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Name of Group	Meeting frequency	Chair contact details	Terms of Reference	Stakeholders Invited	Last and Next Meeting Dates	Minutes	Agenda
Co-Design Assurance Group	Weekly	[redacted], Chief Design Officer [redacted]@gov.scot	Please see appendix A	Included in Terms of Reference	Last met on the 26 th January and will next meet on the 9 th February	Please see appendix B	Please see appendix B
Key Stakeholder Reference Group (KSRG) and Key Stakeholder Steering Group (KSSG)	The full KSRG meets three times a year The KSSG meets once every two months	KSRG Chair: Anna Kynaston Contact: Anna.Kynaston@gov.scot KSSG Chair: [redacted] Contact: [redacted]@gov.scot	Please see Appendix C The Terms of Reference cover both the KSRG and KSSG.	A list of members of the KSSG is included at Appendix D. The membership of KSRG is voluntary and continually changing. A full list of members is not kept or published. However, a list of email	KSRG last met on Monday 12 December 2023 and will next meet on Monday 24 April 2023 KSSG last met on Thursday 19 January and will next meet on Thursday 23 March 2023	Please see Appendix E	Please see Appendix E.

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				addresses of those invited to the last meeting is included at Appendix B.			
Social Covenant Steering Group (SCSG)	Monthly, alternating between formal meetings with the Minister and informal meetings with SG officials.	<p>Formal meeting Chair: Minister for Mental Wellbeing and Social Care, Keving Stewart MSP</p> <p>Contact: MinisterMWSC@gov.scot</p> <p>Informal meeting Chair: [redacted]</p> <p>Contact: [redacted]@gov.scot</p>	There is no finalised Terms of Reference for this group		SCSG last meeting Monday 23 January 2023 and will next meet on Wed 22 February 2023		

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<p>Lived Experience Experts Panel (LEEP)</p>	<p>There will be no regular meetings, but people registered to the LEEP will be invited to take part in co-design activity on the basis of their stated experience and demographic characteristics</p>	<p>N/A - there is no Chair for this group.</p>	<p>N/A - there is no terms of reference for this group.</p>	<p>Individuals volunteer to be part of LEEP. 437 applications (as of 10 Feb)</p>	<p>Previous meetings: (9 sessions in total with 184 people) Tues 15 Nov 10:30-12:00 – 28 members Wed 16 Nov 19:30-21:00 – 25 members Thurs 17 Nov 14:00-15:30 – 23 members Fri 18 Nov 10:30-12:00 – 27 members Sat 19 Nov 11:00-12:30 – 6 members</p>		<p>We have documented discussions, in line with our standard processes for co-design activity, and we'll publish the outcomes of these discussions shortly</p>
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					<p>Tues 22 Nov 15:00-16:30 – 21 members</p> <p>Wed 23 Nov 19:30-21:00 – 17 members</p> <p>Thurs 24 Nov 14:00-15:30 – 18 members</p> <p>Tues 29 Nov 14:00-15:30 – 19 members</p> <p>Thurs 9 Feb – numbers not yet available</p> <p>Upcoming sessions</p> <p>Other sessions are being planned throughout February,</p>		
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					March and April.		
National Social Work Agency Advisory Group	Quarterly	Iona Colvin, Chief Social Work Adviser, OCSWA@gov.scot	In draft form and require further work, will be published within the next 12 weeks	see appendix G	1st meeting held on Tuesday 31 January 2023 and next meeting is scheduled for either Wednesday 26 April or Wednesday 3 May 2023	In draft form and require further work, will be published within the next 12 weeks	see appendix H
Children's Services Reform Programme Board	Monthly	Michael Chalmers, Director of Children and Families, DirectorforChildrenandFamilies@gov.scot	Please see appendix I	Listed in Terms of Reference, appendix	Last met on the 31 January and will next meet 25 April	Please see appendix J	Please see appendix K

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Children's Services Reform Working Group	Monthly	[redacted], childrensservicesreform@gov.scot	There is no ToR for this group	Various internal policy colleagues	Last met Tuesday 17 th January and there are no further meetings planned at this stage	Please see appendix L	Please see appendix M
National Care Service – Justice Reference Group	Monthly	Catriona Dalrymple. Deputy Director, Community Justice, Scottish Government, Catriona.dalrymple@gov.scot	Please see appendix N	Membership listed in Terms of Reference, appendix	Last met 8 February and will next meet 8 March	Please see appendix O	Please see appendix P
National Care Service – Justice Social Work Workforce Panel	Bi-monthly	[redacted], [redacted]@gov.scot	Please see appendix Q	This was an open invite to all justice social work staff. The Terms of Reference includes an	Last met 22 February and will next meet 29 March	No minute taking of last meeting (this was a short introductory meeting)	Agenda for next meeting is single item - 'Interim Findings of Justice Social Work' research

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				attendance list			
Legislation Board	Every second Wednesday	Donna Bell, Director of Social Care & NCS Development donna.bell@gov.scot	Please see appendix R	Listed in Terms of Reference, appendix R	Last met 24 th June 2022 and has since been stood down.	Please see appendix S. Minutes from the last meeting were not approved before the group was stood down so these are from the previous meeting	Please see appendix T
Cabinet Sub-Committee on the National Care Service	The frequency of meetings is reviewed on an ongoing basis	The name of the Chair: John Swinney MSP, Deputy First Minister and Cabinet Secretary for Covid Recovery DFMCSCR@	The CSC NCS's remit is to support the shaping and delivery of the relevant NCS enabling legislation.	Membership list is available in Appendix U	The first meeting of the Cabinet Sub-Committee on the National Care Service (CSC NCS) was held 17 May 2022. The CSC	Papers for these meetings are withheld because an exemption under section 30(b)(ii) (the free and frank exchange of views for the purposes of deliberation) of the FOISA applies to it.	



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		gov.scot			NCS has met four times and last met on 27 September 2022.	
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Appendix A – Co-Design Assurance Group Terms of Reference
 National Care Service Programme

NCS Co-Design Assurance Group Meeting

Draft Terms of Reference

Version Control

Date	Updated By	Version	Reason for Change
13/12/22	[redacted]	0.1	First Draft
11/01/22	[redacted]	1	Final v1

Distribution list

Name	Role/Job Title	Purpose
Anna Kynaston	Deputy Director	For review and approval
[redacted]	Programme Director-Digital	For review and approval
Lorna Gibbs	Deputy Director: Social Care Data and Digital	For review and approval
Rachael McGruer	Deputy Director, National Care Service Local	For review and approval
Ian Turner	Deputy Director	For review and approval
Ian MacAllister	Deputy Director	For review and approval
[redacted]	Head of Service Design	For comment and awareness
[redacted]	Head of Strategic Design	For comment and awareness

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NCS Co-Design Assurance Group Terms of Reference

1. Background

The Independent Review of Adult Social Care (IRASC) recommended the establishment of a National Care Service (NCS). The approach defined by Ministers goes significantly beyond the IRASC recommendations: they are viewing this as a collaborative, cross-government opportunity to deliver transformation and to ensure that changes are real and make tangible improvements to outcomes of people in social care.

The National Care Service’s broadened scope includes:

- Embedding Human Rights and living-experience at its heart.
- All community health and social care services in its scope too essentially form a community health and social care service (the detail and options for delivery will need to be carefully scoped including the inter-relationship with the NHS, commissioning and contractual arrangements and accountabilities, the employment status of staff and clinical governance).
- The social work profession (either in whole or in part), in particular ensuring legal powers and social work expertise remain inextricably linked with the delivery of care.
- Embedding fair work and workforce development in legislation.
- Specific reference to support for unpaid carers.
- Addictions support and services.

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The NCS Bill laid in June 2022, creates a framework for change, to improve the quality of social work and social care services in Scotland through the creation of an NCS. Taking a Co-Design approach we will work alongside the people who use and deliver health and social care services, and the organisations which represent them, to ensure we get a future organisation that works for everyone.

The Programme is taking a PPM approach to delivery and has established a cross government Programme to oversee the successful delivery of the NCS.

The Programme Accountable Officer is Caroline Lamb and she is supported in that role by the Programme Senior Responsible Officer, Donna Bell.

2. Responsibilities of the Assurance Group

The sub-group will ensure that a consistent and co-ordinated approach to co-design is being taken across the programme. It will advise on and where necessary take decisions re. the planning and delivery of co-design work, including but not limited to:

- Administration arrangements for the Lived Experience Experts Panel and the NCS Stakeholder Register
- Identifying and approving co-design training needs for officials, stakeholders and people with lived experience to participate in co-design
- Managing specialist DDAT design resource across priorities as needed
- QA – aligning the rights work with co-design processes (add to the template to join up)
- Define the duties of an SRO for a design theme across the key stages of understanding, sense-making and agreeing through to delivery
- Approving design themes for the programme, their definition and any further evolution of them
- Approve discussion guides for co-design on the NCS design themes, ensuring there is no duplication of effort and maximising programme resources in the delivery of co-design
- Reviewing the outputs of co-design work as needed for planning of future work
- Setting out standard expectation re comms across the programme and externally
- Setting out standards re. segmentation and sampling, volumes of participants, etc.
- Ensuring equalities and intersectionality issues are attended to in all co-design plans
- Oversight of the need to ensure that officials are aware of the core brief when engaging with co-design participants.

3. Specific responsibilities of Group member

Business Assurance

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Sub-Group Members supporting business assurance will be responsible for:

- Completing all actions necessary to ensure the Programme co-design meets its targets;
- Ensuring that any risks or concerns that may threaten the success of the Programme co-design are effectively managed throughout the Programme and reported to the Programme Risk and Issues Lead as needed;

Business Alignment

All Members of the Group are accountable for ensuring the delivery of the National Care Service Programme co-design is aligned with individual strategies and priorities within their core area of responsibility (including design theme) and ensuring alignment of their area with the agreed Programme vision and scope. Ensuring that any policy, organisational and operational changes are delivered within agreed tolerances to support the delivery of legislative and operational elements of the Programme.

All members

As well as taking collective responsibility for the Programme co-design, the Group Members representing a business area / co-design theme must also take responsibility for successful implementation of any business change in that area. Therefore, the Group Members must also:

- Have the delegated authority to make decisions on behalf of their area relating to co-design;
- Understand and be responsible for ensuring that their area is fully aware of the potential impact on co-design of any changes brought about by the Programme or a Project;
- Communicate co-design key decisions, risks and information to their business area as well as raising emerging challenges from within their business area that may impact on the delivery of a National Care Service;
- Ensure that any risks or concerns that may threaten the success of the co-design in their area are made clear to the SRO;
- Lead by example and demonstrate commitment and direct involvement in co-design;
- Providing input, challenge and expertise in to the development of the co-design approach.
- Dedicate appropriate time to meeting preparations and review of papers to support safe decision making.

Changes to Membership

The membership of the Group will be reviewed on an ongoing basis and at least bi-annually, in order to ensure appropriate representation and challenge, in line with the Programme's requirements. Any changes to membership will be decided by the SRO.

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4. Attendees

Permanent Group Members

Group Members as at Jan 11 2023

Chair: [redacted]

[redacted]

Anna Kynaston

Ian Turner

Rachael McGruer

Lorna Gibbs

Quorum - minimum of 4 permanent members

Further Attendees – [redacted] Programme Manager National Care Service, [redacted] Head of Service Design, [redacted] Team Leader - NCS Engagement, [redacted] National Care Service (NCS) Design, Communications and Engagement, [redacted] Head of Strategic Communications

A list of named deputies who can attend for their business area where the member is unavailable. The Secretariate must be made aware of members who are unable to attend. Deputies must have been sufficiently briefed ahead of meeting and have the authority to act on behalf of their business area and make/be accountable for decisions made.

These may vary according to where the Programme is in its lifecycle and its level of complexity and risk. Consideration should also be given to the optimum size for the Group and for optional attendees only attending parts of the meetings. These include, but are not limited to, representatives from:

- Policy;
- Communications;
- SG Stakeholders (internal and external);
- Project Managers;
- Delivery & Design leads;
- Internal audit;
- Programme Management Office

5. Meeting logistics

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The Co-Design Planning Sub-Group will meet on a weekly basis and exceptionally as and when required. However, the scheduling of meetings should be considered in the light of the existing circumstances and be varied by the Sub-Group members agreeing to changes as appropriate.

The NCS PMO team is responsible for all Co-Design Assurance Group administrative arrangements.

- Dates for group meetings scheduled as far in advance as possible to allow for maximum potential attendance;
- Agenda and papers will be issued a minimum of 2 working days in advance of the meeting;
- Minutes will be issued within 5 working days of the meeting, for comment/agreement;
- Final minutes will be issued with the agenda and papers for the subsequent meeting;
- All Co-Design Assurance Group documents will be stored within eRDM;
- If people are unable to attend the meeting, a delegated representative will attend in their place. Delegates should have the authority to make decisions.
- The Co-Design Assurance Group may be asked on occasion to make decision via correspondence, the Chair will administer those ensuring Quorum has been reached and log all decisions.

6. Escalation Routes

The Group is responsible for escalation to the appropriate governance body or individual. The Group can decide at any stage to escalate decisions to a higher governance forum should they consider the scale or risk of the decision to warrant it. A formal governance chart, demonstrating governance routes aligned to the Programme, is provided in Annex A. This will be updated on a regular basis to reflect the needs of the Programme.

