

MINUTE OF A MEETING OF THE MEMBERS OF THE SCOTTISH LEGAL COMPLAINTS COMMISSION: 10am on MONDAY 27 October 2025 in the SLCC Boardroom and on MS Teams

PRESENT:

LAY:

Jane Malcolm, Chair
Anne Gibson
Thane Lawrie
Niki Maclean, Vice Chair *(joined at 1.05pm)*
John Stevenson

LAWYER:

Lynne Collingham *(joined at 10.45am)*
Richard McMeeken

Apologies: Dale Hughes and Jean Grier

In attendance:

Neil Stevenson (CEO)
Vicky Crichton (DoPP)
[REDACTED] (PCo) *(joined at 10.45am)*

Louise Burnett (DoBP)
Caroline Robertson (DoR) *(joined at 10.45am-12.20pm & 1.30pm)*
[REDACTED] (Secretariat)

Abbreviations used:

WIP – Work in Progress
FMR – Financial Management Report
AC – Audit Committee
CI – Case Investigator
RPO – Relevant Professional Organisation
IMT – Investigations Management Team
JT – Journey Time
DoR – Director of Resolution
DoBP – Director of Business Performance
RC – Remuneration Committee

DC – Determination Committee
LSS – Law Society of Scotland
FoA – Faculty of Advocates
CIM – Case Investigations Manager
SGvt – Scottish Government
CoS – Court of Session
WT – Working Time
DoPP – Director of Public Policy
SP – Scottish Parliament
PCo – Project Coordinator

Private Member only session, after which, the Chair invited SMT and Secretariat to join the workshop development session and meeting at 10.20am

1. Welcome and Apologies

- 1.1 The Chair welcomed everyone to the meeting, and explained that the format would be slightly different. Starting with Session 1 on GDPR and FOI refresher being considered first, followed by Session 2 on Reform, then there would be a slight recess for lunch, with Sessions 3-6 following after lunch. Noting that Sessions 3 and 4 were on the Output of the Governance Group, and Session 5 was on Accounts, then Session 6 will follow the normal Board governance agenda items for update.
- 1.2 The Chair noted apologies had been received from Members for various times throughout the day, with full apologies being submitted from Members Dale Hughes and Jean Grier.
- 1.3 The Chair thanked everyone for their preparation of the very comprehensive papers for today's meeting.

2. Session 1 – Development Session with DoBP

- 2.1 **GDPR Refresher and FOI Update** – the DoBP gave an overview presentation and update to Members on GDPR, and spoke to a new paper that was presented and discussed at the recent AC meeting on 24 October. Following discussion, it was agreed a copy would be shared with Members for information. The DoBP advised going forward GDPR and FOI reporting would become a standing item of the AC agenda. Members were pleased to note this.

Action	Owner	Due Date
BoBP to circulate a copy of the AC paper 7 to be shared with Board for info.	DoBP	ASAP

- 2.2 The presentation included examples of data breaches, SAR s and reporting to FOISA on our duty to provide information when requested.
- 2.3 Members enquired if legal advice was sought in relation to requests made by the FOI Commissioner. The DoBP and DoPP gave an overview of the current process in dealing with such requests, and encouraged Members to contact the DoBP/FOI team as soon as possible if they receive any requests directly.
- 2.4 Members enquired if the number of FOI enquiries received was as anticipated. The DoBP and DoPP confirmed they were comparable, given the volume of cases received YoY.
- 2.5 **Pay Offer 2025-26 for approval** – the DoBP explained that the cost of living pay award should have been paid in April 2025 but the SLCC needed to await union input and SGvt sign off, which had taken some time. It was noted this session was to allow Board to discuss the recommended pay offer freely and frankly, ask any pertinent questions, then to formally approve the pay offer later in the meeting under Session 6. The DoBP gave a brief overview of the reasons for this delay of this being settled.
- 2.6 Members noted this pay offer was for all staff, excluding the CEO, and the pay offer was in line with the offer that was made by SGvt to their staff, and that many other public bodies were matching this offer.
- 2.7 The DoBP explained this would now be a 2-year deal and not 3 as previously advised by SGvt. A 4% cost of living increase was payable from April 2025, with April to June having already been accrued for, and a 3.5% cost of living increase from April 2026.
- 2.8 Members noted the net impact on the movement Salaries was £70,932, agreeing this could be comfortably funded from reserves, without this impacting on the reserves policy. Following discussion, Members agreed this would be considered and discussed later in the meeting. The RC Chair reported this had been fully discussed at the recent RC meeting, where it was considered to be a fair and appropriate pay award. The Chair agreed it was appropriate to utilise the reserves without affecting any other budgetary figures.

