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Public Audit and Post Legislative Scrutiny
Committee
Room T3.60, The Scottish Parliament
EDINBURGH
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By e-mail: papls.committee@parliament.scot

09 April 2019

Dear Ms Marra,

The 2017-18 audit of the Scottish Social Services Council – Governance of public sector ICT projects

Thank you for your letter of 28 March 2019 setting out a number of issues of concern regarding joined-up working across government, governance, sponsorship and IT capacity and skills. This letter seeks to address each of the issues raised in your letter as well as providing you with the information that the Committee requested during the evidence session:

- more information on the level of engagement between the Scottish Government teams involved and, if they met, the minutes of meetings. (**Page 36 of Official Report**)
- when the sponsor team became aware of the SSSC's disagreement with some of the points raised by the Auditor General and what action was taken, including minutes of the meeting between Michael Chalmers, the Chief Social Work Adviser and the SSSC in January. (**Page 39 of Official Report**)

Joined-up Government & engagement between SG teams

You asked for more information on the level of engagement between Scottish Government teams and for copies of any minutes of those meetings. As indicated to the Committee on 14 March, we fully accept that contact between the SG teams could have been more effective and that, in particular, the sponsor team should have engaged more proactively with those other SG teams involved in the project at an earlier stage. In his evidence Paul Johnston concluded that one area of learning was that the joining up of different teams must happen earlier in the day to ensure good sharing of information. I support this conclusion.

There were several SG teams involved at different stages of the project including the sponsor team and teams providing expert technical input on the digital project and on the procurement process. Table 1, Annex B sets out the timeline of engagement and issues covered between SG Procurement Shared Services, SG Digital Transformation Services, Office of the Chief

Information Officer (OCIO) and the Office of the Chief Social Work Adviser (OCSWA), which includes the SSSC sponsor team.

As indicated in Table 1, SG Digital Transformation and the OCIO met to discuss this project in November 2017, while the sponsor team met with the OCIO in February 2019 and there were several telephone exchanges between members of these teams. However, I can confirm that the teams involved did not meet collectively, and wish to correct the record on that point..

With reference to your request for the minutes of meetings between the SG teams, I can confirm that no minutes were taken. These were internal meetings to share information and individual teams took responsibility for any specific actions arising.

In addition to the specific engagements between Scottish Government teams noted in Table 1, the sponsor team received assurance from the SSSC on their engagement with SG Procurement Shared Services and SG Digital Transformation Services on retendering and procurement of Sequence in November 2016, March 2017, and June 2017. On 21st February 2018, SSSC confirmed to the sponsor team that they were engaging with the OCIO on the digital work, had provided a programme plan and would submit an Integrated Assurance and Approval Plan, Risk Potential Forms and ICT Investment Checklist to OCIO.

Sponsor team awareness of the SSSC's disagreement with some of the points raised by the Auditor General and what action was taken.

Table 2, Annex B provides a timeline showing the sponsor team actions following notification by SSSC on 26 November 2018 that Audit Scotland planned to publish a Section 22 report in relation to the digital project. At the time of this notification, SSSC indicated to sponsors that they planned immediate actions to respond to the issues raised and that there were some elements in the draft Section 22 report that they disagreed with. A list of the actions agreed is set out in Annex A. These actions were discussed at a meeting between the Director of Children and Families, the Chief Social Work Advisor and the Chief Executive and Convener of the SSSC on 18 January and the minutes of that meeting are attached at Annex C.

The actions taken by the sponsor team are focused on ensuring that the SSSC are taking appropriate action to address the issues in the Section 22 report, that the digital project will deliver the benefits anticipated and that an approach is in place to ensure these benefits can be evidenced to demonstrate public value.

In addition to acknowledging the need for action and the importance of the issues raised, the SSSC provided evidence to Audit Scotland on 3 December setting out a number of factual inaccuracies and differences of interpretation in relation to the draft Section 22 report. The majority (18 of 28) of the contested points were corrected or changed by Audit Scotland before the report was finalised and published.

The Section 22 report was published on 18 December 2018. Our understanding is that the SSSC accept the overall findings of the Section 22 report and have acknowledged that the governance arrangements, reporting and budgeting of the digital project and shared ICT services were not as they should have been.

The discussion at Committee on 7 February raised a number of wider issues in addition to the main focus of the Section 22 report and the SSSC took the decision to present further evidence in advance of the Committee meeting on 14 March.

