



# MINUTES

## EXECUTIVE TEAM MEETING

Tuesday 27 September 2011 in 1A Parliament House

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

**Attended:** Stephen Coulter, Director Planning and Performance (SC)  
Susan Whiteford, Head of Corporate Communications (SW)  
Gerry Wilson, Risk and Project Co-ordinator (GW) (Items 1-6 only)  
Irene Andrew, Management Accountant (IW) (Items 1-5 & 7 (finance only))  
Margaret Peattie, Secretariat Business Manager (Minutes)

### 1. Minutes of the Meeting of 26 July 2011

1.1 The Minutes were approved.

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

2.1 There were no matters arising and action points were cleared.

- The report on lessons learned from the voluntary redundancy exercise had been circulated to the Executive Team and would be discussed at the Directors' Group meeting next month.
- The Risk Register updates had been completed.

### 3. Corporate Plan Delivery (ET/Sep11/17)

3.1 The Team scrutinised the portfolio highlight report, project risks, milestones and financial projections.

3.2 Consideration was given to proposed changes to project managers for a small number of the project due to staff moves or departures and to change the name of five projects to give more clarity to the work being undertaken.

3.3 The programme portfolio was discussed. Following initial feasibility assessments, more projects were now underway and the Team was broadly content with the RAG status for each of the projects in the portfolio. It was noted that following the spending review outcome, the status on Parliament House redevelopment should be downscaled to amber.

3.4 The milestone chart required updating to fill a few gaps and some dates would have to be revised. It was agreed that more detail was required for forward months and that there was a need for project dependencies to be included. Once some work had been done on this, the Team would look at it again.

**Action: GW to update the milestone chart to provide more detail on forward months and include project dependencies and bring that back to the Executive Team when ready.**

3.5 The financial projections had been updated following the recent project values workshop. The Directors' Group would discuss the overall approach to budget setting and planning at its meeting in October. In the meantime it was agreed that EMcQ and NR would discuss on-going control of recruitment and savings from staff reductions with the Director HR and Director Finance.

**Action: EMcQ/NR to discuss on-going control on recruitment and projected savings from staff reductions.**

#### **4. Performance Scorecard and Fines Enforcement Data (ET/Sep11/18)**

4.1 The SCS Board Scorecard for the first quarter of the year 2011/12 was reviewed and discussed. It was noted that progress was being made on the number of fines payments being made on-line.

4.2 The Team found the commentary accompanying the data to be helpful in understanding underlying performance trends. The next quarter's data would be ready for the SCS Board meeting in December.

#### **5. Financial Performance (SCS/Oct11/19)**

5.1 The financial results for 2011/12 to the end of August were discussed. It was noted that budget holders were continuing to keep expenditure under control and that discretionary budgets were likely to be underspent.

5.2 The Team discussed options for allocating the corporate reserve in light of the announcement of the outcome of the 2011 Spending Review. A report would be submitted to the SCS Board for discussion in October.

#### **6. Review of Corporate Risk Register: High Level Risks (ET/Sep11/20)**

6.1 The high level risks had been updated but it was noted that the system did not appear to reflect all the changes that had been made. It was agreed that EE would look at this again and discuss with GW.

6.2 The risks were reviewed and it was agreed that:

- All risk owners to mark any completed actions accordingly;
- Risk 3 (SCS skill base and capacity) – SC would now be the person responsible for action required to improve reporting of operational errors and to include within that action operational errors brought to attention other than through a complaint; and
- Risk 26 (staff morale) – EE to draft additional actions to reflect the next stages of the leadership through coaching programme.

**Action: All risk owners to update the Register, closing off actions already completed and updating or providing new actions where necessary – to be completed by 5 October.**

6.3 The SCS Audit Committee would have a risk management workshop before its formal meeting in November, following which it would consider the Corporate Risk Register. EE and NR would meet with Alastair Merrill, Scottish Government Director Procurement, who had agreed to facilitate the workshop to discuss the format.

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

7.1 The Agenda and draft papers for the October Board meeting were discussed. A paper reflecting achievements in Corporate Plan Delivery projects would be finalised shortly. The ICT Implementation Plan for 2011/12 would be submitted to the Board for scrutiny.

## **8. Legal Staff Review (ET/Sep11/21)**

8.1 A report had been circulated to the Team and they were broadly content with the recommendations. SH would consider how these should be implemented and would discuss this with the Director HR before an implementation plan was developed. Some of the recommendations would require to be formalised as new projects.

***Action: SH to discuss implementation of recommendations in the Legal Staff Review with Alan Swift.***

## **9. Dogs in Court Buildings (ET/Sep11/22)**

9.1 The Health & Safety/Security Works Committee had submitted a report to the Team recommending that all dogs, other than working dogs such as guide dogs which give assistance, should be banned from all SCS buildings. After discussion, it was agreed that the recommendation be accepted.

## **10. Any Other Business**

### ***Completion of Individual Performance Reviews/Role Profiles***

10.1 EE advised that she had received a report showing that some role profiles had not yet been sealed on the IPR2 system.

***Action: All to ensure that all Role Profiles for direct reports were finalised and put on the IPR2 system and that any outstanding IPR reports for 2010/11 were sealed.***

## **11. Date of Next Meeting**

11.1 The next meeting would be held on 22 November.