10.45am Member, L Collingham, along with the DoR and PCo joined the meeting

3. Session 2 – Reform Transformation Programme with CEO, SMT and PCo

- 3.1 The CEO spoke to the papers presented and provided Members with an update on the current stages of the transformation programme of project work and the possible SGvt funding for this stage.
- 3.2 The Chair noted Board were being asked to consider Appendices A to H, and to formally approve – Appendix A. Governance Framework for the transformation project and Appendix H. Reform Budget. The Chair advised this had been considered and discussed in the Private Member only session, and that future Board meetings will give full consideration and if required, extra meetings to fully support this extra work. Members would also like to include a formal evaluation post 3-5 years of this project being implemented. The CEO confirmed they have included a 'lessons learnt' for each stage of the project, along with a specific project to review all work at the end of the four-year transformation. This would feed into preparation for the 10-year post implementation review set in statute (and further preparation would likely be part of our next 2030 to 2034 strategy). It was noted Board might also wish to consider being proactive and carrying out ongoing work leading up to the 10-year review, rather than waiting on SGvt. Following discussion, Members agreed that there should be monthly update discussions with both Board and AC chairs, which should also include the RC chair at appropriate stages throughout the project.

Action	Owner	Due Date
Monthly update meetings to be set up with the Chairs of Board, AC and RC on the Reform Transformation programme.	CEO/PCo	ASAP

3.3 Members enquired if engagement with external stakeholders was underway. The CEO confirmed they had, and going forward, there would be quarterly engagement and research, which will increase as the project moves forward. Members considered raising awareness with other committees that they may sit on externally, and following discussion it was agreed this could be done at the appropriate points in the projects. Members also noted the likely commencement date for the new Consumer Panel would be 1st July 2026, and that this will impact the volume of work for Board, SMT and senior staff. The CEO reiterated they would continue to update Board as projects progress throughout the transformation phase.

3.4 Board went on to consider the Appendices A to H on the Transformation Programme – **Appendix A** – Governance and Oversight Framework – Members agreed subject to a small typographical change under point 3, Key Responsibilities of the SLCC Board, that this document was approved.

Appendix B – Azets Proposal for Support – Members considered whether there was added value in there being a review by IA at each stage, and if so, how much would this cost. The Chair reiterated it was appropriate to manage public money, whilst having assurance it was being used and audited appropriately. Members agreed, this document should be developed further into a final brief, trying to reduce the cost a little, and delegated with to the CEO in liaison with the Audit Committee who would be asked for input and then would provide final approval.

Appendix C – Gantt Overview extract dated 16/10/25 – the CEO reported this was a high-level snapshot of the projects, these will be reviewed and updated once the transitional funding has been approved and received from SGvt. Members enquired if the projects were listed in order of priority. The PCo confirmed they were not, and the CEO advised they were linked to commencement dates. The Chair agreed it was good to see the different scale of the projects listed with all their different timelines linked to statute. Members sought further clarification on project P009 being RAG'd as 'red'. The DoBP advised this project related to the case management system against new processes, market research will be done, along with the possibility of appointing an external consultant if required, as our Digital Specialist does not have any project management experience for developing a new case management system. The red status related to not yet having a full worked out plan (as we did not know about funding) and so a higher risk level at the moment. The CEO reiterated as this was a critical project for the organisation more detail will be brought to future board meetings for discussion and approval at the appropriate time. Members also considered project P005, the complaints process design to also be one of the biggest projects, as it needs to be fit for purpose and accessible for all. The DoPP agrees, the standard complaint process will need to be accessible for all, and work for those on the unregulated process design. Members agreed, this document was noted, with further updates provided as projects progress.