Where risks or issues mean that decisions previously made by Ministers can no longer be delivered within the resources available, the Group must escalate this via the appropriate governance route (see Annex A).

7. Quorum

Quorum to include at least 4 members.

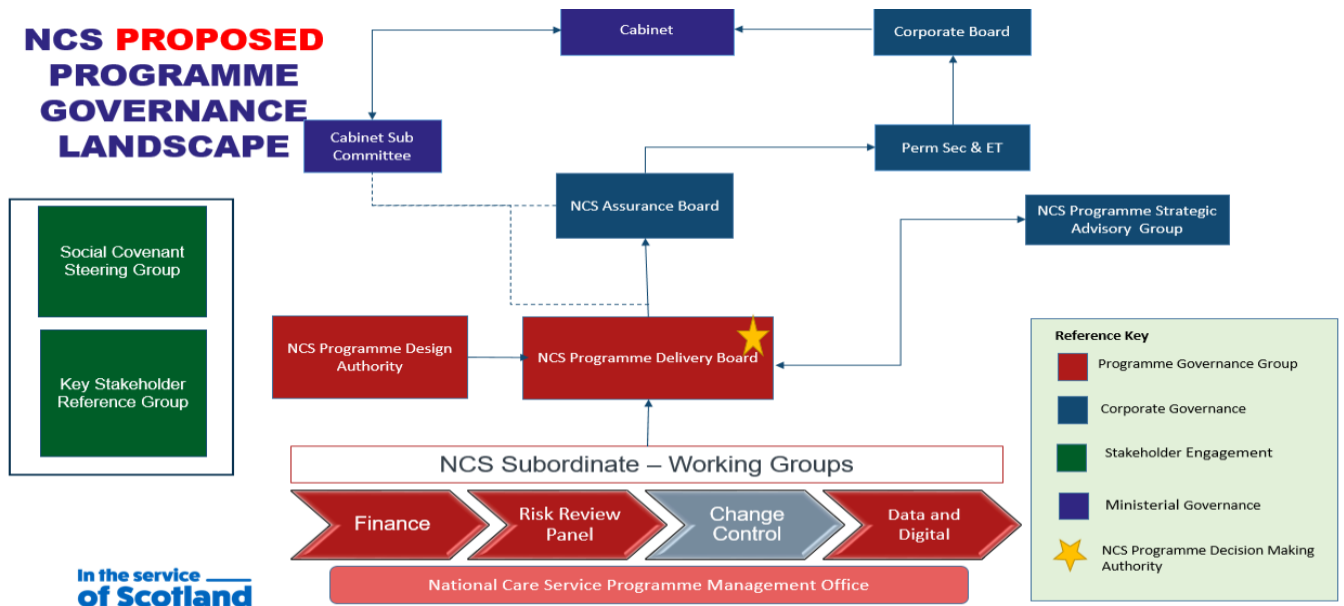
8. Review and Continuous Improvement

In-line with the National Care Service Programme's commitment to review and improve its programme management approach, the ToR will be reviewed regularly to ensure it keeps pace with the Programme's delivery and decision making

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requirements. Reviews will take place at least every 3 months or before should a significant change in the Programme require it.

Annex A – Governance Chart



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Appendix B – Co-Design Assurance Group Minutes and Agenda

ITEM	LEAD
1. Review of LEEP welcome sessions – <i>paper review and discussion</i>	[redacted]
2. Survey and workshop activity update: ‘information sharing’ theme – <i>verbal update</i>	[redacted]
3. Design Themes – <i>verbal updates</i>	All SRO’s (or delegates) for design themes
4. Agreement on Design Theme Leads – <i>decision required</i>	[redacted]
5. Co-design comms and engagement – <i>verbal update</i>	[redacted]
6. Software to support work - <i>discussion</i>	Rachael McGruer
7. AOB	[redacted]

Minutes – Co-Design Assurance Group – 26th Jan

1. [redacted] – paper provides summary of the welcome sessions for LEEP & SR. Events were run through Nov and Dec. Good turn out and insight, expectations, hopes and fears. Report collates all that feedback. A lot of things were anticipated and will be built into the Design School model. Particularly around accessibility.

Worth highlighting for the group. People’s expectations around how policy will be involved and want to know how this will play out in policy decision making. How does this all feedback to the minister and whether this will be shared more widely.

Show & Tell will be prepped by the team to provide a summary of this report to present to different teams across NCS to see where the opportunities are to get involved in this work and see where the issues are.

2. [redacted] – spike of activity in co-design planning and actions over the last week around information sharing theme. Survey went out 2 days ago to all members of LEEP who registered an interest in the theme. Broad survey that touches on areas around complaints and accessing their information. Insights

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will be shared. Usability testing was done with SCSG before it went out. Sent to 180 people, 159 went out via Questback, 12 requests so far for phone calls, 9 people requested post which will be going out today or tomorrow. Will remain open for a couple of weeks and analysis is currently being planned.

Planning for collective learning session to review current work and focussed on desk research and to look at survey insights. Planned for week commencing 6 Feb. This will be first test of LEEP in terms of recruiting participants for sessions. Work underway in terms of approach to segmentation and also comms around invitation to participate.

[redacted] – interested in ‘collective understanding’ session and keen to know how that goes.

[redacted] – we will be able to feedback and discuss in more detail at the upcoming Design Leads planning sessions.

3. [redacted]

4. This is the place we can track broader actions of themes, and this group can pass actions to. PMO will be supporting us on this group. Looking for names from SROs to be leads on this group, can name more:

- Rachael McGruer – [redacted]
- [redacted] – [redacted]
- [redacted] – to chat and return
- Ian – [redacted]
- Anna – [redacted] or [redacted], decision to be made

Action – Anna to confirm names for national policy reps on co-design leads group

Action – [redacted] to set up meetings once cast list agreed.

NB: Since meeting [redacted] has confirmed that [redacted] will be represented both ‘Making sure your voice is heard’ and ‘Realising rights and responsibilities’ on the co-design leads planning group. She will retain depute seat covering the same themes on the Co-Design Assurance group.

5. [redacted]

6. [redacted]

7. AOB – [redacted] – Growing insights repository in data and digital. Proposing rather than having these in local spaces, we share these in a space where people across the division can view them. Session could be held at future huddle to go over these.

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NB: Since this meeting [redacted] has met with PMO and agreed to house insights repositories in their eRDM space, he has also set up a project with the Leads User Researchers to consolidate these documents into a single usable format and will be presenting on progress at the NCS huddle on 14th Feb.

Actions

- Link to live survey to be shared for sight - <https://response.questback.com/scottishgovernment/loyv7vpbtg>
- Anna to confirm names for reps for National on Co-Design Leads group
- [redacted]/[redacted] to confirm how they will cover both Co-Design Assurance Group and Co-design leads group in Lorna's absence.
- ToR to be updated with roles not names (pending confirmation from SRO's) – [redacted]
- [redacted] to share comms proposals with the group for clarity this next week (*this has been pushed forward to 16th Feb to allow for first meeting with design leads planning group to consider first*)
- [redacted] to share recommendation paper on software ahead of meeting next week.

• Agenda item	Presenter	Decision required	Supporting paper
Minutes and Outstanding Actions	[redacted]	For Approval	Co-Design Assurance Group Minutes Co-Design Assurance Group Action Log
Co-Design Activity Update	[redacted]	For Discussion	
Discussion on programme decision making processes and principles	Rachael McGruer	For Discussion	
Priority projects by design theme and area not under consideration for co-design	[redacted]	For Approval	Priority Projects and Design themes

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Software to support co-design activity across the programme	[redacted]	For approval	NCS Data & Digital – workstream digital tools
LEEP expense management processes	Lorna Gibbs	For approval	National Care Service – LEEP expenses proposal.
AOB	[redacted]		

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Appendix C – KSRG and KSSG Terms of Reference

National Care Service Programme Key Stakeholder Reference Group Who we are and what we do (Terms of Reference)

Background

1. The Scottish Government is committed to setting up a National Care Service (NCS) by the end of this parliamentary term (May 2026). The Scottish Government wants to put lived experience at the heart of the NCS to make sure that it respects human rights principles and delivers for the needs of people who access and deliver social care support.

Our Purpose

2. The Key Stakeholder Reference Group (KSRG) will support stakeholder communications and engagement around the NCS Programme with a range of experts, practitioners and those with lived/living experience.

What we are doing (remit)

3. The group will:
 - review Scottish Government plans for engagement with stakeholders, including consultation and co-design
 - give feedback, challenge and advice on how the SG can engage better with stakeholders
 - share information and expertise among members, and between members and the SG
 - support the SG to engage and communicate in an accessible and inclusive way
 - work with the SG to make sure information is shared across group members' networks at appropriate times

Who we are and how we will work together (membership and principles)

Key Stakeholder Reference Group

4. The KSRG will continue to represent everyone who wants to take part, to encourage challenge and openness and to make sure that a wide range of views are included.
5. Membership is voluntary. A full list of members can be found at Annex A. Anyone is welcome to join the KSRG by contacting the secretariat. If members wish to invite other members to join the group, they should notify the secretariat.

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6. The full KSRG will meet three times a year.

Key Stakeholder Steering Group

7. A smaller group of members will form a steering group which will meet every two months. Members who want to join the steering group should contact the secretariat to nominate themselves and the SG will then select members to join the steering group, ensuring appropriate representation across the third, private and public sectors, academic partners and representation of people with lived experience of accessing social care services.
8. Members of the steering group should attend all meetings and nominate a deputy for any meetings they are unable to attend, informing the secretariat in advance.
9. Membership of the steering group will be reviewed every 12 months by the SG, in consultation with members, to ensure that a wide range of stakeholder groups are able to participate.

Chair and secretariat

10. Meetings will be chaired by the Scottish Government. The chair will ensure that members are treated respectfully in meetings and are able to raise accessibility needs.
11. Secretariat (administrative) support will be provided by SG who will organise meetings and provide papers and minutes.

Communications

12. Agendas and papers will be sent to the full group and steering group members two weeks ahead of meetings, where possible.
13. Meeting papers will be treated in confidence and will not be shared outside the group without agreement from the secretariat.
14. Minutes of meetings will be sent to members within two weeks of meetings taking place and, once agreed, will be published on the SG website.
15. Group members are invited to notify the secretariat or chair of any accessibility needs. The secretariat will work with them to find a solution.
16. Meetings will last between 1 and 2 hours. Meetings that last longer than an hour will include a comfort break.
17. Meetings will be held in a hybrid format where possible. Members can attend in person or take part digitally, depending on personal circumstance and

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preference.

18. The experiences, contributions and opinions shared by members will be listened to, respected and treated in confidence by everyone on the Group. The dignity of individual members will be respected by everyone on the group at all times.
19. If group members do not agree on something, the Group will explore the issue and make sure this does not become a barrier to progress. If members have any worries about the workings of the group they should contact the chair or the secretariat.

Expenses

20. For those members attending in-person meetings as individuals, travel expenses will be covered where appropriate. Any requests for travel expenses must be sent to the secretariat before any travel arrangements are made.

Review of Terms of Reference

21. These Terms of Reference are an agreement between members and SG and remain in place unless and until we agree any changes. They will be kept under review. Any changes must be agreed jointly by a majority.

Annex A

Key Stakeholder Steering Group Members

[redacted] or [redacted] – COSLA

Eddie Fraser - SOLACE

Lisa Rooke ([redacted] – sub) - Care Inspectorate

Vicky Freeman - Health and Social Care Scotland

[redacted] – IJB/Islands carers representative

Julie Welsh (Liz Hay – sub) – Scotland Excel

Nicola Gordon – Royal College of Nursing

Linda Somerville (Denise Christie - sub) - STUC

[redacted] (Claire Cairns – sub) – Coalition of Carers in Scotland

Karen Hedge - Scottish Care

Pauline Nolan - Inclusion Scotland

Sara Redmond ([redacted] – sub) – Health and Social Care Alliance Scotland

John Booth – Voluntary Service Aberdeen

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Judith Turbyne - Children in Scotland

Paul Traynor - Scottish Young Carer's Alliance

Fraser Haldane (supported by [redacted]) – People First

Gillian Hallard – RNIB

Neil Richardson – Turning Point

Andy Miller – Scottish Council for Learning Disabilities

Heather Cameron – Allied Health Professionals

Clare Gallagher ([redacted] - sub) – CEMVO

[redacted] – LGBT Health and Wellbeing

[redacted] – Equalities Scotland

Jim Hume – Support in Mind Scotland

Alison Bavidge ([redacted] - sub) – Scottish Association of Social Work

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Appendix D – List of email addresses of those invited to the last meeting of the KSRG on 12 December 2022

