

Leadership Team Governance Meeting Notes

Meeting Date	Wednesday 14 May 2025, 10:30 – 12:00, by MS Teams	
Attendees	Acting Ombudsman (Chair) and Head of Improvement, Standards & Engagement	Andrew Crawford
	Head of Corporate and Shared Services	Stuart Crickmar
	Head of Investigations (PSC)	Judy Saddler
	Head of Investigations (INWO+SWF)	Elaine Cameron
	Executive Casework Officer	Adele Keddie
	Corporate Services Manager (Note-taker)	Fiona Paterson
Observers		
Apologies	Executive Casework Officer	Scott Ramsay
	ISE Officer (Insight)	Dawn Linkston

Item	Subject	Main points of discussion	Decisions and actions agreed	Due	Lead
1.	Governance decisions taken at LT operational meetings	Decisions taken at LT operational meetings during Q4 were noted and confirmed. HoI-PSC provided an update on one of the ICT development decisions which will be taken back to the Workpro Development Group for consideration.			
2.	Minutes from previous meeting	LT noted minutes as published			



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	<ul style="list-style-type: none"> Action point updates and matters outstanding 	<p>The outstanding action points were reviewed.</p> <p>Hoi-PSC provided an update on the Customer Survey Report action, which will now sit with the Service Improvement Group and will be tabled at the next meeting.</p>			
3.	Financial monitoring	<p>The HoCSS noted we ended the financial year in a slightly better position than expected at the end of Q3 due to the approval for two contingency requests, and income generated by the Child-friendly Complaints Training Course which was released in February. However, the cash-in-bank position remained low at only half of the recommended reserve.</p>			
4.	External Audit	<p>The acting Ombudsman noted that he will be signing the 2024-25 Annual Report and Financial Statements before the Ombudsman is in post.</p>			
5.	Internal Audit	<p>The LT noted the agreed audit activities for 2025-26 are timetabled for Q3..</p>			
6.	Risk, Incident, and Issue Management , including Business Plan exceptions	<p>The Hoi-PSC commented on the draft summary for the Annual Report, and suggested a small change to bring the wording in line with the SPSO standard approach.</p>			



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7.	Corporate Services assurance , encompassing: <ul style="list-style-type: none"> • Shared Services • HR and Wellbeing • ICT • Information Governance • Internal Professional Advisers 	LT noted the strong assurance provided by the overview and the supporting reports, noting that all statutory requirements are being met.	Circulate the Q4 shared services report to BH office-holders.	Jun 2025	CSM
8.	Casework Performance Casework Performance Dashboard	Hoi-PSC provided a performance overview to the LT who noted the progress on the project focussing additional resources on clearing the oldest cases as quickly as possible, and the impact this will have on KPI-3 at year-end.			
9.	Quality Overview <ul style="list-style-type: none"> • Executive Casework Officer Report, including updates on Decision Reviews • Quality Assurance 	<p>The ECO drew attention to the current volume of reviews, and the efficiency measures that had been applied to address the customer dissatisfaction resulting from the backlog.</p> <p>The LT took assurance from the continuing low number of decisions where decisions are changed.</p>			



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	<ul style="list-style-type: none">• Customer Service Complaints• Engagement Policy update• Positive Comments Report	<p>In Q4 the ECOs completed the QA on INWO jurisdiction, and consulted on the QA program for 2025-26. This will begin with Advice in Q1.</p> <p>The Omb shared the headline figures on the Q4 Customer Service Complaints report.</p> <p>LT welcomed this report and noted the number of open engagement policy notifications, in particular, those overdue for review. It was noted the policy is being applied more consistently across the office.</p> <p>LT welcomed this new report, providing a balance to the content of the previous reports.</p>	Publication of the Q4 report approved.	Jun 25	CSM
10.	AOB	None			

Approved for publication on 21 May 2025

Andrew Crawford, Scottish Public Services Ombudsman