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## Meeting Minutes: Redress Scotland Oversight Board

**Date:** 28<sup>th</sup> September 2022 0930

**Minuted by:** Diane Piper

### In attendance

- Johnny Gwynne(JG) (Oversight Board Chair, Redress Scotland Chair)
  - Bill Matthews(WM) (Oversight Board Deputy Chair, Redress Scotland Deputy Chair)
  - Emma Lewis(EL) (Oversight Board Interim Member, Redress Scotland Panel Member)
  - Anne Houston(AH) (Oversight Board Interim Member, Redress Scotland Panel Member)
  - Colin Spivey(CS) (Oversight Board Interim Member, Redress Scotland Board Member)
  - Joanna McCreadie (JM) (Redress Scotland Chief Executive)
  - Michelle Nairn (MN) (Redress Scotland Head of People)
  - Mike Stevens (MS) (Redress Scotland Head of Finance and Resources)
  - Gary Gallacher (GG) (Redress Scotland Head of Operations)
  - Melanie Lowe (ML) (Redress Scotland Policy & Engagement Lead)
- Part attendance

**Apologies** – None

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### Agenda item 1. Welcome, apologies and conflicts of interest

The Chair (JG)welcomed everyone and opened the meeting. Members confirmed there were no conflicts of interest with any of the agenda items and ML advised she would leave for item 6, and wait to be called back into the meeting.

### Agenda item 2. Minutes of the previous meeting 17th August 2022

The minutes of the previous meeting were agreed as an accurate record of the meeting.

In order to ensure that the meeting has the voice of survivors at the heart of the discussion the Chair asked EL to be the champion of this for the duration of the meeting and to ensure discussions adhere to the corporate values of dignity, respect and compassion.

JG advised that an invitation to attend these meetings has been extended to Deputy Director, Sponsor Unit at Scottish Government or his designated representative.

### Agenda item 3. Matters Arising

The following matters arising from the minute were discussed

1. In relation to wellbeing of panel members MN confirmed that the People Team were in the process of developing a Canva guide for panel members. This will include links to additional resources.
2. JG confirmed he has recently received guidance from Scottish Government on Board Self Evaluation and this will be discussed at the next Oversight Board meeting.
3. The Corporate plan is being checked for presentation style and will include reference to the National Performance Framework.
4. JM has written to the Deputy Director, Redress division in relation to current redaction practices. GG has also been in communication with our Scottish Government colleagues where it was agreed that Redress Scotland will undertake a short survey with panel members on their experience of working with redacted papers and then share the findings with Scottish Government.
5. The final version of the progress report has been returned from Studio LR and together with the monthly data report are almost ready for publication.
6. The expense policy was approved at the last meeting with the caveat that the rate for panel members will be given further consideration, including consultation with panel members and review of the working arrangements policy. This item will be added to the action tracker.

### **Action 1 Add review of Expenses policy to include consultation with panel members**

### **Agenda item 4 Report from the Chief Executive**

The CEO, JM, presented her report providing an overview of progress against the 2022-23 Corporate Plan followed by a discussion of the organisational development of Redress Scotland. JM advised members that the organisation is in the implementation phase of organisational development with a revised expectation of optimising delivery by summer 2023.

Recruitment for the non-executive directors is underway with the expectation they will be in place before the end of 2022.

The organisation is operating with no fixed central office. Digital working is established as part of the operating structure and in light of this the plan to have a fixed building has been suspended for the immediate future. In the interim the proposal to the board is that the management team undertake an internal consultation with the team and explore the use of other public body resources for in person meetings. This could be discussed further at the strategy day in December. Members made a number of suggestions for possible office use adding that it was entirely possible to run a virtual office provided the possible impacts around staff isolation and wellbeing were addressed and mitigated against.

JG added that there will be financial savings by not taking on a premises both this year and in future years.

***The board agreed with the proposal with the caveat that we may need to change this strategy based on future requirements and expectations. A portion of the potential savings will be invested in meeting spaces, equipment, training, and panel and team member well-being.***

Appended to the report were a selection of proposed Key Performance Indicators. These will be further reviewed and refined and an explanatory note prepared. WM suggested that it would be helpful to explore a **cost per decision made**. It was further agreed that the Key Performance Indicators should be shared with the Survivor Forum with a request for their input.

AH asked if something could also be developed around Complaints and Compliments.

**Action 2 – JM and team to develop the following:**

- ***unit cost per decision made***
- ***explanatory narrative around each Key Performance Indicators to be drafted***
- ***Take Key Performance Indicators to Survivor Forum for feedback and influence***
- ***add Complaints and Compliments to the list of Key Performance Indicators***

The Chair thanked JM for her report and supporting papers adding that the organisation is moving between implementation and optimisation of service delivery and praised the team for the work achieved so far.

**Agenda item 5. Capacity and demand: panel members and administrators**

The first iteration of this item was brought to the last Oversight Board. The aim is to ensure the organisation is ready to meet the projected pipeline of applications. JG felt this was an excellent paper and highlighted the key points for discussion with board members i.e.

