

Leadership Team Governance Meeting Notes

Meeting Date	Wednesday 27 August 2025, 10:30 – 12:00, by MS Teams		
Attendees	Acting Ombudsman (Omb) (Chair)	Andrew Crawford	
	and Head of Improvement, Standards & Engagement		
	Head of Corporate and Shared Services (HOCSS)	Stuart Crickmar	
	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	
Invitees	Data Protection Officer (SPCB-DPO)	Robin Davidson	
	Corporate Information Governance Officer (CIGO)	Helen Littlemore	

Item	Subject	Main points of discussion	Decisions and actions agreed	Due	Lead
	DPO Annual Assurance, including SPSO Information Governance Report	The Chair gave a warm welcome to DPO and CIGO.			
		The DPO expressed that from the information regularly shared by SPSO, he is fully informed of SPSO information governance processes and procedures, and has no concerns with how SPSO process information.			
		The DPO shared information on the Data Use and Access Act, which came into force in June 2025 and provides			



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		more clarity on some areas such as SARs, but not with the sweeping changes included in the predecessor Bill.			
		DPO provided a comprehensive summary of the changes the Act implements. Some changes confirm current Information Commissioner Office's (ICO) guidance and best practice, with some enhancements, such as the clarity on requests for subject access request (SAR) searches. This restricts searches to a reasonable and proportionate search for info when making a SAR.			
		The CIGO has advised that the ICO is currently running two consultations on areas of the Act:			
		 Lawfulness of processing - recognised legitimate interest draft guidance. The new lawful basis adds pre-approved purposes for processing and means organisations no longer need to assess impact on rights and freedoms in clear circumstances. 			
		2. DP complaints - draft guidance on a new requirement for organisations to have a DP complaint process in place by June 2026. Not expecting much change from the current recommended practice, which SPSO already has in place.			
		Note, the SPSO monitor ICO guidance closely, and much of the change the Act is implementing is already in practice.			



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		DPO was asked to comment on the use of AI from an Information Governance perspective, and he concluded that it is important to use DPIAs in your assessment of its use, noting there may be practical benefits but to be cautious with its use. Answer the six basic information governance questions:			
		1. Why is it required?			
		2. What is the purpose?			
		3. Is it proportionate?			
		4. Does it comply with IG principles?			
		5. Are you collecting minimal information?			
		6. Ensure there is sufficient awareness and knowledge of the subject that outputs can be checked effectively for accuracy and truth.			
		The Chair thanked the DPO for the information and guidance provided, which is appreciated.			
1.	Governance decisions taken at LT operational meetings	Decisions taken at LT operational meetings during Q1 were noted and confirmed.			
2.	Minutes from previous meeting	LT noted minutes as published			
	 Action point updates and matters outstanding 	The outstanding action points were reviewed and noted. Completed actions will be removed. The one outstanding action requires input from the incoming Ombudsman in Q3.			



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3.	Financial monitoring	The HoCSS noted the year-to-date position with outturns were where they are expected to be for Q1, and the draft budget for 2026-27 will be submitted on 1 September, following the meeting between Head of Office-holder Services and the Acting Ombudsman.			
		The LT asked for clarity on the expected outturn on staffing costs for the full year, which was confirmed to be in line with the full budget provided.			
		The LT noted the due dates on contracts, and it was clarified that the major contract due for tendering would require the incoming Ombudsman's involvement so has been delayed until Q4.			
4.	External Audit	The HoCSS noted the External Auditor had provided their draft report for factual checks. The auditor's report concluded that the use of the going concern basis of accounting in the preparation of the financial statements is appropriate.			
		This report will be tabled at the AAB meeting alongside the SPSO Annual Report and Financial Statements.			
5.	Internal Audit	The LT noted the agreed audit activities for 2025-26 are timetabled for Q3.			
6.	Risk, Incident, and Issue Management, including Business Plan exceptions	The LT noted the strategic risks remain constant for Q1 and reflected on the data incidents as recorded.	Publish the Q1 BP	Sep 2025	CSM
		LT approved the Q1 BP performance summary for publication.			



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7.	Corporate Services assurance, encompassing: Shared Services HR and Wellbeing ICT Information Governance Internal Professional Advisers	The LT noted the reduction in requests for advice, despite the increase of cases, reflecting the new processes and guidance implemented in recent months is having the desired effect. The LT were updated by HoI-PSC that on speaking with the Assessment and Guidance Manager, she was informed there was a notable increase in requests for paper forms and leaflets which goes some way to explaining the postage cost increases noted in the paper. LT thanked the HoCSS and team for the strong assurance provided by the overview and the supporting reports, noting that all statutory requirements are being	Circulate the Q1 shared services report to BH office- holders.	Sep 2025	CSM
8.	Casework Performance	Hol-PSC provided a performance overview to the LT, who noted progress on the project to focuss additional resources for clearing the oldest cases as quickly as possible, and the impact this will have on KPI-3 at year-end.			
9.	Legal update Quality Overview	The Acting Ombudsman provided a verbal update on current activities involving our legal advisers, including an upcoming learning session for staff.			



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	•	Executive Casework Officer Report, including	The LT were updated on the quarterly findings from the review work.			
		updates on	The ECO drew attention to the current volume of reviews			
		Decision Reviews	which were the highest number recorded, with accompanying high numbers of post closure			
		Quality Assurance	correspondence. Additionally, it has been necessary to implement the Respectful Engagement policy more often. There is a reputational and resource risk with the number of cases over 90 days, however additional resource has been secured to assist with reducing this.			
			The start of the QA program for 2025-26 has been delayed to focus on reviews.			
	•	Customer Service Complaints	The Chair noted the remaining reports had all been table previously at an LT operational meeting and was content the findings had been noted appropriately.	Publication of the Q1 report approved.	Sep 2025	CSM
	•	Respectful Engagement Policy update	In addition, the LT reviewed the list of current cases this policy has been applied to.			
	•	Customer Survey Reports	Noted at LT operational meetings.			
10.	A	ОВ	None			

Approved for publication on 09 September 2025

Andrew Crawford, Scottish Public Services Ombudsman