

## Scottish Children's Reporter Administration

### Minutes of SCRA Board Meeting held on Thursday 26 June 2014 at Ochil House, Stirling

**Present:**

Carole Wilkinson, Chair  
Malcolm Dickson  
Andrew Miller  
Bernadette Docherty  
Andrew Menzies  
Douglas Yates  
Catherine Robertson

**In attendance:**

Neil Hunter, Principal Reporter/Chief Executive  
Ed Morrison, Head of Finance & Resources  
Elliot Jackson, Head of Planning & Strategy  
Malcolm Schaffer, Head of Practice & Policy  
Alistair Hogg, Senior Operational Manager  
Janis McDougall, Executive Officer  
Thekla Garland, Scottish Government

		<b>Timescale</b>	<b>Action</b>
1.	<b>AOB</b>  There were no additional items of business.		
2.	<b>Apologies</b> Apologies were received from Louise Macdonald, Board Member, Maggie McManus, Director of Support Services and Robert Marshall, Scottish Government.		
3.	<b>Declarations of Interest</b>  Malcolm Dickson declared a potential interest in relation to Item 11 - IT Network and Hosted Services Options – he is currently undertaking short-term consultancy work on the Criminal Justice System.  It was agreed that there was no obvious direct conflict of interest on this occasion and that there was no requirement for Malcolm Dickson to absent himself from the meeting during discussion of the item.		

		Timescale	Action
4.	<p><b>Updates</b></p> <p><b>Bernadette Docherty</b></p> <ul style="list-style-type: none"> <li>• Attendance at: <ul style="list-style-type: none"> <li>- the retiral presentation for Iain Mitchell, Locality Reporter Manager – the event had been well attended and a celebration of the significant contribution made by Iain to the children’s hearings system.</li> <li>- Board Development Day</li> <li>- Audit Committee</li> <li>- Association of Directors of Social Work Annual Conference (now Social Work Scotland).</li> </ul> </li> </ul> <p><b>Douglas Yates</b></p> <ul style="list-style-type: none"> <li>• Visited the Paisley office on 8 May and Inverclyde on 9 June.</li> <li>• Attended Board Development Day and Audit Committee.</li> </ul> <p><b>Catherine Robertson</b></p> <ul style="list-style-type: none"> <li>• Attended Audit Committee</li> </ul> <p><b>Andrew Miller</b></p> <ul style="list-style-type: none"> <li>• Annual appraisal meeting with Chair</li> <li>• Along with the Principal Reporter/Chief Executive gave a presentation to the COSLA Education and Young People’s Committee – a number of the questions raised came within the remit of Children’s Hearings Scotland.</li> </ul> <p><b>Andrew Menzies</b></p> <ul style="list-style-type: none"> <li>• Attendance at Board Development Day, Audit Committee.</li> </ul> <p><b>Malcolm Dickson</b></p> <ul style="list-style-type: none"> <li>• Meetings attended <ul style="list-style-type: none"> <li>○ SCRA Audit Committee and Board Development Day</li> <li>○ States of Guernsey Board</li> </ul> </li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>• Held follow-up meeting with Police Scotland (following on from the joint conference in January 2014). The Head of Planning &amp; Strategy has produced an SCRA map of current engagement with Police Scotland and discussions were held around the various workstreams. This positive dialogue will continue with a further meeting to be scheduled in six months. Police Scotland also indicated support for a further conference to take place next year.</li> <li>• Office visits to Dundee and Glenrothes. One of the hearings rooms in Dundee is being used as a temporary court and the arrangement is working well. Discussions also held with the Senior Practitioner around this role within the organisation. Both Dundee and Glenrothes are experiencing high levels of CPOs particularly Glenrothes – staff feedback given at the time of the visit on the practical difficulties of managing these high levels of CPOs has been raised with the Principal Reporter/Chief Executive and Senior Operational Manager. The PR/CE has outlined arrangements/additional support which was in place at the time of the visit and continues to be reviewed to assist with managing workload.</li> </ul> <p><b>Carole Wilkinson</b></p> <ul style="list-style-type: none"> <li>• Attended Board Development Day – holding the development days at an operational office is working well. Board members welcomed the opportunity in Edinburgh to spend time with staff and in particular to sit alongside staff to experience the differing roles in a locality team. Feedback from staff has been very positive. The November Board Development Day is scheduled to be held in Stirling with Central Locality Team.</li> <li>• Involved in the Reporters’ Induction Training talking on the role of the Board</li> <li>• Conducted two Board Member appraisals – Malcolm Dickson and Andrew Miller</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>• Visited the Aberdeen and Paisley offices – both visits were positive and Aberdeen welcomed the proposal to host a Board Development Day. Also had the opportunity to observe hearings and fed back comments on this to Children’s Hearings Scotland</li> <li>• Chaired further meeting of SCRA’s Equalities Network</li> <li>• Conference attendance: <ul style="list-style-type: none"> <li>- Kilbrandon Conference which was a good event with interesting presentations</li> <li>- ADSW Annual Conference (now Social Work Scotland)</li> </ul> </li> <li>• Routine meeting with Robert Marshall, Scottish Government</li> <li>• Met with Chair of CHS for routine meeting – the issue around SCRA responding to questions at external meetings which sit within CHS’ remit was discussed. It was agreed SCRA/CHS should take joint responsibility for responding to questions about each other’s area of work.</li> <li>• Board Vacancy – the recruitment process is underway for a new Board member to replace Louise Macdonald. It is hoped to recruit someone who has direct experience of working with children and young people.</li> </ul> <p><b>General</b> It was noted that the Modern Apprentices had been involved in a recent Reporter recruitment selection process.</p>		
5.1	<p><b>Minute of Meeting held on 20 March 2014</b></p> <p>The minute was agreed as a correct record and the Board Action Log and Work Plan were reviewed.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. WiFi in Hearings Rooms will be introduced in Stirling and Dundee offices within the month and thereafter there will be a formal rollout programme. The system has been secured and includes a list of sites which are not accessible.</li> </ol>		

