

SCOTTISH COURT SERVICE

BOARD MEETING

Monday 15 March 2010 in Glasgow Sheriff Court

**Present:**

Rt Hon Lord Hamilton, Lord President, (Chair)  
Rt Hon Lord Gill  
Eleanor Emberson  
Robert Milligan QC  
Johan Findlay JP  
Rt Hon Lord Reed  
Elizabeth Carmichael CBE  
Sheriff Iona McDonald  
Tony McGrath  
Mark Higgins  
Sheriff Principal Alastair Dunlop QC  
Sheriff Derek Pyle  
Debbie Crosbie

**Also Attended:**

Neil Rennick, Executive Director Policy & Strategy, SCS  
Glynis McKeand, Head of Civil & Governance Change, SCS  
Cliff Binning, Director Field Services (Development), SCS (Item 3)  
Susan Whiteford, Head of Corporate Communications, SCS (Item 4)  
Margaret Peattie, Secretariat Business Manager, SCS, (Minutes)

**Apologies:**

None

The Lord President welcomed everyone to the meeting.

**1. Minutes of the Meeting of 15 February 2010**

1.1 The Minutes were approved.

**2. Matters Arising**

2.1 All action points were cleared.

***Corporate Plan & Framework Document***

2.2 The Corporate Plan and Framework Document agreed by the Board had now been submitted to the Scottish Ministers for consideration.

**3. Strategic Planning**

3.1 The Board received a presentation which set out key issues and priorities to help inform preparations for the next spending review. Work had already been done around business model change but further analysis was required.

3.2 The presentation covered five main issues which were:

- the SCS landscape;
- strategic drivers;
- defining success;
- priorities and actions; and
- next steps.

3.3 The Board considered how the new Scottish Court Service landscape might change with greater involvement of the judiciary in the decision making process and with wider developments, such as Civil Courts reform. Engagement with the judiciary had developed over time but the establishment of a judicially led Board would provide greater opportunities for dialogue.

3.4 There was discussion on strategic perspective and identifying areas which required action to fully support that. It was recognised that there was an enabling culture within the Scottish Court Service with main outputs on delivering outcomes within the justice system. All actions identified would be tied in with customer focus.

3.5 It was necessary to build on the work already done on the business model, both in the run up to June (by which time preparations for the spending review should be well underway) and for longer term strategic planning. The work on strategic planning had identified a set of priority activities over the coming months:

- horizon scanning for factors impacting on future business demands;
- mapping and strengthening the SCS's internal processes;
- enhancing understanding of the SCS's cost drivers;
- supporting SCS staff through workforce planning and skills development;
- reviewing the strategic contribution of IT.

3.6 The Board thanked Cliff for his presentation and welcomed the development of this strategic roadmap. The next step would be to develop quality of information and insight and Board members were invited to participate in discussions or further workshops ahead of a formal presentation to the June Board meeting.

#### **4. Communications and Engagement Strategy (SCS/Mar10/10)**

4.1 The Board agreed that the strategy paper provided a good basis for effective communications and relationships with SCS staff, the Scottish Government, the Scottish Parliament, other organisations, court users and the media after vesting day on 1 April. The Board emphasised the need for the Supreme Courts and consumer groups to be included within the list of key contacts.

4.2 This was essentially a working document and would be developed once the Board had been established for a little time. More thought would be given to the focus of meetings with key groups and how decisions made by the Board are communicated.

#### **5. Committees (SCS/Mar10/11)**

5.1 The Board agreed upon the membership and remit of the Scottish Court Service Audit Committee and the Remuneration Committee, both of which were prescribed by the Scottish Public Finance Manual.

5.2 Membership of the Audit Committee would be:

- Debbie Crosbie, Non Executive Director SCS Board (Chair);
- Tony McGrath, Non Executive Director SCS Board;

- Elizabeth Carmichael, Non Executive Director SCS Board; and
- a member of the current Scottish Court Service Agency Audit Committee who would be co-opted by the Board for one year to provide continuity.

5.3 It was agreed that a further member (or possibly two) would be appointed through open competition.

5.4 The Remuneration Committee would comprise of:

- The Rt Hon Lord Gill (Chair);
- Sheriff Principal Dunlop; and
- Sheriff McDonald.

5.5 This Committee would meet approximately once each year to determine the remuneration of the non Executive Directors of the Board and its committees, who were not already remunerated from public funds.

## **6. SCS Project Management (SCS/Mar10/12)**

6.1 The Board considered the current project governance arrangements which were aligned with the Scottish Public Finance Manual.

6.2 All high risk projects would be assessed at Board level but there was some discussion about how the criteria for medium risk projects, which should also come before the Board, would be determined. This would be informed through discussion of a scheme of delegation for the Board and a paper was being prepared for consideration at the next meeting.

## **7. SCS Business Plan 2010/11 (SCS/Mar10/13)**

7.1 It was noted that the draft Business Plan linked with the content of the Corporate Plan. The Board indicated that it would like to see more focus within the Business Plan on measurability of specific activities and milestones so that, at the end of the year, it can be seen how well Scottish Court Service has performed against stated objectives.

7.2 Currently, the Risk Register sits alongside the Business Plan but the Board was keen to see risks and opportunities set out within the document.

7.3 The Plan would be revised in light of the Board's comments and circulated for approval.

***Action: Neil Rennick to arrange for the Business Plan to be revised and circulated to the Board for approval.***

## **8. Any Other Business**

### ***Corporate Identity***

8.1 Implementation of the new corporate identity would be phased in from 1 April with key electronic communications bearing the new coat of arms from that date. The Board noted that it would take some time fully to implement this in relation to things such as leaflets and court signage but every new creation would bear the new SCS identity.

8.2 In closing, the Board thanked the Sheriff Clerk and his staff for accommodating the meeting and facilitating visits to the sheriff, stipendiary magistrates' and justice of the peace courts in Glasgow.

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

9.1 Monday 12 April 2010 in Saughton House, Edinburgh.