Governance and sponsorship

You asked for clarification about the current guidance that is in place for sponsor teams and for further information about the awareness raising sessions that the Director General for Education, Communities & Justice is taking forward with Audit Scotland.

Firstly, can I take this opportunity to reassure you that the sessions planned with sponsor leads will be rolled out across all directorates in the Scottish Government with a sponsorship function. The focus of these sessions will look beyond ICT assurance and scrutiny to cover wider learning relating to governance, accountability, relationship roles and responsibilities.

Secondly, to comment further on the arrangements in place to support sponsor teams in their roles and responsibilities, our starting point is that sponsorship activity should appropriately reflect the strengths and risks associated with each specific body and the roles and responsibilities of Accountable Officers and Boards. Sponsor teams play a critical role in ensuring that Scottish Ministers' priorities are delivered. They are responsible for managing the Government's relationship with Non Departmental Public Bodies (NDPB's) and Public Corporations and the corporate governance framework they operate within. The key focus for much of the sponsorship role is to support sponsored bodies in being accountable, high performing organisations, delivering value for money services. Sponsor teams are overseen by a Senior Civil Servant (SCS) who has overall responsibility for the relationship between the Government and the sponsored body.

In 2015, Linda McKay, Scottish Government Non-Executive Director, led an internal review of sponsorship across the Scottish Government. The exercise developed proposals for ways in which there could be a transition from process-driven, task-based interactions between Scottish Government and public bodies, to focus on further developing high-impact, strategic relationships that maximise the impact of public resources in delivering outcomes for the people of Scotland. Since the review, Public Bodies Unit – working with the Public Appointments Team, sponsors and public bodies - has been promoting the overall approach agreed by Ministers:

- strong, strategic relationships between sponsors and public bodies;
- an appropriate place for the Scottish Government in the accountability chain – Ministers holding Chairs to account for the actions of Boards; Boards holding Executives to account for performance;
- a greater focus on strengthening the Boards and Accountable Officers of public bodies through induction and on-going support;
- an empowering approach, which incentivises performance and leads to a more effective use of resources within the Scottish Government and public bodies.

Public Bodies Unit has produced detailed guidance for sponsor teams, which my officials will send to the Committee in hard copy. The guidance is regularly monitored to take account of changes and has been updated to reflect this new approach to sponsorship. It sets out key roles and responsibilities, as well as actions and activities, undertaken by a sponsor team.

The Scottish Public Finance Manual (SPFM) is issued by Scottish Ministers to provide guidance to SG staff, including sponsor teams, on the proper handling and reporting of public funds. It sets out the relevant statutory, parliamentary and administrative requirements, emphasises the need for economy, efficiency and effectiveness, and promotes good practice and high standards of propriety. Sitting within the Accountability section of the SPFM there is

reference to a model framework document. All sponsored bodies will have in place a framework document, based on this model, reflecting the individual requirements of the public body. The preparation of a framework document is the responsibility of the relevant sponsor team in consultation with their Finance Business Partner (or equivalent). This document should clearly reflect the status of the sponsored body, their relationship with the Scottish Government, clearly set out roles and responsibilities and should be agreed by all parties. The framework document should be reviewed and updated at least every three years, although there may be occasion when, due to a new policy being implemented, the document may need to be updated to reflect changes.

Also contained within the SPFM is a requirement on sponsor teams to complete an annual certificate of assurance exercise which provides assurance against a number of specific requirements that sponsored bodies should have in place. The assurance returns seeks the appropriate level of evidence from sponsor teams in support of their assurance marking.

Sponsor teams will also be familiar with the Public Bodies Unit's "On Board" guidance which has been produced in two separate publications to cover both Statutory Boards and Management Advisory Boards. Although this guidance is primarily aimed at Board members, it is also a source of information for sponsor teams. This guidance is also regularly monitored and updated as and when required and published on the SG website at https://www.gov.scot/policies/public-bodies/public-body-guidance/ .

In addition, Public Bodies Unit has a streamlined communications policy in place to ensure sponsorship teams are well informed of any issues that might impact on their sponsor role. This Unit has sought to achieve this in a number of ways, by providing ad-hoc information updates which will focus on a specific topic; quarterly information bulletins which will raise awareness of more general issues and also through providing sponsor teams with the standing update papers which are sent to the NDPB Chief Executive and Scottish Delivery Body forums. This update covers issues across the SG and will include governance and performance.

