review and the Review of Sheriff & Jury Procedure would have significant implications for the Scottish Court Service and could not be managed in isolation.

3.5 GW had drafted a milestone definition template for consideration. This was designed to define milestones for each project and also what criteria would be met before they were deemed to have been achieved or completed. In principle, it was agreed that the template would provide additional project assurance but there were some concerns that completing a template would put additional pressure on project managers.

3.6 The Team discussed the resources currently supporting the portfolio of projects. There was still some work to be done to tease out the demands that each project will place on central business units and at what point each project will impact on them. It was agreed that the milestone template be revisited once further consideration of resource issues had been discussed.

3.7 GW circulated a project health check assessment template and it was agreed that all should complete this to inform discussion at the next Executive Team meeting with Agenda in January.

**Action: GW to update the Portfolio Highlight Report for submission to the SCS Board.**

**Action: SW to discuss with DF the preparation and publications of a staff briefing on progress of projects within the Corporate Plan Delivery portfolio.**

**Action: EE to discuss with EMcQ the outcome of his meeting with Graeme Marwick on Supreme Courts Organisational Review.**

**Action: DF to send the timeline for the project on Getting People to Court to GW.**

**Action: GW to ensure that each Programme Board had a schedule of meetings in place for 2012.**

**Action: All to complete the portfolio management health check assessment before the next Executive Team meeting with Agenda.**

#### **4. Finance – Fees Project Initiation Document (ET/Nov11/28)**

4.1 The draft timeline for the Fees Project was discussed. It was agreed that NB would revise the timeline in light of today's discussion and circulate it along with the project document, to the Team.

**Action: NB to revise the Fees Project timeline and circulate it and the project initiation document to the Executive Team.**

#### **5. Balanced Scorecard and Fines Enforcement Data (ET/Nov11/24)**

5.1 The Team reviewed the balanced scorecard and welcomed the new format which included commentary to explain the underlying reasons for any variance in performance.

5.2 The Team noted that performance on waiting times for key criminal and civil business had been skewed by three old appeal cases in the system.

5.3 The measurement of the key performance indicator in relation to employee engagement would be re-calibrated. It was agreed that this should also reflect the annual staff survey.

**Action: SC to review the measure on Employee Engagement and discuss with Tony McGrath whether the performance management working group need be reconvened.**

## **6. Financial Performance (ET/Nov11/25)**

6.1 The Team received the latest financial projections and noted the forecast underspend. The SCS Board had already agreed to release some of that to Estates to fund additional statutory compliance work and some costs around the split-site project in Glasgow in 2011-12. The latest finance report would be submitted to the Board for consideration at its December meeting.

## **7. Review of Corporate Risk Register: High Level Risks (ET/Nov11/26)**

7.1 The high level risks were reviewed and it was agreed that consideration be given to whether the register required to be updated to reflect Making Justice Work projects.

7.2 The SCS Audit Committee had postponed its risk management workshop until January and would consider the Corporate Risk Register at that meeting. All risk owners should ensure that the register was up to date by the end of December.

**Action: GW to consider whether the register required to be updated to reflect Making Justice Work projects.**

**Action: All to ensure that risk owners reviewed the Risk Register and ensured that all actions and due dates were up to date by the end of December.**

## **8. SCS Board Agenda and Papers**

8.1 The Team reviewed the agenda and draft papers for the December meeting of the Board. Reports would be finalised and issued before the end of the week.

8.2 The SCS People Strategy would be submitted to the Board for consideration and, if approved, an implementation plan would be put in place. The Team acknowledged the body of work which had been carried out to get the People Strategy to this stage.

8.3 The Board would receive a presentation on the results from the recent SCS Court User Survey which showed an overall improvement on last year's results.

## **9. Report on SCS Uniforms (ET/Nov11/29)**

9.1 A Uniforms User Group had been set up to consider the Uniforms Policy and report had been circulated to the Team for consideration. The conclusions were

accepted and it was agreed that uniforms be replaced annually with a budget allocated to members of staff to facilitate flexibility in the ordering system and meet individual need.

## **10. Report on Procurement 2010-11**

10.1 The Team thanked NB and EB for their thorough and helpful report noting that in November 2010, the Procurement Capability Assessment rating had improved on the previous year. The results of the most recent Procurement Capability Assessment 2011-12 (for the period to end September 2011) were awaited.

10.2 The need to raise awareness of best practice for staff involved in procurement was discussed as a lack of familiarity with the process meant that insufficient notice was being given to suppliers to meet the timetable set by SCS. The procurement team had been engaging with staff at local level to highlight this and other procurement issues.

## **11. Leadership through Coaching**

11.1 In light of discussion at the senior managers' workshop in early November, the Project Board had agreed to re-shape the format of day 3 of the Coaching course. Phase 1 of the coaching programme would be completed by the end of January rather than April.

## **12. Any Other Business**

### ***Unacceptable Actions Policy***

12.1 SW advised that an Unacceptable Actions Policy had been drafted which sets out the SCS approach to handling complaints but more particularly how we manage those who make a complaint and whose actions and behaviour is considered to be unacceptable. This would be circulated to the Team for final approval and published on the SCS website. Guidance on implementation would be issued to staff.

### ***Industrial Action***

12.2 Contingency planning meetings had been taking place and arrangements were in place for 30 November.

## **13. Date of Next Meeting**

13.1 The next Agenda meeting would be held on 24 January 2012.

Scottish Court Service  
December 2011