		<b>Timescale</b>	<b>Action</b>
	<p>2. Young People's Board – A report will be presented to the September Board (to be added to Board Workplan). There has been some engagement around this area of work with Who Cares, CELCIS and local authorities. It will also be scheduled for discussion at the SCRA/CHS Joint Board meeting in August.</p> <p>3. Translation and Interpretation Plans– update to be included in Equalities Annual Report scheduled for the September Board meeting.</p>	<p><b>Sept 14</b></p> <p><b>Sept 14</b></p>	<p><b>CW/NH</b></p> <p><b>NH</b></p>
5.2	<p><b>Minute of Board Development Day 10 April 2014</b></p> <p>The minute of the Board Development Day was agreed as a correct record and the action plan was reviewed.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. The Ministerial meeting will be rescheduled.</li> <li>2. The Chair and Principal Reporter/Chief Executive are scheduled to meet with Mike Foulis and Robert Marshall, Scottish Government to continue discussions on financial resources.</li> <li>3. The Chair has met with the new CHS Chair and will arrange further meetings on a routine basis.</li> <li>4. Board Lead responsibilities – Board/Executive Management members to arrange to meet to develop links and dialogue in support of ongoing relationships.</li> </ol>	<p><b>Tbc</b></p> <p><b>Ongoing</b></p> <p><b>By Sept 14</b></p>	<p><b>CW/JMcD</b></p> <p><b>CW</b></p> <p><b>Bd Members &amp; Senior Team</b></p>
5.3	<p><b>Audit Committee Minute 22 May 2014</b></p> <p>Malcolm Dickson, Chair of Audit Committee introduced this item and summarised the issues discussed at the recent Audit Committee meeting.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. The draft minute of the Audit Committee meeting held on 22<sup>nd</sup> May and in particular: <ul style="list-style-type: none"> <li>• the Committee continues to focus on information governance issues.</li> <li>• the Principles of Non-Disclosure document will be shared widely with other bodies.</li> </ul> </li> </ol>		