IT Capacity and Skills

You requested information on how various initiatives led by the Digital Directorate will address the kind of difficulties described by SSSC around the recruitment and retention of high quality staff. These challenges face organisations in all sectors of the Scottish economy and in this highly competitive market, the Digital Directorate is taking action to highlight the particular benefits of choosing to work within the public sector. These include the opportunity to work on high profile, high impact projects and the opportunity to develop professional skills through both formal training and being part of highly skilled communities of practice. The approach is seen in the three initiatives referenced in my initial letter of 8 March to the Committee:

- **DDAT** – the new Digital, Data and Technology profession creates a standard framework of job descriptions and competencies at various levels across SG organisations. This makes it easier to assess the skills of potential and current staff, facilitates movement from one area to another, including to and from UK Government departments, and enables the development of structured personal development plans. The introduction of DDAT and its supporting requirement to demonstrate that skills are maintained and developed over time, has also enabled Scottish Government to introduce pay supplements for key roles that improve the pay competitiveness of our offer. Staff across Scottish Government are eligible to join the DDAT profession and are encouraged to do so as a method of improving their skills and befit form the opportunity of being part of an active professional community.

- **Scottish Digital Academy** – The Scottish Digital Academy was launched in January 2018. It is open to all Scottish public sector organisations and leaders are encouraged to both attend and identify its courses within the personal development plans of their staff. To date, the Academy has trained over 700 public and civil servants from 36 different organisations. The opportunity to develop professional skills is a core part of our offer to potential and current staff and therefore plans are in place to extend the range of courses on offer over the next financial year.

- **Digital Fellowship -** The Digital Fellowship programme aims to attract high calibre secondees into government from the business sector. It is being trialled within Digital Directorate. The early signs are promising and if the programme is judged successful when it is reviewed later this month, the opportunity to participate in the scheme will be extended across all Scottish Government directorates and delivery bodies. Such a roll out will provide organisations such as SSSC with the opportunity of securing an experienced digital leader for a period of up to two years on a seconded basis. Staff are paid at the same rate that they receive in their donor organisation and are expected to return to that organisation at the end of their secondment.

I hope this provides the information sought by the Committee but please do not hesitate to contact me if you require anything further.
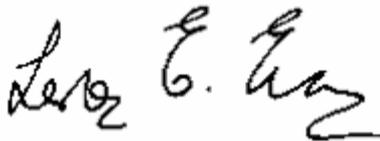
Leslie Evans
Permanent Secretary to the Scottish Government

ANNEX A

Actions to be taken by the SSSC, as agreed with the sponsor team, in response to the Section 22 report

- Appointment of a Head of Legal and Corporate Governance in place to improve consideration of governance issues.
- To commission an external review of the SSSC Policy Forum and the governance of Service Level Agreements.
- To review and revise the Service Level Agreements with the Care Inspectorate
- To commission a bespoke 'health check' for work done so far on digital transformation from the Scottish Government Programme and Project Management (PPM) Centre of Expertise (this is the accredited hub of Cabinet Office that delivers Gateway Reviews)
- Dependent on outcome of bespoke health check, to commission a Benefits Realisation Review (Gateway 5 Review) to be undertaken 6-12 months after implementation phase of the digital project.
- Ongoing monitoring and assessment of key performance indicators agreed by the SSSC Council.
- The SSSC to work with the Care Inspectorate to develop a joint approach to review best value of the shared services arrangements.

Table 1. Engagement between SG Procurement Shared Services, SG Digital Transformation Services, Office of the Chief Information Officer (OCIO), Office of the Chief Social Work Adviser (OCSWA), SSSC sponsor team.