[redacted]@hotmail.co.uk; [redacted]@basw.co.uk; [redacted]@rcot.co.uk;
[redacted]@scld.co.uk; [redacted]@lanarkshire.scot.nhs.uk;
[redacted]@btinternet.com; [redacted]@studentmail.uws.ac.uk;
[redacted]@gmail.com; [redacted]@phs.scot; [redacted]@ccpscotland.org;
[redacted]@peoplefirstscotland.org; [redacted]@sw.glasgow.gov.uk;
[redacted]@scottishautism.org; [redacted]@outlook.com; [redacted]@strath.ac.uk;
[redacted]@strath.ac.uk; [redacted]@cemvoscotland.org.uk; [redacted]@rcn.org.uk;
[redacted]@cemvoscotland.org.uk; [redacted]@glasgow.gov.uk;
[redacted]@socialenterprise.scot; [redacted]@gov.scot; [redacted]@east-
ayrshire.gov.uk; [redacted]@cosla.gov.uk; [redacted]@stuc.org.uk;
[redacted]@rcn.org.uk; [redacted]@scotland-excel.org.uk; [redacted]@sfha.co.uk;
[redacted]@cemvoscotland.org.uk; [redacted]@hotmail.co.uk;
[redacted]@highland.gov.uk; [redacted]@phs.scot;
[redacted]@socialenterprise.scot; [redacted]@rnib.org.uk; [redacted]@nhs.scot;
[redacted]@samh.org.uk; [redacted]@shetland.gov.uk; [redacted]@scottishcare.org;
[redacted]@scottishrecoveryconsortium.org; [redacted]@phoenixfutures.org.uk;
[redacted]@socialworkscotland.org; [redacted]@pamis.org.uk;
[redacted]@cosla.gov.uk; [redacted]@shetland.org; [redacted]@nhs.scot;
[redacted]@nhs.scot; [redacted]@vsa.org.uk; [redacted]@childreninscotland.org.uk;
[redacted]@edinburgh.gov.uk; [redacted]@scotland-excel.org.uk;
[redacted]@scottishcare.org; [redacted]@rnib.org.uk; [redacted]@sssc.uk.com;
[redacted]@nhslothian.scot.nhs.uk; [redacted]@west-dunbarton.gov.uk>;
[redacted]@nhs.scot; [redacted]@whocaresscotland.org; [redacted]@gmail.com;
[redacted]@angus.gov.uk; [redacted]@careinspectorate.gov.scot;
[redacted]@closethegap.org.uk; [redacted]@glasgow.gov.uk;
[redacted]@sssc.uk.com; [redacted]@stuc.org.uk; [redacted]@nhs.scot;
[redacted]@phoenixfutures.org.uk; [redacted]@west-dunbarton.gov.uk;
[redacted]@nhs.scot; [redacted]@cosla.gov.uk; [redacted]@gov.scot;
[redacted]@yahoo.com; [redacted]@gmail.com; [redacted]@inclusionscotland.org;
[redacted]@turningpointscotland.com; [redacted]@phs.scot; [redacted]@nhs.scot;
[redacted]@southlanarkshire.gov.uk; [redacted]@glasgow.gov.uk;
[redacted]@inclusionscotland.org; [redacted]@nhslothian.scot.nhs.uk;
[redacted]@borders.scot.nhs.uk; [redacted]@nas.org.uk; [redacted]@nhs.scot;
[redacted]@nhs.scot; [redacted]@alliance-scotland.org.uk; [redacted]@ILF.scot;
[redacted]@glasgow.gov.uk; [redacted]@crossreach.org.uk;
[redacted]@carersnet.org; [redacted]@nas.org.uk; [redacted]@glasgow.gov.uk;
[redacted]@glasgow.gov.uk; [redacted]@scotopa.org.uk;
[redacted]@gdaonline.co.uk; [redacted]@nhs.scot; [redacted]@gmail.com;
[redacted]@nhs.scot; [redacted]@turningpointscotland.com;
[redacted]@sssc.uk.com; [redacted]@phoenixfutures.org.uk;
[redacted]@strath.ac.uk; [redacted]@inclusionscotland.org>;

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Appendix E - KSRG Agenda and Minute of 12 December 2022 & KSSG Agenda and minutes of 19 January 2023

Summary note of

Key Stakeholder Reference Group (KSRG) meeting

12 December 2022, 14:30 to 16.00

via Zoom

Attendees

Scottish Government:

Anna Kynaston (DD NCS) - Chair
[redacted] (Head of NCS Communications and Engagement)
[redacted] (Head of Person-Centred Design)
[redacted] (Design Participation team)
[redacted] (Design Participation team)
[redacted] (NCS Communications and Engagement),
[redacted] (NCS Communications and Engagement)
[redacted] (NCS Communications and Engagement)

Electronic Note Takers:

[redacted]

Introductions and update on NCS Bill committee sessions

Anna provided brief introductions then gave an update on the progress of the NCS Bill since the parliamentary process began mid-October. This included the following:

- 4 committees sessions have taken place with a further 3 remaining.
- Initially there was scrutiny on the detail of care systems, now the focus is more on people, co-design and the quality assurance of the co-design process.
- We are currently reviewing and publishing feedback received from the public engagement sessions on the Bill, NCS Forum Report and co-design engagement - including the Lived Experience Expert Panel (LEEP) and the Stakeholder Register.
- We have received lots of suggestions on how the Bill can be improved. Ministers have provided reassurances that these will be considered as part of the next stage of the process.
- Following the final committee sessions in January, the Health and Sport Committee, as lead committee, will produce a report summarising key themes from all committee sessions.
- We are not in control of the time line for the parliamentary process. We report and follow deadlines set by Parliament.
- We anticipate the end of Stage 1 being around March 2023 and Stage 2 before the summer recess period in June 2023,
- We anticipate Stage 3 will be after summer 2023 and will keep the group updated of the timetable.

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Anna opened up to the group for any questions.

1. There was a request for an update on the Finance Committee's recommendation for a renewed financial memo to be issued by March.

In response, Anna advised the following:

- Following an emergency budget review, any underspend was put back into the central pot for re-allocation. The majority of this underspend was in relation to staff resource that was no longer required, due to a change in timetable for the Bill process. There has not been a cut to NCS finance, as reported in the press.
- Finance committee have requested a revised memorandum that takes account of the change in inflation and builds in more detail on development of external work.
- Financial Memo sets out expected costs, it is not a financial commitment. SG budgets are set through a Parliamentary budget process. We are awaiting final conclusions of the Parliamentary budget for 23/24.

2. There was a request for clarification that amendments are carried out at Stage 2.

Anna advised that the Stage 2 process is led by Health, Social Care and Sport Committee and that is when they consider any suggested amendments to the Bill.

Anna requested feedback from the group on their experiences with the committee sessions. Members advised the following:

- Health and Sport Committee closed door sessions showed a good understanding on issues, with a number of consistent themes.
- There has been discussions around current pressures in social care and the impact this has in co-design participation and how to find a way to stabilise the sector to provide capacity to participate in co-design.
- Some people who had given evidence across several different committees had been asked for written evidence, which is helpful but time consuming.
- Currently liaising around how committees could carry out more meaningful inclusive engagement with their members.
- Some evidence sessions have been heavily focused on systems as opposed to people who have experience of accessing social care.
- Work force issues and cost of living are massively impacting on unpaid carers who are doing more caring.

In response Anna:

- Acknowledged the dilemma and the current pressures on the sector and advised this is a priority for government.
- Advised that more videos in our voices campaign, are about to be published, including voices of carers, family and friends that highlight the need for change.

3. There was a question on when co-design activity begins.

Anna moved to the next item on the agenda which covered this.

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Co-design update

Anna provided an update on co-design:

- We are currently looking at opportunities to engage in co-design activities with NCS stakeholders, including the People Led Policy Panel (PLPP), The Alliance, GDA and others in relation to the main co-design themes.
- We will co-design in a gradual prioritised way so we don't overwhelm co-design participants. The co-design process will include continuous review and improvement in the years to come.
- We will be issuing opportunities for LEEP participants to engage in co-design activities related to the design themes in the New Year, with opportunities for stakeholders to engage following shortly after.
- So far we have run introductory sessions that were open to all on co-design. These set out the three formal stages – 1) understanding 2) sense-making and 3) agreeing.
- The first stage – understanding – discussion will be informed by all the committee evidence to date, as well as findings from the consultation and additional research.
- We will then move to stage 2 - sense-making – where we will explore potential solutions.
- For stage 3 we need to agree what actions are required.
- For the purpose of work on the NCS there will be two further stages:
 - Stage 4 will be to ask SG lawyers to draft the regulations.
 - Stage 5 is about evaluation, where we will have co-design workshops to talk this through. These workshops will be later next year and information about how members can sign up to them will be circulated nearer the time.
- We have been running very tailored welcome sessions for the LEEP and the Stakeholder Register. These cover the tools and techniques used at each stage to measure inputs and outputs. We will continue to offer these throughout this process.
- We will start to explore the initial five co-design themes after Christmas. We are thinking of various ways that will allow people to engage to gain an initial understanding and we will all come back to the table to agree.

The five initial design themes are:

- Information sharing to improve care support
- Keeping care support local
- Realising rights and responsibilities
- Making sure your voice is heard (complaints and redress)
- Valuing the workforce

Anna opened to the group for discussion.

Points raised:

- There is a potential 'implementation deficit disorder' in respect of the wider breadth of policy work that is currently taking place across SG. For example -

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the Independent Review of Inspection Scrutiny and National Improvement Programme. Members asked for clarity on how all SG policy work will link together and dovetail.

- How do we ensure that the insights people are sharing, whether through independent review, through parliament, or through these spaces, are being used to best affect and ensure that we are really committing to the need to be accountable? How do we make sure there is shared responsibility for tackling challenges?
- How is the learning from existing programmes of work and reform that Scottish Government and COSLA are doing going to help inform development of NCS? We have to start looking at what we can do now that will benefit the NCS in the future.
- Concerns were raised around capacity as parts of the sector are currently very stretched and need to be addressed quickly. Examples given included Fair Work, making jobs attractive to people, pay, working conditions, career pathways, and recruitment and retention.
- The risk of separating formal/informal workforce from co-design was highlighted.
- It was highlighted that, for some, we have not completed the conversation about COVID and how we are recovering. The financial, operational and intellectual challenges that inhibit capacity to engage with NCS needs to be recognised.

Anna advised:

- We will ensure we are not impacting on front line care and the co-design process will be carried out over 2-3 years to ensure all voices are heard.
- The timing of the review was directly related to NCS aspirations and for the improvement activity for Fair Work and Self-Directed Support.
- This work is the “flight path” for NCS - we will continue to review these strategies and early in the new year we will set this out in a co-design narrative.
- The secretariat will also share with the group a diagram showing NCS policy work. **(action)**
- We are doing a lot of work to make sure we capture co-design feedback and pull out themes using a systematic approach.
- In the New Year we will speak to organisations to support us with co-design themes and shared responsibility.
- The secretariat will ask Ian Turner, Deputy Director for Adult Social Care Workforce And Fair Work to come to the next meeting and update on the Fair Work work streams . **(action)**
- There have been commentaries in the news about the issues with COVID recovery and we have to approach things with this in mind.
- The challenges of budget restraints is something to take account of when planning the next stage and recognise there is a risk if we don't have capacity to learn from existing systems, so we are trying to find solutions.

Discussion around ending the Postcode Lottery

Members discussed the importance of the NCS putting an end to the postcode lottery and the need to set a national standard within the NCS, while recognising the financial

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challenge and resources available. They also raised Finance Committee concerns about affordability of NCS.

Anna confirmed that we want to put people back at the centre for delivery of care and that means we need to start now, with less focus on affordability and more on having to address the environment we are facing. Anna advised we are working on a revised memorandum to be published with the date to be confirmed by parliament.

Update on the Lived Experience Expert Panel (LEEP)

[redacted] provided brief introductions then gave an overview of the paper that was shared with the group prior to the meeting which included:

- A review of LEEP sign-up to identify gaps in demographics, so that these can be addressed with targeted recruitment.
- An update on current LEEP demographics, location and reason for signing up to LEEP. The design theme that is most popular is information sharing to improve care support.
- A brief update on stakeholder information. The five themes show an even representation across the field.

Members raised the following points:

- We haven't registered for the Stakeholder Register yet as we are taking time to consider our role and to make sure we give you the right information. We don't want to sign up to the wrong theme or list.
- How do we ensure the co-design process is more diverse and includes seldom heard communities? The LEEP won't always be the appropriate way to reach some of the communities and I've not seen detail on the alternatives.
- The importance of including community health services in co-design work.
- The importance of getting around the country as previous research and ministerial visits have been focused to the central belt.

Anna advised:

- Promotion of LEEP has been via various communication channels, including Ministers. There is a helpline and organisations are also supporting applicants.
- We need to balance the work happening now and the work in the future space.
- There will be targeted engagement on co-design in the new year and asked the group to share ideas as to how we can most effectively do that.
- Confirmed there are certain communities that will need support to take part but our plan is to get around the country.
- Agreed we need a balance of service users and front line staff. The Design Participation team will look to include community health services in co-design work (**action**).

AOB

A member advised that some colleagues haven't been able to access the meeting due to Zoom issues and requested future meetings be held on Teams.

Anna confirmed the secretariat would take this away and make sure we are using the most appropriate platform. (**action**)

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A member asked for more information on how we are involving children and young people – the secretariat will invite Children’s Services colleagues to a future meeting.
(action)

Anna advised the next main meeting is on Monday 24 April at 14:30-16.00

Anna gave thanks and drew the meeting to a close.