Appendix D – Transformation Programme Risk Register Summary – the CEO notes that Board will review the risk scores once all 13 risks are reviewed by Programme Board. The Chair enquired whether individual projects would have mini-risk registers that will feed into this overarching risk register. The PCo confirmed this was already in place. The CEO also confirmed the overall level of risk around the transformation programme would then be linked to the Strategic Risk Register. Members questioned if there would be a 'dual' case management system, as they were concerned there would be confusion between the two different systems and wondered how this would be managed. The DoPP advised this would be dependent on the SGvt commencement orders for the complaint process, it might mean a specific date is picked, and a dual process run whilst the 'old' cases were processed until complete and the 'new' ones commenced in the new system. Board was in agreement that clear communication would be required to ensure no confusion for all concerned. Board also suggested early engagement with the Lord Presidents office and

other key stakeholders on how cases were dealt with. The CEO reminded Board that AC also has this as a separate risk. Members agreed, this document was noted, with further updates being provided as projects progress.

Appendix E – Draft Early Thinking of Strategy and Values – the CEO advised this paper would feed into Board’s discussion at their November and December Workshops. The Chair suggested Members share any drafting points separately after the meeting. Members suggested a consistent application of language be used throughout the document to ensure it was accessible to all. Members thought about branding and sustainability. Members noted the current values have been the same for the past 6 years and agreed these should be reviewed, and for this process to include both staff and Board for final approval and consultation. Members agreed drafting points to be sent directly to the DoPP, with a further update being provided at the Board Workshops.

Appendix F – Consumer Panel, early thoughts to resourcing – the DoPP spoke to the paper presented, reminding Board the Consumer Panel has a new remit under the commencement orders that will come into effect on 1st July 2026. The current Consumer Panel recently held a planning meeting, and have another meeting scheduled for November to allow for further discussions. Members gave due consideration to the overall costs and support required to this independent panel, and agreed further discussion and update should take place at the November and December Board Workshops. Paper noted.

Appendix G – Reform Budget – the CEO gave a brief overview of the information received confidentially from SGvt. Members noted this was time sensitive and confidential. Following a brief discussion, it was agreed to delegate the final approval to the Chair and CEO to discuss initial funding terms with SGvt. Members agreed with this proposal, with further update being provided at the next Board Workshop.

Appendix H – Reform Project Report 2025/26 – Q1 – the PCo gave a brief overview and summary of the progress of the projects to date. Board was reminded there were 25 projects within the transformation programme, all of which are technically in the ‘preplanning’ stages, as they were waiting on commencement or funding certainty. Members thanked the PCo and noted the paper presented.

- 3.5 The Chair thanked the Executive and the PCo for their explanations to the papers presented.

12.20pm break for lunch, 12.50pm meeting resumed

4. Session 3 – Governance Review Output with CEO

- 4.1 The CEO spoke to the papers presented and gave a brief overview and update on the work of the Governance Review Group, noting that some policies might still be subject to change once the new Act is fully implemented. The CEO reminded Board they had previously signed off the Governance Action Plan and as part of this process, they were to draft a Board Effectiveness Policy, update the Quality Management Framework document, and update four other governance policies. These were presented today for discussion and approval. The Chair thanked the members of the governance sub-group for all their work to assist in the preparation of these papers, and noted their recommendation that they be approved.
- 4.2 Board went on to consider Appendices 1 to 7 on the Governance Review Output – **Appendix 1** – Board Effectiveness Policy – Members considered whether the current size of the Board was right for future effectiveness and decision making. This was in relation to four members leaving in 2026 (one lay on 31st March, and one legal and two lay on 31st December). Members were concerned about all the knowledge departing at the one time, and suggested that further consideration be given to the phasing of appointments. The Chair and CEO agreed with Member’s views and explained the current process by SGvt Public Appointment Team. Members considered the opportunity to attend external training at other public bodies for example, the Onboard or NHS Education Scotland training. It was clarified that the invitation to attend the Onboard training came directly from the SGvt Public Appointment Team and it was agreed the Secretariat would look into this. The

Chair thanked everyone for agreeing to trial the Board Member Annual Review document. Members agreed, this document was approved.

Action	Owner	Due Date
Secretariat to contact SGvt Public Appointment Team to enquire if an invite was issued for the Onboard training as part of the new member induction programme.	Secretariat	ASAP

Appendix 2 – Quality Management Framework Policy – the CEO gave a brief overview of the small changes made since this was last presented to Board, and reminded Members the Quality Framework is expected to change significantly under Reform. Members agreed with this proposal by the Executive. Members agreed, this document was noted, with further updates being provided as Reform progresses.

1.05pm Member, N Maclean, joined the meeting

Appendix 3 – GOV001 Governance Arrangements – the CEO explained that the main revisions were to ensure consistency throughout and to reflect current practices. This also includes being clearer in wording and explanations, plus a change to titles of sub committees. Members agreed, this document was approved, with further updates being provided as Reform progresses.