Date	Participants	Issues Covered
August 2017	OCIO contact with SG Digital Transformation Service (DTS).	OCIO made aware that the SSSC was initiating digital work.
November 2017	OCIO meeting with SG DTS (not minuted).	Background information on the SSSC digital project, status of the project and potential timelines. The OCIO then sought a meeting with the SSSC's Director of Strategic Performance and Engagement.
December 2017	Joint correspondence between OCIO, SG DTS and SSSC.	Advice provided to the OCIO regarding the project was that the Minimum Viable Product (MVP) was not transformational but rather a re-implementation due to the need to replace the legacy nature of the existing CRM platform. Business processes were not being re-engineered but rather re-implemented on the new solution. Beyond MVP there was aspiration for greater transformation.
3/12/2018	Email from OCIO to Unit Head, OCSWA	Providing copies of the documentation provided by SSSC to OCIO in March 2018, including ICT Investment Plan Checklist, Risk Potential Assessment Stage 1 and Risk Potential Assessment Stage 2.
4/12/2018	OCSWA (Unit Head) telephone call with SG Procurement.	Discussion to review SSSC engagement with Procurement: covered procurement approach, use of SG Framework, nature and duration of relationship, clear that procurement not expected to result in separation of network. Full Care Inspectorate involvement confirmed, Care Inspectorate lead contributed to evaluation process.
7/12/2018	OCSWA (Unit Head) telephone call with SG Digital Transformation.	Discussion with Technical Architect (SG Digital Transformation) to review engagement with SSSC digital project. Covered involvement in project, changing scope of work, requirement for separation of shared services. Noted SG role as a critical friend and provider of advice, but do not get involved in decisions. Discussion of potential for further review and provision of further contacts.

10/12/2018	OCSWA telephone call with Office of the Chief Information Officer.	Discussion to review OCIO engagement with SSSC on digital project and discuss possible further assurance approaches.
12/12/2018	OCSWA (Unit Head) telephone call to SG Procurement and Commercial Policy & Strategy – Capability Development and Project Assurance. This is the Scottish Governments Programme and Project Management (PPM) Centre of Expertise (accredited hub of Cabinet Office that delivers Gateway Reviews).	To discuss best approach to review and obtain assurance from SG perspective on digital programme. Recommendation provided by PPM Centre of Expertise that SSSC could commission a bespoke assurance review by an independent team to cover governance, transparency, benefits of digital project.
19/02/2019	OCSWA (Unit Head) meeting with Office of the Chief Information Officer (not minuted).	Discussion covered planned audit of digital transformation across Scottish Government, independent audit function of OCIO, role of OCIO in SSSC digital project, preparation for appearance of Digital Director at PAPLS Committee on 14 March.

Table 2. Timeline with actions taken by OCSWA (sponsor team) following notification of Section 22 Report on Governance and Transparency Issues at SSSC and notification by SSSC that they would be providing evidence to Audit Scotland on some issues raised in the draft report.

Date	Action	Additional detail
26/11/2018	Immediate response to notification of Section 22 report.	Sponsor team email and telephone contacts with SSSC. SSSC informed OCSWA they had received a draft report from Audit Scotland, indicated there were some factual inaccuracies in the draft report and notified their intention to respond on these to Audit Scotland. OCSWA requested and SSSC provided a copy of draft Section 22 report. OCSWA and SSSC agreed on a fact checking phase to be followed by development of actions required to address issues in report.
4/12/2018	Fact checking – with SSSC.	OCSWA (Unit Head) informal meeting with SSSC Chief Executive (LG). Discussion covered engagement with SG Procurement and SG Digital Transformation, role of Policy Forum, Service Level Agreements, Shared Services, business cases, and proposed actions to address issues raised in Section 22 report. LG notified OCSWA that SSSC had sent a 17 page response to Audit Scotland going through issues in the draft report – agreed to send to OCSWA. Response sent immediately following meeting.
4/12/2018	Fact checking – with SG Procurement.	Telephone discussion between OCSWA (Unit Head) and SG Procurement Shared Services to review SSSC engagement with Procurement. Covered procurement approach, use of SG Framework, nature and duration of relationship, clear that procurement not expected to result in separation of network. Full Care Inspectorate involvement confirmed – as joint working environment and Care Inspectorate lead contributed to evaluation process.
7/12/2018	Fact checking – with SG Digital Transformation.	Telephone discussion between OCSWA (Unit Head) and Technical Architect (SG Digital Transformation) to review engagement with SSSC digital project. Covered involvement in project, changing scope of work, requirement for separation of shared services. Noted SG role as a critical friend and provider of advice, not a decision-making role. Discussion of potential for further review.