Action summary

- Share a diagram showing NCS policy work (NCS - Communication and Engagement Team)
- Ask Ian Turner to come along and set out what the Fair Work Stream actions are (NCS - Communication and Engagement Team)
- Look to include community health services in co-design work (Design Participation Team)
- Review platform for meetings (NCS - Communication and Engagement Team)
- Provide more information on how we are involving children and young people (Design Participation Team)

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KSSG Agenda and minutes of 19 January 2023

**Summary note of
Key Stakeholder Steering Group meeting
19 January 2023, 10.30 -12.00, via Teams**

Attendees

Key Stakeholder Steering group members:

[redacted], People First
Fraser Haldane, People First
[redacted], LGBT Health and Wellbeing
[redacted], IJB/ Islands carers' representative
Judith Turbyne, Children in Scotland
Vicky Freeman, Health and Social Care Scotland
Neil Richardson, Turning Point
Andy Miller, Scottish Council for Learning Disability
Clare Gallagher, CEMVO
[redacted], Coalition of Carers in Scotland
Elizabeth Hay, Scotland Excel
Denise Christie, STUC
[redacted], Care Inspectorate
Pauline Nolan, Inclusion Scotland
[redacted], Scottish Care
[redacted]
[redacted]
Eddie Fraser, SOLACE
[redacted]
Sara Redmond, Health and Social Care Alliance Scotland
[redacted]
John Booth, Voluntary Service Aberdeen

Scottish Government (SG):

[redacted] (Chair), Anna Kynaston, [redacted], [redacted], [redacted], [redacted],
[redacted], [redacted], [redacted]

Electronic Notetaker: [redacted]

Welcome and Introductions

The Chair welcomed the group and the minutes of the last meeting (KSSG – Jan - 001) were agreed without any comment.

Lived Experience Expert Panel (LEEP) and Stakeholder Register (SR) welcome sessions

[redacted] presented the paper on the LEEP and SR welcome sessions (KSSG – Jan - 002), explaining that the paper was an early summary of a full report that is being developed. The report will include key learnings from the co-design welcome sessions held in November and December 2022. Luke asked for any comments or

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feedback from the group, as there is still time to have views on engagement included in the report. There will be regular reviews of those applying to LEEP with targeted recruitment to fill any gaps. We are considering the training needed for SG officials to better support co-design participants, for example on trauma awareness, plain English and provision of easy read.

Anna Kynaston added that we are looking at all learning and training and feedback on co-design, as it is vitally important that at this early stage, we get co-design right and asked the group again to share feedback.

Points raised by members –

- Members reminded SG officials that straight forward language and accessible documents were important
- There was support for the team using a trauma informed approach
- Members wanted to know whether there were other ways that groups who might not be able to participate in LEEP (including those who are digitally excluded) can engage in co-design and Luke confirmed that this was being explored
- Officials committed to follow up on the best approach to engagement for unions

Members wishing to offer further views, ideas and suggestions should contact:
LEEP@gov.scot

Co-design plans

[redacted] presented the paper on co-design plans for the next three months (KSSG – Jan - 003) recapping the five initial co-design themes:

- Information sharing to improve care support
- Keeping care support local
- Realising rights and responsibilities
- Making sure your voice is heard (complaints and redress)
- Valuing the workforce

All work on co-design goes through the same three phases: Understanding, Sense-making and Agreeing.

Key activity for the next few months will include -

- The Charter, which is in the sense making phase
- A survey to Lived Experience Experts Panel (LEEP) members to test insights (an easy read version is being prepared and accessible paper versions are also being prepared and will then be posted)
- Planning of first participation session in February – recruiting from LEEP and beyond
- Sessions that will test whether what we've gathered and understood from our desk research is right

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Points raised –

- Members expressed appreciation for the clear explanation of the co-design process
- There was agreement that a new way of assessing and providing support without using eligibility criteria was needed
- Members agreed that the Charter should separate rights and responsibilities out. [redacted] confirmed that the policy team had picked this point up
- Members wanted to understand how feedback would be provided to those who have taken part in co-design activities and [redacted] confirmed that this would be the responsibility of the user researchers running the activity
- Members noted that when it came to the agreeing phase, a sense check would be needed to ensure circumstances had not changed significantly
- There was a question about whether the insights gathered in co-design would be fed into current work and [redacted] explained that there are processes being developed to make sure this happens.
- Members noted that it will be critical to consider how we will know that we have a better system, once the NCS is established

[redacted] noted that design is an on-going process, with changes being made continually in response to feedback. The programme is also establishing smaller decision-making groups so that it can respond more quickly to changing circumstances.

It was agreed that it would be useful to hear a presentation of the co-design work that had taken place on the Charter at a future meeting.

AOB

There was no other business and the Chair closed the meeting, noting the next meeting will be on 23 March.

Actions

- **NCS Communications and Engagement team to arrange for a presentation on the Charter and a discussion on NCS Forum 2023 plans at a future meeting**
- **NCS Communications and Engagement team to pick up the point about engagement with trade unions directly**

Further information on this group is available from [Social Covenant Steering Group - gov.scot \(www.gov.scot\)](https://www.gov.scot/social-covenant-steering-group)

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Appendix F – SCSG: Agenda and minutes of 23 January 2023

Social Covenant Steering Group – 23 January 2023

Minute of 12th Meeting

Attendees

Social Covenant Steering Group Members: Jim Elder-Woodward, Caroline Gould, Cathie Russell, Marion McArdle, Janet MacLugash, Shubhanna Hussain-Ahmed, John Whitfield, Pauline Nolan, Tommy Whitelaw

Scottish Government (SG): Minister for Mental Wellbeing and Social Care - Kevin Stewart (chair), [redacted], [redacted], [redacted], [redacted]

Electronic Notetaker (ENTs): [redacted]

Apologies: [redacted], Shelly Jeffcott, [redacted]

Opening Comments

[redacted] welcomed everyone to the meeting and introduced the Scottish Government officials on the call.

Minute of last meeting and Terms of Reference (ToR)

[redacted] asked the group for any comments on the minute or the draft ToR (SCSG – Jan – 001) that were sent out to the group. Members raised the following points:

- Whether the name of the group should be reviewed, as the word ‘covenant’ may not reflect the ToR and is not plain English
- Whether the role of the group is to establish the values and principles of the National Care Service?
- Some members still felt a bit unclear on the purpose of the group and the part they are playing
- There was a suggestion that it would be useful to have the links to blogs and videos in the minutes. Members could then promote them via social media, newsletters etc.

[redacted] highlighted the importance of the Minister being involved in discussion on the ToR and agreed that this will be followed up at the next meeting with the Minister.

The minutes of the last meeting were agreed with a commitment to include links to blogs and videos.

Lived Experience Experts Panel (LEEP) and Stakeholder Register (SR) welcome sessions

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[redacted] presented the summary paper on the LEEP welcome sessions (SCSG – Jan - 002) and highlighted the following:

- The team is currently working on a full report which will include a list of draft recommendations to inform future co-design work. The report will be shared with the group in due course
- Feedback from the group on the summary paper will be incorporated into the full report
- A total of 884 people attended LEEP welcome sessions and 126 attended SR sessions and feedback from those sessions will also be incorporated into the full report

The Chair joined the meeting and apologised for missing the start. He invited the group to comment.

Comments:

- It is important that we agree what we mean by ‘trauma informed approach’ as there is collective trauma as well as individual trauma
- There was a question on whether SG is taking part in NHS trauma informed training
- A member highlighted a 10-week course ‘Help the Helpers’ and will share details on this

The Minister advised the group that the Deputy First Minister is leading on a trauma informed approach, that this was high on the SG agenda and that all SG Ministers would shortly receive training in this. The Minister went on to advise that some Local Authorities have trauma practises embedded in their work and that SG is also working with the private sector to adopt this approach, as requested by LEEP. [redacted] agreed it was important to bottom this out in terms of co-design work and that we would discuss this further with the group at a later date.

The group then moved to a discussion around the use of language in social care policy. It was recognised that not everyone needs to be passively cared for, that some people just require support to live their lives and therefore suggested that social care ‘support’ was a more appropriate terminology to use in SG communications. The Minister agreed this was an important point and asked for it to be taken away as an action.

Co-design activity

[redacted] presented a paper on co-design plans for the next few months (SCSG – Jan - 003) recapping the five initial co-design themes:

- Information sharing to improve care support
- Keeping care support local
- Realising rights and responsibilities
- Making sure your voice is heard (complaints and redress)
- Valuing the workforce

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All work on co-design goes through the same three phases: understanding, sense making and agreeing.

Understanding phase: take time to review all activity, including previous consultations, literature and evidence and work together to look at the key insights, identify gaps and any need for additional work and make sure we have a shared view.

Sense making phase: move to co-design workshops, interviews and 1-2-1 sessions, to think about what changes are needed and work together to establish a range of options.

Agreeing phase: review options and proposals to agree best option.

Key activity for the next few months will include –

- The Charter of Rights, which is in the sense making phase
- A survey to Lived Experience Experts Panel (LEEP) members to test insights (easy read and accessible versions are being prepared and, in the case of accessible paper versions, will be posted out)
- Planning of first participation session in February – recruiting from LEEP and beyond
- Sessions that will test whether what we've gathered and understood from our desk research is right
- 1-2-1 sessions and workshops on keeping care support local

The Minister expanded on what is meant by “keeping social care support local” and advised that although the NCS would follow a national standard, which ministers would be accountable for, this would not stop local decisions being made. For example, if a local area wanted to establish a specific service, then they should be able to. The Minister then opened to the group for comments.

Members raised the following points:

- Concerns around recent reports of people being moved away from their home/family to other areas where support and facilities were more readily available
- How to weight feedback as there are a range of views between lived experience, Local Authorities and workforce
- How any feedback would be reviewed to ensure that it is truthful
- How to ensure we are hearing the right voices, including seldom heard

In response the Minister:

- said the postcode lottery must end and that it needed to be recognised that moving people away from friends and family often turns out to be more costly in all ways
- highlighted the importance of having the right housing and advised that the Housing Minister, Shona Robison, is currently working on updating standards to take account of different types of disabilities. Housing must be adaptable to support, for example, hoisting equipment

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- will continue to raise the importance of accessible engagement and listening to those with lived experience with the relevant Scottish Parliament Committees
- said the agreeing phase of the co-design process will be very important, as in order to get things right, we need to listen to minority voices and get those voices round the table

Further discussion

There was some discussion on peer support. The Minister advised members there was a new National Suicide Prevention Scheme where peer support is built in and, as an action, will provide further information related to this.

The group then had a discussion around NCS finance and the financial memorandum. The Minister highlighted the commitment to increase spend on social care support by 25% by the end of this parliament and emphasized the key element is that our financial plans will be continuously reviewed.

Members then raised concerns around workforce pay cuts. The Minister advised he did not have authority on this area but noted that spending on prevention rather than crisis would help the care sector to save money.

The group discussed the existence of guidance regarding tenancy of adapted housing. For example, where adapted LA housing is no longer required as the disabled person has died but family members still occupy the house. The Minister advised that this depends on the signed tenancy agreement and asked for officials to provide a summary on how this works.

The group requested a regular update on the progress of the NCS Bill and any opportunities around contacting their MSPs regarding amendments. The Minister asked if officials could share the updates from committee that he receives – the brief summaries.

There was discussion on the letter the group sent to the Health and Social Care and Support Committee around accessibility on December 15, 2022. It was highlighted that there had been no response. The Minister advised the group to write again and include a timescale for response.

AOB

[redacted] highlighted the recent suggestion to combine Conversation Cafés with the informal sessions and asked members to confirm if they were happy with this suggestion. Members advised the proposed date of 15 February 2023 wasn't suitable as was during the school holidays and that 10 am was too early. The following week was proposed - Wednesday, 22 February, between 10:30- 12:30. [redacted] advised he would follow up on this after the meeting.

Close of Meeting

The Minister closed the meeting by thanking everyone for attending.

Actions

SG NCS Communications & Engagement team to –

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- Include any links to blogs and videos in minutes going forward
- Provide members with further information on new National Suicide Prevention Scheme where peer support is built in
- Consider the use of language in SG communications and the suggestion of using the term 'social care support'
- Provide information on tenancy agreements when housing has been adapted and the person dies
- Share brief summaries from the committee sessions with the group

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SCSG: Agenda for informal meeting on 22 February 2023

- Update on the second phase of co-design of the Charter of Rights and Responsibilities - Paper 004, followed by discussion
- Co-design workshop on responsibilities within the Charter of Rights and Responsibilities – Paper 005
- Reflections and AOB

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Appendix G - National Social Work Agency – Advisory Group

1st Meeting – Tuesday 31 January 2023 - Invitation List

Scottish Government
Iona Colvin, Chair Chief Social Work Adviser, SG
[redacted], Assistant Chief Social Work Adviser
[redacted], OCSWA
[redacted], Social Work Adviser, OCSWA
[redacted], Social Work Adviser, OCSWA
[redacted], OCSWA
[redacted], OCSWA
[redacted], OCSWA
[redacted], OCSWA, Children Services Reform
[redacted], Community Justice NCS Unit
[redacted], NCS Policy & Legislation
[redacted], OCSWA Project Lead
[redacted], OCSWA
Name & Organisation
Alison Bavidge, SASW
Ben Farrugia, SWS
Rachel Sawyer, Quarriers, Service Manger for Fostering Service & Shared Lives Adult Placement Service, on behalf of CCPS
Lorraine Gray, SSSC
Jackie Irvine, Care Inspectorate
Stephen Smellie, Unison
Simon Cameron, COSLA
Keith Gardner, Community Justice Scotland
Suzanne McGuinness, Mental Welfare Commission, Exec Director for Social Work

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Gordon Paterson, NHS Education for Scotland

The Institute for Research and Innovation in Social Services

Edinburgh University representing HEIs

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Appendix H - **National Care Service**

National Social Work Agency Advisory Group

National Social Work Agency (NSWA) Advisory Group

Tuesday 31 January 2023 9.30am to 11.30am, Conference Room C&D

St. Andrew's House, Regent Road, Edinburgh EH1 3DG

Chaired by Iona Colvin

	Discussion Area	Paper No	Who
1a	Welcome <ul style="list-style-type: none"> • Apologies 		Iona Colvin
1b	Introductions		All
2	Agenda		
2a	NSWA Advisory Group Terms of Reference <ul style="list-style-type: none"> • Review of draft content • Equality, Diversity and Inclusion Representation 	1	Iona Colvin
2b	NSWA Presentation		Iona Colvin
2c	NSWA Workstream Paper	2	[redacted]
3	Next Meeting Dates		
3a	Next Meeting <ul style="list-style-type: none"> • Provisional date 26 April or 3 May 		

If you require any information relating to the NSWA Advisory Group please contact [redacted] or colleagues at OCSWA@gov.scot

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Appendix I - Terms of Reference - Children's Services Reform Programme Board - April 2022

Table of Contents

1. Introduction
2. Purpose
3. Meeting frequency and operating arrangements
4. Membership
5. Business conducted by Programme Board
6. Document control and version history

Introduction

The primary objective of the programme board is to bring together colleagues from across Children and Families Directorate and the wider Scottish Government who have a specific policy interest in children's services and agree a plan of reform in parallel with the establishment of the National Care Service. The Board will provide strategic direction for consideration of current arrangements for the integration and delivery of such services, in light of their potential inclusion within the National Care Service .