Appendix 4 – GOV002 Standing Orders – Members enquired why this was dated July 2017. The CEO explained this was the date of conception for the document, following discussion it was agreed this would be amended. Members agreed, this document was approved.

Appendix 5 – GOV017 Terms of Reference (ToR) for the Audit and Risk Committee (ARC) – the CEO noted this document contains an update to the ToR, including a name change from being known as Audit Committee to Audit and Risk Committee. The change in title encompasses the true scope and work of the committee and incorporated suggestions from the Governance Review project. Members agreed, this document was approved.

Appendix 6 – GOV023 Terms of Reference (ToR) for the People and Culture Committee (PCC) – the CEO explained this committee was formerly known as the Remuneration Committee (RC), and now included an update to the ToR to include this name change. Again, like Appendix 5, the change in title now reflects the true scope and work of the committee, which incorporates the suggestions from the Governance Review project. Members agreed, this document was approved.

Appendix 7 – Review of Board Template / Cover Sheet – the CEO explained the purpose of reviewing the template document to ensure that papers are presented consistently. Following discussion and explanation by the CEO to the topic headers, Members agreed this would be trialled at the next full Board Meeting.

Action	Owner	Due Date
Trial of Board paper template to be brought to the January Board Meeting.	CEO/SMT	By 9 January 2026

5. Session 4 – Governance Group Skills Assessment with CEO and PCo.

- 5.1 The CEO and PCo spoke to the papers presented, advising that the skills areas identified during the Governance Group Skills Assessment exercise would need to be discussed with SGvt. Following a free and frank discussion on the skills area and the level of Board Governance experience required for the role, Members wondered if this was a barrier for recruitment, and if this applied to both lay and legal roles. The CEO confirmed that there would be an additional paragraph for the legal role to focus more on the Determination area of the role, and note that prior board experience was not essential.
- 5.2 Board all agreed with the skills areas identified to be shared with SGvt for the forthcoming recruitment exercise.
- 5.3 The Chair anticipates the adverts will go 'live' early December with a closing date early to mid-January, and asked if this could be shared when it was published and circulated.

6. Session 5 – Annual Accounts and Annual Report

- 6.1 The DoBP spoke to the papers presented, advising that these had been fully discussed and scrutinised at the AC meeting on Friday, and we are reporting a surplus of £324k, additional information has been added on the pension scheme and the EA had noted that one prepayment of £7,780 had been missed due to human error. The DoBP confirmed this had been rectified and it related to the HR system licences that covered the period of 1 July to 20 May 2026. The EA also noted that our payment terms were 30 days and whilst payments were made in less than 30days, the EA suggested this date should be reduced to reflect this. The EA suggested payments were made within 10 days of receipt. The DoBP and FinO are considering this suggestion, but feel 10 days is too short a timescale and are considering an interim target of 20-25days for payments to be made.
- 6.2 The AC Chair confirmed the Auditors were pleased with the audit and that two outstanding actions had been cleared, noting the tight timescale for signing off this year's Annual Accounts, with the Business Continuity Plan being reviewed. AC Members agreed with this, and thanks were expressed to the DoBP and FinO by Board. The Chair advised they had attended this meeting as an observer and concurred with the AC Chair's update.
- 6.3 The Chair confirmed Board were content with the Annual Accounts and Annual Report as presented. Member were in agreement and both documents were approved.

1.30pm the DoR rejoined the meeting for the remaining normal governance items of the agenda

7. Declaration of Interests

- 7.1 The Chair noted the standard declarations of interest declared by Members, Lynne Collingham and Richard McMeeken, in relation to any pecuniary interest with regards to any budgetary discussions the implementation of the Regulation of Legal Services (Scotland) Act 2025 by the SLCC.
- 7.2 Member, Thane Lawrie also noted he now sits on the Ambulance Service Audit Committee and that our Internal Auditor, Azets also provide a service to that committee.

8. Minutes and Matters Arising from Board Meeting on 21 July 2025

- 8.1 The Minute of the Board Meeting was noted and approved as read.

9. Board Actions Register

- 9.1 Members noted all Actions were completed and will be removed from the register.