7/12/2018	Development of actions – SG Directorate of Children and Families.	OCSWA (Unit head) meeting with Director Children and Families. Unit Head discussion with Director on issues raised by Audit Scotland report and possible actions to address those issues.
10/12/2018	Fact checking and development of actions – with Office of the Chief Information Officer.	OCSWA (Unit Head) telephone discussion with Office of the Chief Information Officer to review OCIO engagement with SSSC on digital project and discuss possible further assurance approaches.
10/12/2018	Fact checking – with Audit Scotland.	Prearranged informal stakeholder meeting on Children's Services strategic engagement between Chief Social Work Adviser and Audit Scotland (Clare Sweeney). OCSWA Unit Head joined meeting to raise Section 22 report: timetable for publication and three specific issues raised in draft Section 22 report (funding, arrangements regarding Care Inspectorate funding shortfall in 2019/20 and policy forum). Clare Sweeney indicated that Jillian Matthew (JM, Audit Scotland) would follow up.
10/12/2018	Fact checking – with SG Digital Transformation Services.	OCSWA telephone discussion with SG Digital Transformation Services to review Digital Transformation engagement with SSSC on digital project. Covered duration of involvement, provision of Technical Architecture Survey and Current State Analysis.
11/12/2018	SSSC/OCSWA Accountability meeting (regular quarterly meeting).	Covered pressing issues, finance and resources, 2019/20 budget, ICT expenditure, modelling of needs, Fitness to Practice risks, Governance and Strategy, including external audit, Section 22 report and shared services, Strategic Plan report, Registration, Workforce development and national workforce plan actions, Mutual Recognition of Professional Qualifications and implications of EU exit, Workforce data, , Social Work Education.
11/12/2018	Fact checking - with SSSC.	Meeting between OCSWA (Unit Head) and SSSC Chief Executive to discuss issues raised in draft report.
11/12/2018	Fact checking - with Audit Scotland.	Telephone discussion between Audit Scotland (JM) and OCSWA (Unit Head): JM indicated that corrections were planned to draft Section 22 report regarding comments on arrangements regarding Care Inspectorate funding shortfall in 2019/20. JM urgently requested information on funding provided by Scottish Government for digital work. JM indicated that involvement of OCIO and SG Digital Transformation would be covered in the Section 22 report. Discussion covered query on evidence regarding decision making role of policy forum.

12/12/2018	Development of actions to address issues raised in Section 22 report.	OCSWA telephone call to Scottish Government's Programme and Project Management (PPM) Centre of Expertise (accredited hub of Cabinet Office that delivers Gateway Reviews) to discuss best approach to review and obtain assurance from SG perspective on digital programme. Recommendation provided by PPM Centre of Expertise that SSSC could commission a bespoke assurance review by an independent team to cover governance, transparency, benefits. This review might recommend a benefits realisation review (Gateway 5 Review) if appropriate – this would take place 6-12 months into project. Discussion of costs and what the review would deliver. Discussion of next steps: OCSWA to recommend this approach to SSSC, the SSSC Chief Executive would need to request review. This would be followed by agreement of Terms of Reference for the review, and of the skill set needed by the review team.
12/12/2018	Information provision to Audit Scotland regarding draft Section 22 report.	OCSWA Unit Head email to Audit Scotland (JM) provided details of funding agreed by OCSWA in indicative budgets before the start of each of the two financial years 2017/18 and 2018/19 for digital improvement (totalling £3.073m over the two years).
18/01/2019	Monitoring delivery of actions to address issues in Section 22 report. (Minutes provided at Annex C)	Sponsor team arranged meeting between SSSC Convener, SSSC Chief Executive, Director of Children and Families, Chief Social Work Adviser and Unit Head OCSWA **Purpose of meeting**: To assess and scrutinise actions being taken by the SSSC to address issues in Section 22 report. To request an update on progress with those actions and ensure sponsor lead and Director of Children and Families were content with progress and further plans.
4/02/2019	Monitoring delivery of actions to address issues in Section 22 report.	Email exchanges between OCSWA and SSSC – OCSWA requested update on progress with actions: SSSC provided progress report on agreed actions to address issues in Section 22 report, including update to Service Level Agreements, specification for bespoke review by SG PPM Centre of Expertise, progress with procurement of independent audit on governance of shared services.

19/02/2019	Monitoring delivery of actions to address issues in Section 22 report.	Sponsor team arranged meeting between Minister for Children and Young People, SSSC Convener, SSSC Chief Executive, Chief Social Work Adviser and Unit Head OCSWA. **Purpose of meeting**: To assess and scrutinise actions being taken by the SSSC to address issues in Section 22 report. To request an update on progress with those actions and ensure the Minister for Children and Young People was content with progress and further plans.
28/02/2019	Fact checking and monitoring – with SSSC.	Meeting between OCSWA (Unit Head and Team lead) and SSSC (Director of Regulation and Head of Shared Services) to check latest outturn figures regarding spend on digital project in 2018/19. Discussion also covered a range of issues raised at the Public Audit and Post-Legislative Scrutiny Committee on 7 February and the SSSC proposal to provide further evidence in relation to some of these issues.
07/03/2019	Information provision by SSSC to OCSWA.	Sponsor team were provided with a copy of the SSSC evidence provided to the Committee.

