

Leadership Team Quarterly Meeting Notes

Meeting Date	Wednesday 11 February 2026, 10:30 – 12:00, by MS Teams	
Attendees	Ombudsman	Paul McFadden
	Head of Corporate and Shared Services (HoCSS)	Stuart Crickmar
	Head of Improvement, Standards & Engagement (HoISE)	Andrew Crawford
	Head of Investigations (HoI-PSC)	Judy Saddler
	Head of Investigations (HoI-INWO+SWF)	Elaine Cameron
	Executive Casework Officer (ECO)	Adele Keddie
	Executive Casework Officer (ECO)	Scott Ramsay
	Corporate Services Manager (CSM) (Note-taker)	Fiona Paterson

Item	Subject	Main points of discussion	Decisions and actions agreed	Due	Lead
1.	Governance decisions	The structure, recording and reporting from various LT meetings is under review, following the change of Ombudsman in October.			
2.	Minutes	LT noted minutes as published. The outstanding action points were reviewed and noted.			
	<ul style="list-style-type: none"> Action point updates and matters outstanding 				
3.	Financial monitoring	The HoCSS brought to LT's attention the year-to-date outturn and the forecast year-end position. He confirmed the notification to the SPCB to surrender £50K of the			



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		<p>approve budget in light of two unexpected one-off underspends - 6-month senior management vacancy and the service charge rebate - and the strong income performance by the Training Unit.</p> <p>The 2026-27 budget is expected to be approved in full at the end of the month, with the only adjustment being to expected income from 0 to £50K.</p>			
4.	External Audit	The HoCSS highlighted the timetable for the Annual Report and Financial Statements to be drafted for the External Audit field work in June.			
5.	Internal Audit	<p>The LT noted the audit activities for 2025-26 were complete with all final reports will be tabled alongside the annual assurance statement. Actions have been added to the Outstanding Actions paper.</p> <p>The proposed 2026-27 activities were reviewed and agreed for tabling at the March AAB meeting.</p>	Annual Assurance report can be finalised for AAB meeting.	25 Mar	CSM
6.	Risk, Incident, and Issue Management, including Business Plan exceptions	<p>The LT noted Risk Interrogation of the cyber incident Strategic Risk and agreed the recommendation to change the likelihood score following the completion of the MFA for Workpro/Connect sharing portal.</p> <p>The LT will review all strategic risks in line with the business planning for 2026-27.</p> <p>LT noted the Q3 BP performance summary.</p>	<p>Full review of the strategic risks by LT.</p> <p>Review of the overall risk appetite.</p>	Mar 2026	Full LT



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7.	Corporate Services assurance, encompassing: Shared Services, HR and Wellbeing, ICT, Information Governance, Internal Professional Advisers	The LT noted the papers, in particular, the reduction in sickness absence days and achieving re-certification of Cyber Essentials.	Circulate the Q3 shared services report to BH office-holders.	Mar 2026	CSM
8.	Casework Performance <ul style="list-style-type: none"> Casework Performance Dashboard 	<p>Hol-PSC provided a performance overview to the LT, who noted and discussed the ongoing sustained increases in both demand and performance output; and that the key performance indicators were under discussion for the new 2026-27 year.</p> <p>Hol-INWO+SWF highlighted the external engagement activities and noted the increase in initial demand for INWO and recent quarter increase in SWF numbers.</p>			
9.	Quality Overview <ul style="list-style-type: none"> Executive Casework Officer Report, including updates on Decision Reviews and Quality Assurance 	The ECOs spoke to the discussion paper outlining options on how to address the increase in review numbers, and the projected backlog. LT showed general agreement for the various options outlined in the paper, and a detailed discussion on the resource issues facing the whole organisation will be undertaken at the next LT Monthly meeting.	Detailed discussion on future resourcing for decision reviews and quality assurance.	Mar 2026	Full LT



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	<ul style="list-style-type: none">Customer Service Complaints	<p>It was made clear that it is unlikely the Quality Assurance programme will restart until further resources are available.</p> <p>The HoISE spoke to the tabled Q3 report and provided additional background information supporting the recommendation for a clearer stage three acknowledgement template letter confirming whether a complaint met the process criteria.. LT agreed the recommendation and noted it will be linked to the review of the engagement policy.</p>	Publication of the Q3 report approved.	Mar 2026	CSM
10. AOB		<p>1. The proposed future format for the Leadership Team meetings was discussed and agreed in principle, noting draft agendas for the meetings would be the next step to clarify the meeting purpose.</p> <p>The request for an internal communication process to share relevant information from the meetings and to record decisions taken was noted.</p> <p>2. The LT discussed the AAB induction afternoon.</p>	<p>Circulate the meetings to calendars</p> <p>Prepare draft an agenda templates.</p>	Mar 2026	CSM

Approved for publication on 27 March 2026

Paul McFadden, Scottish Public Services Ombudsman