		Timescale	Action
	<ul style="list-style-type: none"> <li>• The reduction in numbers of breaches in Central locality was acknowledged.</li> <li>• ICO Data Protection Audit – the organisation has received a “reasonable assurance” level following the audit. The Internal Auditors acknowledged that this was a positive outcome.</li> <li>• Case Sampling Reports – Management Action Plans are in place arising from the case sampling reports and actions/learning will be tracked and monitored.</li> <li>• Annual Accounts 2013/14 – the accounting policies have been benchmarked against other similar public bodies.</li> <li>• Follow-up Review of Internal Audit Recommendations – it was acknowledged that the management team have at times been over-ambitious about timelines which has resulted in limited progress in implementing some audit actions. Further sharpening of the specificity of actions will also be discussed.</li> <li>• Risk Management Approach – Scott Moncrieff and the Senior Management Team are undertaking some work on the next phase of risk management development and will report back to the Committee.</li> <li>• Pensions – the forthcoming changes to the Local Government Scheme were noted. A report will be prepared for the next Audit Committee illustrating the impact on staff of the changes and plans to ensure that SCRA meets all necessary new requirements.</li> <li>• External Audit Fee – the fee level has been reviewed and reduced to the mid-point within the range.</li> </ul>		
5.4	<p><b>Audit Committee Annual Report 2013/14</b> Malcolm Dickson, SCRA Audit Committee Chair spoke to the Audit Committee’s Annual Report for 2013/14.</p> <p><b>Noted:</b></p> <p>1. The report supports the preparation of the Governance Statement for the organisation and also provides an assurance to the Board that the Audit Committee is fulfilling its duties on their behalf.</p>		

		Timescale	Action
	<p>2. Throughout the year, as well as routine business there was a particular focus on case management and information governance.</p> <p>3. As part of the Audit Committee annual self-assessment exercise, areas identified where the Committee could improve upon its current level of effectiveness have been implemented.</p> <p>4. The action plan arising from the ICO Audit Visit will be a key item for scrutiny/monitoring throughout 2014/15.</p> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The Quality Assurance Programme for next year will provide a depth of reassurance in relation to key areas of practice and service delivery.</li> <li>• The Audit Committee has, as part of routine business, focused on financial issues alongside practice and wider areas of work</li> </ul> <p><b>Agreed:</b> To approve the Audit Committee Annual Report for 2013/14.</p>		
6.	<p><b>Establishment of Nominations Committee</b></p> <p>The Chair introduced this report which proposed the establishment of a Nominations Committee.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. Public bodies have been invited to establish Nominations Committee to try to create more diversity on Boards.</li> <li>2. As part of its remit, the Committee would be to give advice on the composition of the Board and strategies for recruitment of members from other areas/backgrounds.</li> <li>3. Sponsor Team and the Commissioner for Ethical Standards have provided comments on the content of the draft.</li> </ol> <p><b>Issues arising during discussion:</b></p> <ol style="list-style-type: none"> <li>1. The purpose of the Committee is to give advice on what the Board needs and provides an opportunity for the Board to influence the recruitment process.</li> </ol>		