The following Terms of Reference set out the aims and scope of a Programme Board for 'Children's Services Reform', which will provide a structured space for teams to provide strategic leadership and consideration of reform of children's services in light of the creation of the National Care Service, including work to inform decisions on the inclusion of children's services within the National Care Service.

The board will work flexibly, adapting policy context as it progresses, and will incorporate implementation into our thinking, alongside improvement, from the start.

Purpose

- i. To oversee policy discussion informing Ministerial decision making regarding the potential inclusion of children's services within the National Care Service alongside consideration of models of integration of such services, and alternative arrangements and mechanisms required, should children's services not be included in the National Care Service.
- ii. To identify issues, risks and opportunities across SG and external stakeholder groups to inform the development of policy in respect of the potential inclusion of children's services within the National Care Service.

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- iii. To take, approve, or recommend decisions as appropriate, around the proposed inclusion of children's services in the National Care Service.
- iv. To ensure appropriate linkages are made to other children's focused policy developments and legislative reform including the Promise, UNCRC, GIRFEC, Early Learning and Childcare, children's community health services, Barnahus, justice and education reform. Exploring synergies, and opportunities for future relationships will be considered as part of this work.
- v. The board will be chaired by the Director of Children & Families, and will inform and the Senior Leadership Team, Directorate for Children and Families as well as the Shadow Legislation Board for the National Care Service.
- vi. Working groups will be established as required to develop and submit proposals for decision and discussion

Meeting frequency and operating arrangements

Core members will meet monthly, face to face if possible at an accessible location.

The Secretariat is responsible for all Programme Board administrative arrangements:

- Dates will be scheduled as far in advance as possible to allow for maximum potential attendance;
- Agenda and papers will be issued a minimum of 3 working days in advance of the meeting;
- Minutes will be issued within 5 working days of the meeting, for comment and circulated with the agenda and papers for approval at the subsequent meeting;
- An action tracker will be maintained to monitor progress on key issues and this will be updated and action points issued to members within a week of each meeting;
- All Programme documents will be stored within eRDM. ERDM links will be issued in place of physical copies to ensure version control;
- If people are unable to attend the meeting, a delegated representative will attend in their place subject to agreement with the SRO through the Secretariat. Any delegate must have the authority to make decisions. Secretariat will hold a list of authorised deputies;
- The Board may be asked on occasion to make decision via correspondence, the Secretariat will administer those ensuring Quorum has been reached and log all decisions.
- A minimum of 7 members must be present for meetings to be deemed quorate. In the absence of a quorum, the Chair will have the authority to decide whether to proceed with the business of the meeting or adjourn the meeting. If the meeting proceeds, comments and approval of proposed decisions will be sought via correspondence from absent members as soon as possible after the meeting, with an opportunity to comment before the deadline given. All viewpoints expressed via correspondence will be retained on record.

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- The decision to declare items as ‘Reserved’ will normally be guided by matters such as respect for data protection principles or because highly sensitive information is being shared. The minute of the meeting will record the rationale for treatment as reserved business.

Membership

Chair: Michael Chalmers

Secretariat: Children’s Services Reform Programme Management Office

Direct Involvement / Core Members:

Office of the Chief Social Work Adviser	Iona Colvin [Redacted] [Redacted]
Children’s Services Reform	[Redacted] [Redacted] [Redacted]
Strategy, GIRFEC & the Promise Division	Jane Moffat
Children’s Rights, Protection and Justice	Ian Donaldson
The Promise team	Gavin Henderson
Improving Health and Wellbeing	Mairi MacPherson [Redacted]
Early Learning and Childcare	Eleanor Passmore
Head of Chief Nursing Officer Directorate	[Redacted]
Social Care Date and Digital	Lorna Gibbs
Office of the Chief Social Policy Adviser	Linda Bauld [Redacted]
Learning Directorate	Alison Taylor

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Member responsibility

As well as taking collective responsibility for the Programme, members must take responsibility communicating key messaging for successful implementation back to their area. Members (and delegates) must also:

- Have authority to make decisions on behalf of their area;
- Understand and be responsible for ensuring that their area is fully aware of the potential impact of any changes brought about by the programme;
- Communicate key decisions, risks and information to their business area as well as raising emerging challenges from within their business area that may impact on the delivery of the programme;
- Ensure secretariat are made aware of any risks to the delivery of the programme to allow mitigations to be put in place and SRO informed in timely manner.
- Provide expertise and constructive challenge to the development of the programme.

Optional attendees

The Board may invite additional/optional attendees to present or take part in discussion on a particular agenda item, their attendance will be limited to the specific agenda item.

Optional attendees may include representatives from:

- Policy;
- Communications;
- Scottish Government Stakeholders (internal and external);
- Project Managers;
- Delivery & Design leads;
- Internal audit;

Review

As part of the programme management process this Terms of Reference will be reviewed on a regular basis to ensure board membership and priorities remain aligned with the pace of developments. The Review should take place either every three months or in line with any significant changes to the programme.

Business conducted by Programme Board

Regular items for consideration by Programme Board at scheduled meetings include:

- | | |
|---|--------------|
| • Chairs Update | Each meeting |
| • Updates from each business area | Each meeting |
| • Risk Register | Quarterly |
| • Project Reviews and Updates; ad hoc reports | As relevant |

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Document control and version history

Date	Updated By	Version	Reason for Change
April 2022	[Redacted]	v0.1	First draft
June 2022	[Redacted]	v0.2	Second draft
January 2023	[Redacted]	v0.3	Updating membership

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Appendix J - Children's Services Reform - Programme Board - Minutes

Meeting	Children's Services Reform - Programme Board – Meeting 4
Date and Time	29 November 2022 1130 - 1300
Location	Via Teams
Members	Michael Chalmers, Iona Colvin, [Redacted], [Redacted], [Redacted], [Redacted], [Redacted], [Redacted], [Redacted], [Redacted], Gavin Henderson, [Redacted], Eleanor Passmore, Rachael Dunk, Linda Bauld, [Redacted], Alison Taylor, Deputy Director: Social Care Data and Digital TBC
Member Deputies	[Redacted] on behalf of Mairi Macpherson at the start of the meeting only.
Apologies	Lorna Gibbs, [Redacted], Iona Colvin
Governance	Children's Services Reform PMO

Agenda item 2: Note of Previous Meeting

1. The Chair welcomed members to the Children's Services Reform Programme Board (CSRPB). Highlighted the apologies received.
2. The note of the previous meeting was discussed and approved by the Board.
3. The Chair confirmed programme **Action: A03 – To prepare a paper to propose the scope of the merged boards. (Children's Services Reform and The Promise)** is currently paused, noting the need to ensure there is no duplication of work across the boards.

Agenda item 3: Parliamentary consideration to date (committees and the debate, building on the evidence submissions)

1. [Redacted] [redacted] provided an overview of the committee evidence sessions to date, noting topics varied with considerable cross over with adult services. SD highlighted the following;
 - Workforce transfer issues including the number of staff, pensions and costs.
 - Cost more generally with further investigation required on whether children's services are included in the financial memorandum.
 - Co-design/ meaningful engagement with children and young people.
 - GIRFEC, UNCRC and The Promise.

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2. 2.2 Gavin Henderson (GH) touched on some of the key points raised and noted the need to be in a strong position to provide clear justification once a decision on Children's Services is made.
3. [redacted] discussed the new leadership group and the overlap between their work and ours, noting the second stage of parliament can be well supported with strong collaboration between the two. [redacted] advised some areas within co-design need to be considered as some policy areas which may not be suitable for co-design.

Agenda item 4: Definition of Community Health

1. [Redacted]
2. [redacted] noted the group has set up a workshop to identify which services would, "be in", "out" and "undecided/too tricky/not sure" for the National Care Service. The crucial part to articulate why some services will be in the third category.
3. [redacted] expressed the need to ensure the children's perspective is represented and the group needs to identify the best way for us to integrate to support this, requiring a broader DCAF voice. The Chair supported this noting the need for colleagues to support policy development.
4. Mairi Macpherson confirmed members of her team have been involved in the work/discussions with Children's Services Reform and agreed to pick up offline with the Chair.

Agenda item 5: Items required to inform decision on Children's Services

1. [redacted] spoke to the item. Discussed what was required/to be considered in order to develop a plan of work for children's services.
2. [redacted] suggested further discussion at the Extended SLT meeting for their input and support.
3. Members were supportive of the approach with the chair advising the Portfolio approach will further strengthen this work.

Agenda item 6: Design Theme Update

1. [redacted] Gave an overview on progress/update on the Themes and PID process.
2. [redacted] highlighted the resourcing constraints across the programme and how this has an impact on the work.
3. [redacted] offered to involve colleagues in the CSR working group and Thematic meetings moving forward to support the work as the ask from central National Care Service will continue and accelerate.

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Agenda item 7: Next Steps

1. [redacted] spoke to the item, noting the following;
 - Co-design – theme pivoting work of DCAF to support work.
 - Children’s Services Reform requirements if not included in the National Care Service. PB to continue conversations in this space offline.

Agenda item 8: Any other business

1. Nothing was raised by members.

Date of next meeting: 31 January 2023

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Appendix K – Children’s Services Reform - Programme Board - Agenda

Meeting	Children’s Services Reform - Programme Board – Meeting 5
Date and Time	31 January 2023 1130 - 1300
Location	Hybrid/Teams
Members	Michael Chalmers, Iona Colvin, [Redacted], [Redacted], [Redacted], [Redacted], [Redacted], [Redacted], [Redacted], [Redacted], Gavin Henderson, [Redacted], Eleanor Passmore, [Redacted], [Redacted], [Redacted], Alison Taylor, Deputy Director: Social Care Data and Digital
Member Deputies	-
Apologies	[Redacted]
Governance	Children’s Services Reform PMO

AGENDA

Agenda item	Time	Responsibility	Link to Paper	Purpose
1. Welcome, introductions and apologies	1130 - 1135	Chair	-	N/A
2. Minutes and actions	1135 - 1140	Chair	Children's Services Reform - Programme Board - Meeting 4 - 29 November - 20221109 - Minutes Children's Services Reform - Programme Board - Administration - Action Tracker	Approve
3. Update on Research and Research Steering Group	1140 - 1200	Professor Daniel	Verbal update	Note
4. Roadmap to reaching decision on whether to (not)-integrate children's services	1200 - 1225	[Redacted]	Children's Services Reform - Programme Board - Meeting 5 - 31 January - 20230131 - Roadmap to reaching a decision	Discuss

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5. Design Theme Update	1225-1240	[Redacted]	Verbal update	Discuss
6. Next Steps	1240 - 1250	[Redacted]	Verbal update	Discuss
7. AOB	1250 - 1300	Chair	-	Discuss
Below the line paper: N/A				
Next Meeting: 14 March 2023				

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Appendix L - **Children's Services Reform – Working Group**
Minute of Meeting – Meeting 5 – 17 January 2023

Meeting	Children's Services Reform – Working Group
Date and Time	17 January 2023 1400 - 1530
Location	Teams Meeting
Attendees	[Redacted], [Redacted]
Member Deputies	
Apologies	[Redacted], [Redacted], [Redacted], [Redacted], [Redacted], [Redacted]

MINUTE OF CHILDREN'S SERVICES REFORM WORKING GROUP MEETING 5

Note of meeting and action points

1. Agenda item 1: Welcome, Introductions and Apologies

2. Agenda item 2: Minute and Action of Last Meeting

2.1 Members endorsed the minutes from the last meeting on 12 December 2022.

3. Agenda item 3: General Updates from Policy Areas

3.1 [redacted] updated colleagues on the structure of CSR which is now reporting directly to Director for Children and Families.

3.2 [redacted]

3.4 [redacted] said in a recent meeting with Royal College of Paediatrics, they advised communications around children's services have gone quiet and they have not been involved in any further consultation. [redacted] advised we can get a meeting set up for Royal College of Paediatrics with [redacted]. [redacted] suggested conversation offline with [redacted] after health workshop next week.