1. In balancing the different risks for Redress Scotland, which risks should carry the most weight;
2. How Redress Scotland can best fulfil its mission of being 'an excellent public body that makes high quality decisions and fulfils expectations of our role in Scotland's redress scheme' in relation to capacity for and pace of decision making; and
3. Whether an appropriate approach to meeting this challenge may be the outlined three part strategy, in which we work on the different parts simultaneously.

Following a full discussion looking at both the backlog of applications and current panel member capacity members agreed ***not to go for growth until application levels reach 500 per year, or the equivalent once sustained pro-rated monthly level. The organisation should aim to optimise by an estimated 20% within this level (i.e. 600 pa versus 500). Before exhausting any optimised capacity and in an effort to avoid a point of 'log jam' Redress Scotland may need agreed support from Scottish Government to resource up to meet demands. Redress Scotland also needs as a priority clear, timely and reliable***

**forecasting of demand from Scottish Government colleagues to enable the organisation to grow in line with demand.**

**Panel members and the Practice Development Group will be included in the development of an optimisation plan for panel members and administrators with a report back to next Oversight Board on the 16<sup>th</sup> November.**

JM thanked members for providing clarity.

**Action 3 JM to raise capacity planning with the Practice Development Group at the October meeting.**

### **Agenda item 6. Options appraisal for proposed restructure**

This item was presented at the August meeting and has since been worked into an options paper for the board to consider. Members agreed that the proposed new post, Head of Policy and Improvement would fill the identified gaps within the organisation. It was further noted that this was the most cost effective solution.

***The Oversight board agreed to the proposed restructure including the creation of the new post – Head of Policy and Improvement.***

### **Agenda item 7. Risk register**

Members were advised that work has commenced on the development of the Risk Registers within the organisation. Two registers have been created for strategic risks, as presented, and for operational risks which are maintained by the Senior Management Team.

The board approved the register as presented with the following changes

- For tracking changes an additional column will be inserted showing direction of travel.
- Clarification of our current risk appetite to be identified and noted
- Further discussion to take place at the workshop on the 5<sup>th</sup> December

**Action 4 Risk register to amended as suggested ML**

### **Agenda item 8 Official Documents and Policies Register**

ML advised that this is still a work in progress and since circulation a further 15 pieces of work have been identified. Documents have been separated into work areas, Governance, People, Operations, Finance and Policy with each Head of responsible for their own area. The spreadsheet enables better tracking of progress, approvals and review dates. It was noted that some of the papers which had been signed off by the project board may have to be revisited. ML is also taking guidance from the National Records of Scotland who have identified key elements for the storing of records.

## Agenda item 9. Finance

MS reported an underspend due primarily to 2 factors – staffing not yet at capacity and an underspend on buildings. This underspend is expected to continue until the end of the year. A more stable situation is predicted for 2023. The underspend has been declared to Scottish Government. A full review will be undertaken and a revised forecast to the year-end will be prepared. Work has also commencing on the budget for next year. The recently announced salary increases will be incorporated into the next report.

## Agenda item 10 Appraisal of Panel Members

JG advised that this work was initially presented in May this year and is re-presented taking account of this feedback.

**Members felt this was a very good paper and all agreed to sign this off and move to implementation. The front page is to be updated and some grammatical amendments were suggested. Completion of an Equalities Impact Assessment was also requested.**

**Action 5 MN to check for any minor, non-material corrections, prepare an Equalities Impact Assessment and bring back to the next oversight board.**

## Agenda item 11. Work Update

### Action log

- The organisation is still awaiting a response from Harper McLeod as to whether or not, we can publish data received from SG. A follow up email has been sent.
- Engagement with the survivor forum. This is ongoing and the board will be updated as this work proceeds.
- Requests for psychological assessments. GG and JM have raised this with Scottish Government and further discussion will take place.
- The Progress Report is currently with Studio LR and upon receipt JG will share with Michael Chalmers and the sponsor team and thereafter with the Minister. The whole of the corporate body will be notified when the final report is published.
- Expenses Policy is approved. Future reviews to include consultation with panel members
- ML confirmed that under the terms of reference for Survivor Forum, Scottish Government will cover expenses for hosting and for survivors participating at these events.

### Work Plan

JG advised the following updates

- 3 Chair's circulars have been prepared referencing the Code of Conduct, The Rules of Procedure and Panel Members Standing Orders.

- At the November meeting further information on the process for board self-evaluation will be discussed.
- Cyber risk was due to be discussed at the workshop on the 5<sup>th</sup> Dec but it was considered prudent to move this to January when the new non- executive directors are in post.

### **Agenda item 12. Any other competent business**

CS advised that the judgement for Sommerville case is now out. The impact in Scotland is still unclear. JM will ensure the sponsor team for Redress Scotland are aware of this case.

- **Schedule of dates for 2023**

These were agreed and calendar invitations will be issued.

### **Agenda item 13. Review of Meeting**

EL confirmed that the meeting appropriately took into consideration the survivor perspective.