		<b>Timescale</b>	<b>Action</b>
	<p>2. The need for the process/language to be simplified – the current process can appear daunting for those who have not been involved in the public sector.</p> <p>3. In moving towards creating an inclusive and diverse Board, issues such as when meetings are held, timing etc. need to be considered as well as age/skills gaps.</p> <p>4. The establishment of the Nominations Committee is the first step in moving towards taking more ownership of the recruitment process for Board Members.</p> <p>5. The Remuneration Committee remit includes succession planning and there will be link across to that for the Nominations Committee work.</p> <p>6. Paragraph 11 under the Remit Section of the Terms of Reference deals with specific areas for Board member skills – these may change for the organisation and it proposed that this should be replaced with a reference to be added elsewhere of the need to take account of the current operating environment/context of the organisation.</p> <p><b>Agreed:</b></p> <p>1. To establish an SCRA Nominations Committee.</p> <p>2. To approve the terms of reference subject to the amendment detailed above at para 6 – delete paragraph 11 under the remit section and replace with general reference at para 2 in the same section.</p> <p>3. To appoint Andrew Miller, as Chair of Remuneration Committee, to be a member of the Nominations Committee.</p> <p>4. Membership of the Committee to be finalised by September 2014.</p> <p>5. To hold the first meeting of the Nominations Committee in October/November 2014.</p> <p>6. Background papers on Nominations Committees to be sent to Chair of Remuneration Committee.</p>	<p><b>July 14</b></p> <p><b>Sept 14</b></p> <p><b>Oct/Nov</b></p> <p><b>July 14</b></p>	<p><b>JMcD</b></p> <p><b>CW</b></p> <p><b>CW/JMcD</b></p> <p><b>JMcD</b></p>
7.	<p><b>SCRA Board Members' Code of Conduct</b></p> <p>The Principal Reporter/Chief Executive spoke to the report which set out the changes to the Code of Conduct for Board Members.</p>		

		<b>Timescale</b>	<b>Action</b>
	<p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. A public consultation exercise on changes to the Model Code was conducted in 2013.</li> <li>2. SCRA responded positively to the consultation and in particular acknowledged that the changes proposed in the Code provided a further level of clarity around what is expected of those in public life.</li> <li>3. Public bodies were required to submit new Codes based on the Model Code to Sponsor Teams by the end of May 2014.</li> <li>4. SCRA's revised Code of Conduct was submitted to Sponsor Team and written confirmation has been received that the Code been approved the Public Bodies Unit.</li> </ol> <p><b>Issue arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Reference was made to an internal framework document which sets out the responsibilities of the Chair of SCRA, the Board of SCRA and the Principal Reporter/Chief Executive of SCRA.</li> </ul> <p><b>Agreed:</b></p> <ol style="list-style-type: none"> <li>1. To note and endorse the revised Code of Conduct for Board Members.</li> <li>2. To adopt the revised Code for SCRA Board Members.</li> <li>3. To circulate the Framework Document as referenced above to Board Members – for information and review.</li> </ol>	<p><b>Immediate</b></p> <p><b>July 14</b></p>	<p><b>Board Members</b></p> <p><b>CW/JMcD</b></p>
8.	<p><b>SCRA Framework Document</b></p> <p>The Principal Reporter/Chief Executive introduced the report which set out the revised SCRA Framework Document.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. The document sets out clear roles and responsibilities and importantly emphasises the link role of the public body to Scottish Government objectives and Ministerial aspirations.</li> <li>2. Research and data reporting are now included as core business to the organisation – these elements were previously not within SCRA's Framework.</li> </ol>		

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	3. Clarification is being sought with Scottish Government in relation to Internal Audit section paragraph 23. It currently states “the Scottish Government has a right of access to all SCRA records and personnel for any purpose”. It will be confirmed that this excludes child records.	<b>July 14</b>	<b>MMcM</b>
	<p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The Framework Document is a distillation of two previous documents (the Management Statement and the Financial Memorandum) and this has resulted in a single coherent and comprehensive document.</li> <li>• The revised framework document has a partnership approach with a helpful level of details on roles/accountabilities.</li> <li>• Issues around performance target risks are raised at regular financial and accountability meetings with Scottish Government.</li> <li>• Information is routinely published on the website annually to comply with reporting required under the Public Services Reform(s) Act 2010</li> <li>• The Executive Management Team are content with prescribed timescales set out in the framework.</li> <li>• An annual fraud report is routinely prepared.</li> <li>• Clarification to be sought in relation to: <ul style="list-style-type: none"> <li>- the term “audit charter”</li> <li>- the term “information raising” on page 8</li> <li>- permissions re virement. Subsequently clarified on between classification, and within classifications.</li> <li>- Paragraph 20 - the appropriateness for a plurality of responsibility between Director/Deputy Director at Scottish Government.</li> </ul> </li> </ul> <p><b>Agreed:</b></p> <ol style="list-style-type: none"> <li>1. To approve SCRA’s Framework Document subject to clarification of the points detailed during discussion.</li> <li>2. To schedule a review every three years into Board workplan.</li> </ol>	<p><b>Aug 14</b></p> <p>-</p>	<p><b>EM</b></p> <p><b>JMcD</b></p>