3.5 [redacted] shared that her team have been developing a plan for engagement with children and young people to inform the work on the NCS and children's services reform, and would aim to share this plan with the group in the near future. [redacted] said consideration will also be given to plans to engage with the

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workforce, and how this may overlap with engagement with organisations representing children and young people.

4. Agenda item 4: Once for Scotland

[redacted]

5. Agenda item 5: Update on Committee

5.1 [redacted] advised committee evidence sessions have now concluded, the last one was on 10 January. The main points across the sessions were lack of detail, impacting on staff, ability to scrutinise and secondary legislation and robustness of the financial memorandum.

Parliament has requested a revised Financial Memorandum for the NCS Bill. The main Bill team are looking again at the assumptions about the staffing numbers for the NCS at national level.

ECYP committee have now published a stage 1 report, we had expected a letter for recommendation to be sent to Health Committee but we have report instead. The report is 63 pages long, provides lots of recommendation but concludes that: 'The Committee therefore cannot form a clear view on whether children and young people's services should be included under any future National Care Service.'

The main points made in the report was similar to those muted in the committee sessions including ability to scrutinise, robustness of the financial memorandum. The report also acknowledges the specific issues in relation to transitions between children's and adult services, but notes there is work going on outwith the NCS on this. Further work is required on engagement and co-design with children, young people and the workforce including the revision of the Children's Rights and Wellbeing Impact Assessment (CRWIA).

The teams main focus from this report is going to be on the one specific ask:

In advance of any Stage 2 considerations, the Committee urges the Scottish Government to provide detail of the financial modelling undertaken to date in relation to children's services. This modelling should include consideration of a range of scenarios, including the costs associated with a) children's services being brought under a National Care Service, b) children's services remaining outwith the National Care Service and c) reconstituting current integration arrangements for children's services across Scotland. The team are developing a strategy on how to respond to this specific ask.

On other Bill related matters, [redacted] from the main Bill team has asked that all Government Stage 2 amendments are submitted by end January. This deadline is to allow discussions with SGLD before the Parliamentary Council Office deadline of end February.

Action 01: Members to submit Stage 2 amendments of the Bill to [redacted] or [redacted] ASAP.

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6. Agenda item 6: Next Steps and Any Other Business

6.1 [redacted] advised as a group we need to confirm the purpose of this meeting and requests suggestions for priority discussions. [redacted] suggested it would be useful to hear about the work going on in other policy areas and upcoming engagement sessions with children and young people to join up asks to stakeholders.

Actions 02: Members to provide suggestions to childrensservicesreform@gov.scot on priority topics for discussion.

Next Meeting: 21 February 2023

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Appendix M – Children’s Services Reform – Working Group - Agenda

Meeting	Children’s Services Reform – Working Group
Date and Time	17 January 2023 1400 - 1530
Location	Teams Meeting

AGENDA

Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies	14.00 – 14.05	[Redacted]	-	N/A
2. Minutes and Actions	14.05 – 14.15	[Redacted]	Minutes from previous meeting	Approve
3. General Updates from Policy areas	14.15 – 14.40	All	-	Discuss
4. Once for Scotland	14.40 – 15.00	[Redacted]		Discuss
5. Update on Committee’s	15.00 – 15.20	[Redacted]	-	Discuss
6. Next Steps and Any other business	15.20 – 15.30	[Redacted]	-	Discuss
Next Meeting: 21 February 2023				

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Appendix N - Community Justice NCS Reference Group – Terms of Reference

Background

On the 20th of June 2022, the National Care Service (Scotland) Bill was introduced to the Scottish Parliament. This Bill is underpinned by an ambition to improve the quality and consistency of social services in Scotland and allows Scottish Ministers to transfer social care responsibility from local authorities to a new, national care service (NCS). The Bill includes a power to transfer justice social work (JSW) services to a NCS but directs that a further public consultation be undertaken and the results to be laid before the Scottish Parliament alongside any regulations.

The responses to the consultation on NCS (Scotland) Bill included a range of views on the prospective inclusion of JSW within a NCS. Although a numerical majority of respondents were in favour, notable concerns were highlighted by key stakeholders including Social Work Scotland and COSLA. This included a perceived lack of evidence to support a decision, resulting in a call for further research, analysis, and consultation to be undertaken.

A Scottish Government led programme of gathering evidence, collaboration, and consultation has begun to inform a decision. This will be made up of three phases:

Research: The collation of a robust evidence base on the strengths, weaknesses and prospective implications of the inclusion or not of JSW within a future NCS. This will support understanding the possible options and further collaboration with stakeholders ahead of a public consultation. This stage is the focus of this research brief.

Options Appraisal: Working collaboratively with stakeholders to utilise the evidence to scope, analyse and, where appropriate, co-design of prospective delivery models (including with JSW within and outwith an NCS). This stage will help inform a recommendation to Ministers on an in-principle decision ahead of a public consultation.

Public Consultation: Subject to the in-principle decision taken by ministers, a twelve-week public consultation to seek views on the proposed approach to the future delivery of JSW may be undertaken. This consultation, when combined with the evidence gathering and options appraisal, will inform the recommendation to Ministers on a final decision on the future delivery mode, including the inclusion or not of JSW within the NCS.

To effectively deliver this programme of work, it will be essential that we draw upon the expertise and knowledge of justice partners and ensure that their perspectives are continually included. On this basis, in addition to a wider programme of stakeholder engagement, Scottish Government Officials are establishing a Reference Group which will meet regularly to provide ongoing input on this programme of work.

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Purpose

The Reference Group will play an important role in supporting the programme of work aimed at supporting a decision on the inclusion or not of JSW within a future NCS. This includes:

- Providing feedback on the research as it progresses, including highlighting opportunities to enhance or adapt the research.
- Support the design of the options appraisal process, including supporting Scottish Government officials to engage appropriately with service users and stakeholders.
- Actively participate in developing and analysing the different options, including providing perspectives on the relative strengths, weaknesses, and implications of each.
- Providing feedback on the development of the public consultation based on outcomes from the research and options appraisal.

As the decision will ultimately be taken by Scottish Government Ministers based on based on the outcomes of a public consultation and information presented by officials, the Reference Group will not provide recommendations or any written output.

Membership

Representative group
Scottish Government
Office of Chief Social Work Advisor (SG)
Community Justice Scotland
Social Work Scotland
COSLA
Criminal Justice Voluntary Sector Forum
Scottish Association of Social Workers
Risk Management Authority
Victims Organisations Collaboration Forum Scotland
Care Inspectorate

Policy and Secretariat

Catriona Dalrymple – Deputy Director Community Justice – Scottish Government

Meetings

The group will meet on a monthly basis from October until at least the end of 2023. Meetings will last for up to ninety minutes and will take place virtually via Microsoft

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Teams. The Scottish Government will be the secretariat for the group, organising meetings and providing all associated paperwork. This includes ensuring members of the group timeously receive all the information required to fulfil their role.

Members of the group will be expected to attend each scheduled meeting or, if necessary, nominate a proxy. Where required, members will also be expected to support the work of group outside of meetings.

Standards of Conduct and conflicting interest

It is the responsibility of each member to:

- Actively participate in discussions at meetings.
- Access papers and prepare accordingly prior to meetings.
- Provide feedback where required.
- Report back on discussions and actions of the reference group to the communities they are representing.

Where it is identified that a member of the group has a conflict of interest with respect to a given matter, the Chair may request that the member in question withdraw from participation in relevant business. Depending on the nature of the business, this may allow for participation in discussions without taking part in decision-making or may require complete non-participation and/or withdrawal from that part of the meeting.

Group members are expected to declare any conflict of interest that may arise in the course of discussions and not discuss or share any confidential information outside of the Group.

Reporting

Scottish Government Officials will provide updates to Ministers on progress on the programme of work, including details on the meetings and related perspectives of the Reference Group.

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Appendix O - National Care Service – Justice Social Work - Reference Group - Minutes

8 February 2022

10:00 – 11:00

Attendees	Organisation
Cat Dalrymple	Scottish Government
[redacted]	Scottish Government
[redacted]	Scottish Government
[redacted]	Scottish Government
[redacted]	Scottish Government
[redacted]	Professional Social Work Advisor, Scottish Government
[redacted]	Scottish Government
[redacted]	Social Work Scotland
[redacted]	Community Justice Scotland
[redacted]	Community Justice Scotland
[redacted]	Social Work Scotland
[redacted]	COSLA
Alison Bavidge	Scottish Association of Social Workers
Mark McSherry	Risk Management Authority
Annie Mauger Thompson	Criminal Justice Voluntary Sector Forum (CJVSF)
[redacted]	SWS
[redacted]	Care Inspectorate
Carol Eden	Victim Support Scotland

1. Welcome, declaration of any conflicts of interest

OFFICIAL - SENSITIVE**2. Workforce Panel update – [redacted]**

The workforce panel has now been established. There are 10 participants and they represent a good geographical spread and range of experience. An introductory session is being arranged for the end of February with a further meeting planned for March to cover the interim research findings from the literature review. The meeting after that (May) will begin to consider the high level options developed following the workshops and other planned engagement events. Papers for each meeting will be sent in advance to scope views from colleagues, gaining as broad a view as possible from frontline practitioners. Notes from the meetings which will be shared with the reference group to ensure that practitioners views are considered within the broader work.

CI – good to hear – is there scope to include newly qualified workers?

SG yes, there will be the opportunity to talk with colleagues too as we're sending out papers in advance

COSLA – we welcome the workforce panel, how will they feed into this group and the research/options appraisals?

SG there will be a note taken from each meeting and will feed into both this group and the wider work. It's part of the OA process

CJS – thanks for going ahead so quickly with this. Does the group include any para professionals?

SG unfortunately not, although we did make it clear they were welcome. Hopefully the dissemination process will include them too. Also there are no prison-based workers, but there are people who have worked in prison previously, and also a throughcare worker. The workshops will be both inperson and online

RMA – it would be good to link in with throughcare

SG There may be an opportunity to link in with the throughcare working group if we feel the need

SWS – confirm that they will offer assistance regarding newly qualified staff

CJS Is there anyone from the third sector, or is it all people in SJW?

SG – Nobody has come forward, although the invitation went out via the SASW website. If it's felt that this is a group we need to hear from, more effort can be made to recruit them at a later date. We'll see how we do for now, but if not fit for purpose we will reconsider in due course

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3. Proposed NCS Justice - Introduction and interim research findings sessions - [redacted]

SWS – who will be facilitating?

SG – The NCS Justice team, supported by Susan as Professional Social Work Advisor. The sessions won't be very complex to start with, initially seeking general responses. The sessions will be capped and advertised in the Monthly Bulletin (sign-ups will be via EventBrite)

CJS – please ensure that island and rural communities have the chance to attend physically

SG workshops will take place further afield in the summer, these communities can join virtual for now

SWS – is there anything we can do in the Justice Standing Committee to help advertise? We'll be happy to help

SG - thank you, we shall be looking to use the Reference Group comms channels in addition to the monthly bulletin. If we can encourage managers to allow a couple of staff minimum to attend, that would be ideal.

CJS – are there any updates on how you propose to form the options?

SG - not yet, we want to hear from various sources then bring it back to the reference group. It will be the next step.

COSLA – will the feedback from the sessions feed back into the research in any way, and will the researchers attend?

SG – the IPSOS team will be given a note of the workshops, but they won't be including it in the report – the workshops are designed as part of the options appraisal, which is running separately. The researchers will be hearing from the workforce via case studies, interviews and some focus groups.

4. Communications Plan – [redacted]

5. NCS Programme Update – [redacted]

6. SG Team Update – [redacted]

[redacted] will be leaving to join Dumfries Council. [redacted] will be replacing her as Team Leader

7. AOB

- Please continue to suggest groups

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- Please chase your affiliate forms for Teams
- COSLA board meets next Friday and will be keen for updates

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Appendix P - **National Care Service – Justice Social Work - Reference Group - Agenda**

8th March 2023

10:00 – 11:00

Agenda

- 1. Welcome, declaration of any conflicts of interest**
- 2. Research - Interim Findings**
- 3. Research - Next steps**
- 4. Workshop update**
- 5. Next meeting - Options Appraisal Process**
- 6. AOB**

Attendees	Organisation
Catriona Dalrymple	Scottish Government
[redacted]	Scottish Government
[redacted]	Scottish Government
[redacted]	Scottish Government
[redacted]	Scottish Government Office of Chief Social Work Advisor
[redacted]	Community Justice Scotland
[redacted]	Community Justice Scotland
[redacted]	Social Work Scotland
[redacted]	Social Work Scotland
[redacted]	COSLA
[redacted]	COSLA
Annie Mauger-Thompson	Criminal Justice Voluntary Sector Forum
[redacted]	Criminal Justice Voluntary Sector Forum

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Alison Bavidge	Scottish Association of Social Workers
Mark McSherry	Risk Management Authority
[redacted]	Care Inspectorate

Apologies

Carol Eden	Victims Support Organisation
[redacted]	Scottish Government
[redacted]	Scottish Government

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Appendix Q - National Care Service Justice Social Work Workforce Panel - Terms of Reference

Purpose

An 'in principle' decision on the inclusion of Justice Social Work (JSW) in a future National Care Service (NCS) is due to be taken by Scottish Government Ministers in October 2023.