10. Key Issues

- 10.1 The CEO spoke to the paper presented and Members agreed all items would be taken as read, with additional updates provided on specific matters.
- 10.2 **SGvt Framework Agreement** – the CEO confirmed as this has now been signed and thanks extended for this action now being completed.
- 10.3 **ABS** – Members noted the updated provided and that consideration would be given at the to discuss further.
- 10.4 **Communication and Stakeholder engagement** – Members noted the update provided by DoPP.
- 10.5 **Oversight** – Members noted the update provided by the DoPP.
- 10.6 **Cyber update** – Members noted the update provided by the DoBP, who advised that the simulated attack has been concluded and they await the results of this testing exercise.
- 10.7 **Digital and AI update** – Members noted the update provided by the DoBP.
- 10.8 **S17 Work Update** – Members noted the update provided by the DoR. Following discussion, it was agreed that an update onS17 decisions would be shared with Members.

Action	Owner	Due Date
DoR to share an update on S17 decisions with Members.	DoR	Q2

- 10.9 **Employment Tribunal (and linked Appeal)** – Members noted the update provided (and that this did not relate to a member of staff, but to a challenge of an eligibility decision),

- and the CEO advised they were awaiting ongoing costs being received. The CEO confirmed the individual has a restricted practicing certificate.
- 10.10 **Governance** – the CEO advised most actions were complete, with the Governance Working Group reconvening at a later date. Members noted the update provided.
 - 10.11 **McClure – New Complaint** – Members noted the update of this complaint.
 - 10.12 **Changes at Eligibility** – the DoR gave an overview of the current process and advised they had received their first appeal case under using this process. Members noted further update will be provide in due course.
 - 10.13 **Board Appointments** – Members noted the draft recruitment timetable proposed by SGvt Public Appointments Team.
 - 10.14 **Ombudsman Association – Conference and Revalidation** – the CEO confirmed the revalidation by the Ombudsman Association.
 - 10.15 **Pay Discussions 2025/26** – Board formally approved their earlier discussions on the SGvt 2025/26 pay award recommendation of 4% from 1st April 2025 and 3.5% for 1st April 2026.
 - 10.16 **Citation** – Members noted the update provided by the DoBP, who advised they were now waiting on a date for the substantive/formal hearing.
 - 10.17 **Retendering of Legal Services Panel** – Members noted the update provided.
 - 10.18 **Service Delivery Complaints** – Members noted the information provided by the DoR.
 - 10.19 **Policy Position on AI** – Members noted the updated provided.
 - 10.20 The Chair thanked SMT for their updates to the paper presented.

11. Management Information for Q1

- 11.1 The DoR spoke to the paper presented, advising incoming for Q1 was 395, compared to 304 for same period last year. The increase in case numbers has resulted in Eligibility allocation time being now 12 weeks. Three new CIs have been appointed from the recent recruitment exercise.
- 11.2 Members enquired if Mediation was increasing as result of incoming case numbers. The DoR reiterated that Mediation only takes place after Eligibility stage has been completed.
- 11.3 The DoR confirmed there was no wait time at Investigation allocation stage, they anticipate that once the CI returns from maternity leave and the 3 newly appointed CIs progress through their training, these wait times will reduce during Q2 and Q3. The DoR reminded Board that all cases are triaged as they come in.
- 11.4 Members noted the Board Eligibility KPI target had not been met for the quarter, agreeing this should be improved upon, as this affects the overall Eligibility KPIs. Following a free and frank discussion on wait times, KPIs and Eligibility, the Chair stressed that Members should all be ensuring they turnaround their allocated cases as quickly as possible, and to advise, as quickly as possible, if they are unable to consider any cases when allocated. The AC Chair advised the KPI figures had also been considered and reviewed by AC. The CEO and DoR reiterated that a rise of incoming cases has also been seen across other complaint bodies.

Action	Owner	Due Date
Members to alert the Secretariat ASAP if they are unable to consider any Eligibility cases that are allocated to them.	Members	Ongoing

- 11.5 Members sought an update on the oldest cases in the system and the DoR confirmed they were being actively monitored by IMT and CIs.

12. Appeals Update for Q1

- 12.1 Members noted the paper presented.

13. Customer Service Experience Report for Q4

- 13.1 The DoR spoke to the paper presented, noting that the next paper presented will include a full years' worth of data, aiding comparisons of data per quarter. The DoR confirmed the Consumer Panel also received the feedback analysis, which did not include the individual responses. Members considered whether the individual responses added value and

needed to be included, and following a free and frank discussion, they agreed that a few examples of identified themes only need to be included.

