



# MINUTES

## EXECUTIVE TEAM MEETING

Tuesday 26 July 2011 in N1 Spur, Saughton House

**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:** Stephen Coulter, Director Planning and Performance (SC)  
Susan Whiteford, Head of Corporate Communications (SW)  
Margaret Peattie, Secretariat Business Manager (Minutes)

### 1. Minutes of the Meeting of 31 May 2011

1.1 The Minutes were approved.

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

2.1 Action points from the meeting held on 31 May 2011 were cleared. There were no matters arising which would not be discussed elsewhere on the Agenda.

### 3. Corporate Plan Delivery (ET/July11/13)

3.1 The Team reviewed the overall programme highlight report, risks, financial projections and project milestones. It was agreed that, where any specific issues were flagged up in the overall portfolio review, the highlight report for the particular project would be scrutinised and appropriate action taken where necessary.

3.2 Project Initiation Documents would be completed and signed off by individual programme boards before being submitted to the Team for approval. Each would be published on the Intranet and consideration would be given to the timetable for publication as part of the overall project communications strategy.

3.3 The programme portfolio was discussed and the Team was broadly content that the RAG status for each project within individual programme workstreams accurately reflected the progress being made.

3.4 Some detail in the project milestones report required updating. It was agreed that individual project boards should look at this report to ensure that it contained the right detail and data to flag up timelines for achieving system improvement. The project teams should also work to strengthen the financial information - both costs and savings - within the project documentation.

3.5 The Team recorded its thanks to Gerry Wilson and the project teams for providing detailed information to inform a comprehensive overview. It was noted that the documentation was beginning to take shape.

#### **4. Performance Scorecard and Fines Enforcement Data ET/Jul11/14**

4.1 The SCS Board Scorecard was being prepared. The Team considered options for defining a key performance indicator for measuring “Delivering our Change Portfolio” and the establishment of criteria for the portfolio RAG status. It was agreed that overall status should be determined by the Team based on a qualitative judgement rather than on a calculation of the RAG status of individual projects. This would be flagged up for the Board at its August meeting.

4.2 EMcQ advised that the next quarterly publication of fines enforcement data was being finalised. The management information team was formalising a protocol for publishing statistics which would conform to the UK Statistics Authority Code of Practice. A list of those who may receive pre-publication information was also being considered.

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

5.1 The high level risks were reviewed. The Team was broadly content with the rating of individual risks, noting that the following required to be updated:

- Risk 23 – Health & Safety – additional action to take account of estates shared service arrangements;
- Risk 26 – Staff Morale – completed actions to be deleted and dates updated;
- Risk 130 – Sensitive Data - completed actions to be deleted and dates updated;
- Risk 219 – Business Continuity – SC to update to include lessons learned and to discuss actions with Alan Swift.
- Risk 532 – Business Critical Change – delete completed action and revisit after Board meeting;
- Risk 3 – Staff skill base – Alan Swift to revise.

***Action: All risk owners to ensure that the register is updated.***

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

6.1 The Team discussed the Agenda and reviewed the draft papers for the August Board meeting. A short status report on Corporate Plan Delivery would be drafted and, subject to the Board’s agreement, that could be used as a template for providing it with regular updates.

6.2 The draft Annual Report was discussed. The auditors had already seen an early draft and were broadly content with its format. It was noted that the draft had not yet been submitted to the Board for approval and that any further changes should be flagged up for the auditors after the Board meeting.

6.3 The financial results for the year 2010/11 would be presented to the Board. The Team recognised that there had been an overall improvement in budget forecasting and recorded its thanks to all those involved in budget profiling and forecasting.

## **7. Strategic Planning**

7.1 The programme of visits by members of the Team to courts across the country to engage with staff in was now underway. These opportunities to meet with the Chief Executive or one of the Executive Directors to discuss progress since the staff events at the end of last year, the work currently underway and to raise any questions, had been welcomed by staff. Feedback from these discussions would help identify key issues for staff and inform the focus for future communications on Corporate Plan Delivery. Dates for similar discussions would be arranged for discussions with staff in Headquarters and the Judicial Office.

7.2 The voluntary redundancy exercise had been completed and the Team would discuss lessons learned at one of the weekly meetings in August. EE would discuss with Alan Swift the provision of a report for that discussion.

***Action: EE to discuss with Alan Swift the provision of a report on VR lessons learned for a meeting of the Team in August.***

## **8. Any Other Business**

### ***Leadership through Coaching Project***

8.1 A programme of coaching for senior and middle managers had been drafted and would be discussed at the project board shortly. It was agreed that the Team would support this and join via video link for a session during each of the events. The final programme would be circulated to the Team when ready.

## **9. Date of Next Meeting**

9.1 The next meeting would be held on 27 September.

Scottish Court Service  
July 2011