To assist with this, an options appraisal informed by research and a series of engagement events is planned. In order that this work is as collaborative as possible it is intended to develop a workforce panel as part of this programme of activity. This will comprise a small representative group of approximately 10 -15 frontline JSW practitioners.

This panel will offer an invaluable practice perspective on any forthcoming proposals which will assist Scottish Government officials tasked with providing advice to Ministers. Involvement in the workforce panel offers a unique opportunity for practitioners working in all aspects of JSW to contribute to this decision making process.

This group will be in addition to planned extensive stakeholder engagement which includes JSW, those with lived experience and partners. They will provide enhanced input and ensure that the views of the workforce are reflected at key points in the process – timeline Annex A.

Specifically the remit of the group will include:

- Providing guidance and input in to the development of the options and the framework to assess those options
- Providing guidance and advice on the role of JSW and any interdependencies which are relevant to the development of the options.
- Offering a sense check as the options evolve to ensure that they reflect the true nature of JSW and the wider implications of the options on service delivery
- Helping to shape the content of the planned workshops with wider JSW staff and key partners
- Engaging with IPSOS on relevant elements of the research including identifying the case study areas
- Provide advice and guidance to the Scottish Government officials on methods of wider engagement with JSW and those with lived experience
- Providing an overview which reflects those of the wider workforce

Membership

It is intended to gain representation from both para-professional and qualified social workers at all levels currently practising within JSW. They will represent a broad range of geographical locations and be drawn from both community and prison based teams.

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Participation will require some time away from regular duties so will therefore require line manager approval.

Meetings

These will take place on line via MS Teams. They will be bi-monthly and last approx. 1 – 2 hrs during the period February 2023 –March 2024. We are mindful of flexible work patterns and the impact this can have on availability for meetings. It is likely that meetings will take place on a Wednesday but this can be discussed further at the initial meeting of the Panel. The meetings will be focussed on relevant topics with papers sent out in advance so participants have an opportunity to discuss with colleagues and consider responses beforehand.

Outputs:

The meetings will be minuted with responses noted but not attributable to any particular individuals. This information will be used to inform both the on-going research and the work of the reference group as the options appraisal work develops.

[redacted]

Professional Justice Social Work Adviser

Annex A – Justice NCS - Recommendation timeline

The Scottish Government have developed a five stage approach to this work;

- **Stage 1: *Research*:** The collation of a robust evidence base on the strengths, weaknesses and prospective implications of the inclusion or not of JSW within a future NCS **December 22 – August 23**
- **Stage 2: *Options Appraisal*:** Running concurrently to the research will be activity to support collaboration with stakeholders and those working in justice social work to scope, analyse and prospective delivery models (including JSW within and outwith an NCS). **December 22 – October 23**
- **Stage 3: *In-principle recommendation*:** Based on the outcomes from the research and options appraisal stages, Scottish Government officials will make a recommendation to Ministers on the inclusion of JSW within an NCS or not. **October 23**
- **Stage 4: *Public Consultation*:** A twelve-week public consultation to seek views on the proposed approach to the future delivery of JSW. This consultation, when combined with the evidence gathering and options appraisal, will inform the recommendation on a final decision. **November 23 – March 24**
- **Stage 5: *Final Decision*:** Following the consultation process, a final decision will be taken by the Scottish Parliament on the inclusion or not of JSW within the

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NCS. Once this decision has been taken, a programme of planning and implementation will be undertaken to either progress inclusion or to adapt the current model. **April 24**

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Appendix R - National Care Service Programme Legislation Board - Terms of Reference

Version Control

Date	Updated By	Version	Reason for Change
31/03/2022	[redacted]	1.0	First version carried over from Shadow LB
10/05/2022	[redacted]	1.2	Updated background, governance landscape and added text on Cabinet Sub Committee

Distribution

Name	Role	Purpose
Donna Bell	Director for Social Care and NCS Development. SRO & Chair	Owner
Hugh McAloon	Director of Mental Health	Assuror
Iona Colvin	Chief Social Work Advisor	Assuror
Tim McDonnell	Director Primary Care	Assuror
Sean Neil	Director for Local Government and Communities	Assuror
Michael Chalmers	Director of Children & Families	Assuror
Linda Pollock	Director Healthcare Quality & Improvement	Assuror
Neil Rennick	Director of Justice	Assuror
Nick Ford	Director Procurement & Commercial	Assuror
Michael Kellet	Director of Population Health	Assuror
John Paterson	SGLD	Assuror
[redacted]	Head of Office of CE, NHS Scotland Chief People Officer Division	Assuror

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Board Terms of Reference

1. Background

The Government committed to implementing the recommendations in the Independent Review of Adult Social Care Report (IRASC) and staying true to the spirit of that report by building a system with human rights at the heart of it.

The Report acknowledged that current structures have not fully delivered the improvements intended to be achieved by integration of health and social care and recommended the creation of a National Care Service, with Scottish Ministers being accountable for adult social care support. The Government committed to delivering a National Care Service in this Parliamentary term

A National Care Service will:

- Achieve consistency across the country
- Drive national improvements
- Ensure strategic integration with the NHS
- Set national standards and terms and conditions

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- Bring national oversight and accountability

Transform the way we **plan, commission and procure** social care support to:

- Build trusting relationships
- Collaborate rather than compete
- Establish partnerships not market places

Amplify the voice of lived experience at every level of the redesign: There is a duty to co-design a new system with the people in social care

The approach defined by Ministers goes significantly beyond the IRASC recommendations: viewing this as a collaborative, cross-government opportunity to deliver transformation and to ensure that changes are real – they make tangible improvements to outcomes of people in social care.

The National Care Service Programme has been established to ensure successful delivery of a National Care Service, the final scope of which will be determined following the outcome of ministerial decision. The aims and objectives of the Programme are to:

- Establish appropriate governance arrangements to oversee the Programme of work, including cross government oversight;
- Establish the right relationships with internal and external stakeholders;
- Ensure that decisions made for a National Care Service are evidence based and robust;
- Recommend and implement policy decisions on the delivery of a National Care Service;
- Oversee the passage of legislation for a National Care Service;
- Establish a National Care Service in Scotland and put in place the administrative, financial and governance arrangements to support the delivery of social care in Scotland;
- Demonstrate that the delivery of a National Care Service in Scotland provides a measurable improvement in the social care provided and the impact of that social care.

Previously the Shadow Legislation Board provided a sounding board throughout the consultation period. As work on legislative processes continues to progress at pace, the Board has now formally become the NCS Legislation Board, moving away from shadow formation to full Board status. The Legislation Board shall provide input and challenge during the legislation drafting process and the passage of the Bill. This remit, scope and membership of this Board will be reviewed as necessary and appropriate by the Chair and members.

2. Responsibilities of the Board

The board will ensure that senior Director level oversight, input and challenge is given to the consultation process, the drafting of legislation and throughout the passage of the Bill.

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The membership is cross Government to ensure alignment and that any Legislation needs or interests are represented.

Within the Programme Governance sphere there is a Cabinet Sub-Committee being established. Management of this sits outwith PMO however there are close linkages between the Sub Committee and the Programme Legislation Board. The Legislation Board will feed into the Cabinet Sub-Committee. The role of the Cabinet Sub-Committee will be to support the SRO in considering options and making recommendations to Ministers where decisions ultimately sit with Scottish Ministers, that is in setting policy direction and making major decisions about direction of the National Care Service. Those Ministerial decisions will set the scope of the Programme.

3. Collective responsibilities of members

The collective responsibilities of the Board are to:

- Provide oversight of the progress on the legislative process
- Provide scrutiny, challenge and expert input to Legislation and ensure that appropriate resources are in place to support this.
- Provide cross Government sign off of the draft legislation prior to submission to Ministers via the Cabinet Sub Committee.

4. Changes to Membership

Membership will be kept under review, particularly in light of consultation outcomes. The Chair will agree to any membership changes.

5. Attendees

Permanent Board members

- **Chair** – Donna Bell – Director for Social Care and NCS Development
- Hugh McAloon – Director of Mental Health
- Iona Colvin – Chief Social Work Advisor
- Tim McDonnell – Director Primary Care
- Sean Neil – Director for Local Government and Communities
- Michael Chalmers – Director of Children & Families
- Linda Pollock – Director Healthcare Quality & Improvement
- Neil Rennick – Director Justice
- Nick Ford – Director Procurement & Commercial
- Michael Kellet – Director of Population Health
- John Paterson – SGLD
- [redacted] – Head of Office of CE, NHS Scotland Chief People Officer Division

Additional Attendees

[redacted]

[redacted]

Anna Kynaston

6. Quorum

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The expectation is that all members will attend or send a deputy with appropriate decision making authority, ensuring quorum is reached each time. In the unlikely event that full attendance is not achieved the Chair can determine if the meeting can proceed.

7. Escalation

Where a quorum decision cannot be reached, the Chair is responsible for escalation to the Programme Delivery Board or ministers (via Cabinet Sub Committee) as appropriate. The governance landscape is shown at Annex A.

8. Role of all members

Board Members must also:

- Understand and be responsible for ensuring that their area is fully aware of the potential impact of any changes brought about by the Programme or a Project;
- Communicate key legislative decisions, risks and information to their business area as well as raising emerging challenges from within their business area that may impact on the delivery of the NCS legislation and Bill;
- Ensure that any risks or concerns that may threaten the success of the Programme in their area are made clear to the SRO;
- Lead by example and demonstrate commitment and direct involvement;
- Providing input, challenge and expertise in to the development of legislative and policy documentation.

9. Business Alignment

All Board members are accountable for ensuring the delivery of the NCS Legislation is aligned with individual strategies and priorities within their core area of responsibility and ensuring alignment of their area with the agreed Programme vision and scope. Ensuring that any policy, organisational and operational changes are delivered within agreed tolerances to support the delivery of legislative elements of the Programme.

10. Frequency and Meeting Logistics

Frequency

The Board meets monthly, but this will be kept under review as the Bill progresses.

This Board will cease once the legislation has concluded.

Standard Agenda Items

- Minute from previous meeting
- Actions and Decisions Update
- Progress against Consultation and Legislation timeline
- Input and discussion on current drafts

The Programme Management Office is responsible for all Legislation Board administrative arrangements.

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- Dates for Legislation Board scheduled as far in advance as possible to allow for maximum potential attendance;
- Agenda and papers will be issued a minimum of 3 working days in advance of the meeting;
- Minutes will be issued within 5 working days of the meeting, for comment/agreement;
- Final minutes will be issued with the agenda and papers for the subsequent meeting;
- All Programme documents will be stored within eRDM;
- If people are unable to attend the meeting, a delegated representative will attend in their place subject to agreement with the SRO. Delegates should have the authority to make decisions.
- The Board may be asked on occasion to make decision via correspondence, the Programme Management Office will administer those ensuring Quorum has been reached and log all decisions.

11. Review and Continuous Improvement

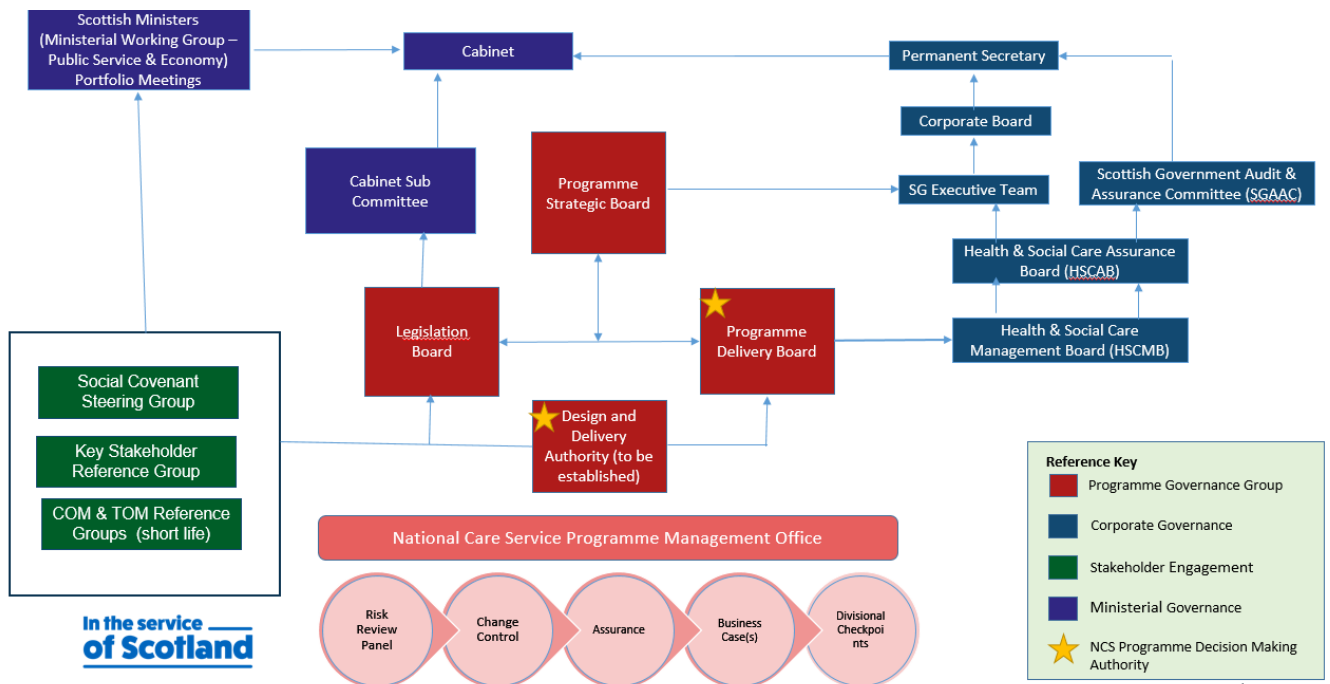
In-line with the National Care Service Programme's commitment to review and improve its programme management approach, the ToR will be reviewed regularly to ensure it keeps pace with the Programme's delivery of legislation requirements. Reviews will take place at least every 3 months or before should a significant change in the Programme require it.