Scottish Social Services Council Section 22 Report – Follow up Actions
St Andrews House, Edinburgh
January 18th 2019

Minute of Meeting

Attendees
Lorraine Gray, Scottish Social Services Council (SSSC) Chief Executive (LG)
Professor James McGoldrick, SSSC Convener, (JM)
Michael Chalmers, Director, Children and Families (MC)
Iona Colvin, Chief Social Work Adviser (IC)
Sarah Gledhill, Office of the Chief Social Work Adviser (SGl)

1. Background to digital project and progress to date
- LG summarised background and plan to go live with new systems on 11th February.
- LG noted that the Section 22 report had identified areas where the SSSC should have done things differently, including in relation to reporting of the budget for the digital work
- LG noted that there did remain some more minor areas in the final Section 22 report where there were differences of opinion or interpretation, in particular about the nature and purpose of the project at initiation and therefore the need or ability to prepare a full business case for the entire project at that point and about the value and purpose of the Policy Forum.

2. Decision to end the shared information technology (IT) services

- MC queried the decision making process and requirement to end the shared ICT services with the Care Inspectorate.
- LG reviewed background to the decision, the key factor being the decision by the Care Inspectorate that the IT contractor could not access the shared system. LG noted that the in-house ICT support service would have a similar cost for the SSSC, but be more closely aligned with their needs and systems.
- LG noted the new partnership with SEPA regarding access to SWAN.
- JM noted there would be a short-term cost for the Care Inspectorate in 2019/20 arising from residual costs following the termination of shared services. LG said this had been reduced following employment of staff by the SSSC who had been previously employed by the Care Inspectorate.

3. Policy forum

- JM noted the issue raised by Audit Scotland about transparency in relation to the policy forum and the risk that this forum could be used for decision making. JM said that previous arrangements had been reviewed for transparency and this had led to the creation of the Policy Forum to allow discussion of important topics by Council members. JM considered that the Policy Forum provided a valuable learning and discussion forum for the Council members, but noted the SSSC were now reviewing as part of the actions in response to the Section 22 report.

Minute of Meeting

- MC recommended that the SSSC consider setting out more clearly the role of the Policy Forum and that they consider the recommendations made by Audit Scotland in relation to opportunities for discussion of confidential issues by NHS Boards.
- MC queried whether any decision had been made at the policy forum in relation to shared services. LG confirmed that no decisions had been taken.

4. Update on Actions

- LG reported that the invitation to tender had been issued for a review of governance of Service Level Agreements and of the Policy Forum, with appointment of a contractor expected for the following week at a cost of under £10,000.
- LG noted that discussions were taking place with the Care Inspectorate around shared services and the governance arrangements in place at senior staff levels, where senior executives were shared appointments. She noted the potential for difficulties in the case of divergent views between the two organisations.
- LG reported that she had met with the SG lead from the SG Programme and Project Management Centre of Expertise. They would be contracted to deliver a bespoke 'health check' of the digital project, which was currently planned for March. The specification was being finalised and would be shared with OCSWA. There would be consideration of the need for a Benefits Realisation Review in the 6-8 months' time.
- LG reported on the review of Service Level Agreements with the Care Inspectorate. This was being led by the new Head of Legal and Corporate Governance for the SSSC – working with Kenny Dick, the Head of Finance & Corporate Governance for the Care Inspectorate and Head of Shared Services for the SSSC, and was nearly complete. The SLAs would include more detail on service standards and issue resolution, a requirement for monthly monitoring and a clearer escalation process. An additional key change would be to replace the 3 month notice period with a 2 year phased ending to an SLA.
- LG noted that they were also considering, with the Care Inspectorate, a best value review of shared services.

5. Next steps:

- OCSWA to advise the SSSC on details for the planned meeting with the Minister for Children and Young People, when a further update on actions will be requested.
- Another meeting with the Director to be scheduled for early in the next financial year to check progress.