- 13.2 Members also noted one of the themes identified was user friendliness in accessing the online complaint form. The DoPP advised they have considered and reviewed this, and they have included additional information and guidance at this section on the website. The DoR reiterated that staff always consider specific requests for different methods of communication. For example, preferences of receiving information on complaints either by post, telephone or email. Members shared their communication experience with other organisations.
- 13.3 Members sought clarification on 'CLOBA'. The DoBP explained this was the telephone call log management system used. It does not record calls but tells us how quickly calls are answered, how many are in the queue etc.

14. Op Plan Update for Q1

- 14.1 Members noted the paper presented. The DoPP confirmed all projects have been reviewed, and the two projects that were not anticipated to be delivered by year-end had been removed. These were A5 (ABS) and B5 (Approved Regulator Complaints).

15. Strategic Risk Register

- 15.1 The DoBP spoke to the paper presented, reminding Members there had been an update to mitigations relating to Risk 10 – Reform Implementation, which has been reduced to reflect the current phasing of the Bill. Following discussion, it was agreed the mitigations page of the Risk Register would be reshared with Board for information once it had been updated to reflect the recent AC discussions.
- 15.2 Members enquired if the project summary report and corporate strategy projected costs had been shared with the SGvt Sponsor Team. The CEO confirmed this would be fully discussed by SMT and when requested shared with SGvt.
- 15.3 The AC Chair gave a brief overview from the recent AC meeting, confirming AC suggested the Executive receive written notification on any advanced funding from SGvt, as this will reduce mitigations on Risk 10. Board agreed.

Action	Owner	Due Date
SMT to obtain written confirmation on any advanced funding from SGvt Sponsor Team on Risk 10 – Reform implementation.	CEO	ASAP

16. Finance Management Report for Q1

- 16.1 The DoBP spoke to the paper presented reporting on the FMR spend to end September 2025.
- 16.2 The DoBP reported, the overall income was up on year to date to budget by £72,966, with an expenditure underspend of £26,510, and having concluded the 2024-25 accruals on Complaint Levy income this is £9,691 ahead of budget, meaning overall Complaint Levy income is currently £43k ahead of budget, with £92k invoiced to date. This is due to the increase in number of cases being determined.
- 16.3 The DoBP noted the Appeal and S17 costs combined are currently over by £37k, and this was due to the continued increase in new appeals and costs of trying to obtain firms files under S17.
- 16.4 Members noted the Bad Debt Provision was now £94k, with some cases having been pursued for over 10years. The DoR confirmed they were being pursued as robustly as possible within the SLCCs means of doing so.
- 16.5 The DoBP confirmed that all Reform costs will be set out separately within the FMR.
- 16.6 Members noted the figures presented and the Chair thanked the DoBP for their explanations to the paper presented.

17. Chair's Report

- 17.1 The Chair thanked everyone who contributed to the Ethical Standard Report, which was circulated recently and gave a brief overview of the recent meetings, noting the forthcoming annual meeting with the Minister, due to take place later this week.
- 17.2 The Chair thanked everyone for scheduling their Member 1-1s appointments.

18. AOB

- 18.1 None noted for discussion.

19. Note from Audit Committee of 24 October 2025

- 19.1 Paper noted as read, going forward this committee will be known as Audit & Risk Committee.

20. Note from Remuneration Committee of 7 October 2025

- 20.1 Paper noted as read, going forward this committee will be known as People & Culture Committee.

21. Minute from Consumer Panel of 3 June 2025

- 21.1 Members noted the paper presented.

22. Chief Executive's Report

- 22.1 Members noted the meetings attended by the CEO.

23. Date of Next Meetings

- 23.1 Members noted the date of the next meeting would be a Board Workshop Conference Call on **Monday 24 November 2025 at 10am** to discuss board priorities and budget models.
- 21.2 There would also be a Board Conference Call on **Monday 15 December 2025 at 10am** to finalise budgetary planning.
- 21.3 The next full Board Meeting and Development Session will take place in person, in the Forth Boardroom on **Monday 19 January 2026**, with lunch being provided.
- **Board Development Session will commence at 10am**
 - **Board meeting will start thereafter at 1pm**

21. Review of the Meeting

- 21.1 With no other business the meeting concluded.

2.53pm Board Meeting ends