*The final paragraph in section 2 is now incorrect, however in the interest of openness and transparency we have included as it reads on the Terms of Reference. Instead the below paragraph would be accurate:

The **Cabinet Sub-Committee** have delegated authority from Cabinet to take decisions on NCS policy direction and intent which do not require full Cabinet clearance. The role of the Cabinet Sub-Committee is to support the Cabinet in considering options and making recommendations to Ministers where decisions ultimately sit with Scottish Ministers, that is in setting policy direction and making major decisions about direction of the National Care Service. These Ministerial decisions set the scope of the Programme. Ministers are supported at this forum the Programme SRO and relevant officials as appropriate.

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Annex A – Governance



*This diagram is now outdated. However, in the interest of openness and transparency we have included as it appears in the Terms of Reference. An updated version is available in appendix A, Annex A.

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Appendix S - National Care Service - Legislation Board - Minutes

Meeting	National Care Service - Legislation Board 3
Date and Time	Tuesday 31 May 14:00-15:00
Location	Microsoft Teams
Quorum	All members or deputies
Members	Donna Bell (Chair), John Paterson, Neil Rennick, Iona Colvin, Nick Ford, Tim McDonnell, Michael Kellet, Michael Chalmers, Linda Pollock, Hugh McAloon, [redacted]
Member Deputies	Susan Gallacher
Attendees	Donna Bell (Chair), John Paterson, Neil Rennick, Iona Colvin, Nick Ford, Michael Kellet, Michael Chalmers, Linda Pollock, Paul Beaton, [redacted]
Apologies	Hugh McAloon, Tim McDonnell
Presenters	Anna Kynaston, [redacted], [redacted],
Observers	[redacted], [redacted], [redacted], [redacted], [redacted]
PMO Governance	[redacted], [redacted]

Minute Of National Care Service - Legislation Board 3

Summary of Decisions and Actions

LB0331/05/2022 D01 – Minutes and actions from previous Legislation Board were approved.

LB0331/05/2022 A01 – Members to consider future role and send comments to PMO.

LB0331/05/2022 A02 – Legislation Board to be copied in to papers for June Cabinet Sub Committee meeting for comment.

LB0331/05/2022 A03 – Commission on resourcing numbers to be agreed across the programme.

Note of Meeting and Action Points

1. Agenda Item 1: Welcome, Introductions and Apologies

1.1 Donna Bell, the Chair, welcomed members to the Legislation Board meeting.

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2. Agenda Item 2: Minutes and Actions

2.1 [redacted] (PMO) provided an overview ongoing and recently closed actions. A number of documents had been provided to members the previous week: Cabinet Sub Committee ToR and agenda for the June meeting of the group, the Bill and the Accompanying Documents and the interim visual identity for the NCS. There were no comments from members on actions or previous minutes and the previous minutes meeting were approved.

LB0331/05/2022 D01 – Minutes and actions from previous Legislation Board were approved.

3. Agenda Item 3: Chair's Update

3.1 The Chair updated the Board, noting that it has been an extremely busy time since the last meeting. The Bill had been submitted to Parliament for pre-introduction checks, the Chair thanked everyone who has worked so hard to achieve this challenging milestone, noting in particular the input from this Board and policy leads.

3.2 The Board were informed that the Cabinet Sub Committee met for the first time on the 17th May, where the agenda was focussed around the Bill and urgent decisions that ministers must take in order for it to progress on time. Comments were made on the policy memorandum, but much focus was based on current work. This committee would meet monthly for the duration of the programme, with many more important decisions to be made.

3.3 The NCS comms team had been working hard on engagement plans to support ministerial announcements, which had yet to be finalised. The team continued to engage with ministers on what could be announced and when. There was awareness that stakeholders were becoming frustrated with the absence of communications around the final NCS scope. Handling decisions and evidence from the consultation before full agreement of the scope was of utmost importance to ministers. Delivery functions and national structures were being considered as these must be in place and be effective in order to deliver on the agreed legislation.

3.4 The NCS Programme Business Case would require members review between 22nd-30th June via a number of drop-in sessions, to provide overview information and to facilitate Q&A. Invitations for these would be issued in due course, with members being asked to keep time in their diary free where possible.

3.5 It was highlighted that the future role of the Legislation Board was being considered, as part of a wider governance review. This would be guided by the legislation and the scope for the NCS. There needed to be clear demarcation between this board and Programme Delivery Board and ensure that focus was correct on each group, minimise duplication and to ensure the most valuable use of colleague's time. The Terms of Reference for this board would be reviewed. One option was for this Board to become a policy and legislation board, rather than a director-led group, which could help to facilitate detailed discussions around ongoing policy decisions and act as a portfolio representation to feed the best collective

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advice possible into the Cabinet Sub-Committee. Only issues that could not be resolved at this board would be escalated to PDB.

3.6 It was agreed that it was important for cross-collaborative work to continue to progress the legislative work, engaging with children and families, justice and social work to drive successful delivery. Members were invited to send any thoughts on how the board should function moving forward to the PMO team. Linkages with the NCS governance and other areas including Children Services, Justice and Social Work required decisions.

LB0331/05/2022 A01 – Members to consider future role and send comments to PMO.

3.7 It was noted that consideration had to also be given to secondary legislation, especially as co-design progressed. Members asked for a plan around secondary legislation. Members were updated that drafts of this work were being planned for early December.

4. Agenda Item 4: Progress on the Bill

4.1 [redacted] updated the board on progress on the Bill: the Bill and Accompanying Documents were sent to parliament last Wednesday, noting that there was still work to be done on refining these documents. Definitions of Children Services and Justice, within the Bill itself, had still to be resolved and were being worked on. [redacted] The Bill and Accompanying Documents would be amended until introduction. The team were awaiting information on benefits for inclusion in the financial memorandum. Analytical colleagues were providing support.

4.2 The next document to be produced was the Delegated Powers Memorandum, which must be cleared by ministers and submitted to parliament by 13 June. The team have a draft of this document which would be circulated to policy colleagues.

4.3 Finally, there was the supporting Explanatory Notes which could be issued slightly later in the Bill timeline.

4.4 Following introduction, consideration would be given to issues to be considered for amendments at Stage 2, and to the programme for subordinate legislation, taking into account the possibility of powers to make subordinate legislation being amended during passage of the Bill.

4.5 The Chair asked the board to be mindful that much information would be shared with them in the coming weeks, seeking their continued attention and prioritisation of incoming requests relating to Bill progress. Further thanks were given to [redacted], the Bill team and colleagues for getting to this stage.

5. Agenda Item 5: Cabinet Sub-Committee

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5.1 Anna Kynaston updated the board on the recent Cabinet Sub-Committee meeting, noting some specific requests that came out of the meeting such as:

- [redacted]

All of these updates were made to the Policy Memorandum before submission to ministers and Parliament.

5.2 There was also discussion at the meeting around resource efficiencies and budgeting for the programme moving forward.

5.3 It was noted that there was a level of determination from Ministers to deliver success in this NCS programme, which was very motivational. There was discussion around managing political comms and stakeholder engagement alongside Bill publication.

5.4 The next meeting would take place on 22 June and focus on [redacted].

LB0331/05/2022 A02 – Legislation Board to be copied in to papers for June Cabinet Sub Committee meeting for comment.

5.5 The team were meeting with Police Scotland, Education Scotland and Regional Economic colleagues to pull together information to inform Cabinet Sub Committee papers. The August agenda would include Ethical Commissioning and Fair Work.

5.6 Anna Kynaston added an additional update around programme resourcing, ET approved 61 posts to resource priority projects to be filled via managed moves where possible. Donna would join a DG sub-committee to manage this process and to fill as many posts by August. Anna stressed that these posts were specifically tied to set vacancies required to deliver priority projects, there was other work being done to outline further posts required to be filled by the end of the year to resource the programme. Resourcing the programme would need to take place over tranches on a rolling basis as the programme evolved. It would be important to consistently review the needs of the programme resourcing regularly.

LB0331/05/2022 A03 – Commission on resourcing numbers to be agreed across the programme.

5.7 The Chair noted the importance of ensuring respective portfolios continued to work on delivering improvements at the same time as the NCS work. It was also noted that priorities would not be delivered on time if resourcing was insufficient and that a flexible approach to resourcing the programme would be required.

6. Agenda Item 6: Comms and engagement

6.1 [redacted] updated the board on the engagement plans being finalised. A plan to announce the Statement of Benefits and the introduction of the Bill was in development, with a submission going to ministers. This was scheduled for publication alongside co-design information on 21 June and would be supported by SG comms, social media and a ministerial visit to a social care provider.

6.2 All forthcoming engagement is subject to ministerial approval.

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6.3 A Q&A document, core narrative and formal stakeholder letter had been developed and circulated to policy colleagues for comment to support stakeholder engagement. Members would be kept updated in correspondence on any changes to the engagement and comms work between now and the Bill being introduced.

7. Agenda Item 7: Justice and Children/Families

7.1 Iona Colvin informed the board that work on these areas were on track. There had been ongoing debate on where children's health actually sits. Meetings with a number of stakeholders had taken place to discuss this. In terms of the evaluations and research proposal, children's health was being included as much as possible. Clarity on where Children's Health sits was needed before information could be submitted to ministers. It was agreed that this issue would be resolved offline.

7.2 Workshops were being planned to be run across DG Health and Social Care to discuss the National Care Service. Links to these events would be shared once sessions had been arranged. Policy staff from children's health were also to be invited.

7.3 It was noted that Mr Brown was to receive a private briefing session before Bill introduction.

7.4 Neil Rennick updated staff on the work progressing in Justice, noting thanks for everyone's hard work and highlighting that outcomes of the Spending Review may present some challenges. There were plans to work with stakeholders when the Bill was published. There was also work to be done to provide resource support to this area as a matter of priority.

7.5 The Chair added a further point regarding the evidence papers, which effectively follow on from the consultation, that are to be published in full but should be managed carefully so as not to signal intent of the content of the Bill.

8. Agenda Item 8: AOB and closing remarks

8.1 The Chair asked members if there was any other business to raise, none was brought forward.

8.2 The meeting was drawn to a close and members were thanked for their attendance and valuable contributions.

Date of Next Meeting: Tuesday 28 June 2022, 14.00-15.00

Suggested agenda items for this meeting include (with colleagues invited to send any further suggestions to the PMO this week):

- Bill introduction update
- Comms update
- Update on Cabinet Sub Committee
- Reflections from colleagues

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Appendix T – National Care Service - Legislation Board - Agenda

Meeting	National Care Service - Legislation Board 4
Date and Time	Friday 24 June 11.00-11.30
Location	Microsoft Teams
Quorum	All members or deputies
Members	Chair Donna Bell (DB), John Paterson (JP), Neil Rennick (NR), Iona Colvin (IC), Sean Neil (SN), Nick Ford (NF), Tim McDonnell (TM), Michael Kellet (MK), Michael Chalmers (MC), Linda Pollock (LP), Hugh McAloon (HM)
Member Deputies	
Attendees	
Apologies	<ul style="list-style-type: none"> • Donna Bell, • Iona Colvin, Chief Social Work Advisor • Michael Chalmers, Director Children & Families
Presenters	[redacted], Anna Kynaston, [redacted]
Observers	[redacted], [redacted], [redacted]
PMO Governance	[redacted], [redacted], [redacted]

Agenda item	Time	Responsibility	Paper	Purpose
1. Welcome, introductions and apologies	11.00-11.02	Anna Kynaston	N/A	N/A
2. Minutes and actions	11:02-11:05	[redacted]	Paper 2.1 previous minutes	For approval
3. Chair's update	11.05-11.10	Anna Kynaston	Verbal update	For noting & discussion
4. Bill introduction update	11.10-11.20	[redacted]	Verbal update	For noting & discussion
5. Comms and engagement	11:20-11:25	[redacted]	Verbal update	For noting & discussion
6. AOB and closing remarks	11:25-11:30	All	N/A	For input

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Next Meeting: Tuesday 26 July 2022, 14.00-15.00				

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Appendix U - Cabinet Sub-Committee on the National Care Service – Membership List

- Deputy First Minister and Cabinet Secretary for Covid Recovery (Chair)
- Cabinet Secretary for Health and Social Care
- Cabinet Secretary for Finance and Economy
- Cabinet Secretary for Justice and Veterans
- Cabinet Secretary for Social Justice, Housing and Local Government
- Cabinet Secretary for Net Zero, Energy and Transport
- Minister for Drugs Policy
- Minister for Mental Wellbeing and Social Care
- Minister for Public Health, Women's Health & Sport
- Minister for Children and Young People
- Minister for Zero Carbon Buildings, Active Travel and Tenants' Rights
- Lord Advocate