		Timescale	Action
9.	<p><b>Chief Executive's Report</b></p> <p>The Principal Reporter/Chief Executive spoke in detail to the update report which detailed the wide range of activity across the organisation.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The meeting with COSLA had been constructive. There were a number of questions around the wider workings of the Hearings System as well as areas specific to CHS. In future, joint planning with Children's Hearings Scotland will be undertaken and a meeting (SCRA and CHS) with COSLA will be scheduled around twice per year. A copy of the presentation to COSLA will be circulated to Board Members.</li> <li>• An in-depth analysis of the Staff Survey results will be available for the September Board meeting. In the meantime a joint staff survey group has been established with UNISON.</li> <li>• A new relationship with Healthy Working Lives at national level has been established - the aim is to create a 'climate' of health and well being within SCRA. This will be included within the programme for the staff event in November.</li> <li>• The Children's Hearings Improvement Partnership has now agreed three workstreams on Getting it Right in the Hearing System, Generating Evidence and Promoting Improvement &amp; Learning &amp; Development in the Hearing System.</li> <li>• Delay and Risk - The need to consistently embed a sustainable approach to risk, delay, quality and performance. A programme of work is being developed through the Change Programme Board.</li> <li>• Staffing roles around supporting Reporter decision-making (e.g. division of labour between Support and Reporter) are currently being reviewed.</li> <li>• Justice Board – SCRA continues to be a member of the Justice Board and is now populating the sub-structures on data, planning &amp; performance, equality and diversity.</li> <li>• The Chair and the Principal Reporter/Chief Executive are scheduled to meet with Mike Foulis, Scottish Government to discuss sustainability issues.</li> </ul>	<p><b>July 14</b></p> <p><b>Sept 14</b></p> <p><b>Nov 14</b></p> <p><b>Aug 14</b></p>	<p><b>NH</b></p> <p><b>NH</b></p> <p><b>NH</b></p> <p><b>CW/NH</b></p>

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	<ul style="list-style-type: none"> <li>• A formal report on the work of the Equalities Network will be presented to the Board in September.</li> <li>• Social Media issues are now becoming a daily occurrence for the organisation.</li> <li>• A programme of practice training (as opposed to corporate training) is now underway.</li> <li>• Health &amp; Safety – there are ongoing issues (some linked to social media). All necessary actions have been undertaken and discussed at the Health &amp; Safety Committee. The annual report on Health &amp; Safety is scheduled for the September Board meeting.</li> <li>• Lapsed Compulsory Supervision Orders (CSOs) <ul style="list-style-type: none"> <li>- There has been an increased number of lapsed CSOs. <ul style="list-style-type: none"> <li>• A full manual check of every CSO has been undertaken and new guidance on recording of post hearing processes has been issued to managers.</li> <li>• Issues around accuracy of recording are being addressed.</li> <li>• CMS and the timelines for the new Act have had a clear effect as has workload pressures – all are interlinked.</li> <li>• Sponsor Team has been advised of the issues and management action.</li> <li>• A full report will be submitted to the August Audit Committee.</li> </ul> </li> </ul> </li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Social Media issues – engagement with Police/Local Authority is ongoing.</li> <li>• Health &amp; Safety <ul style="list-style-type: none"> <li>- the Board welcomed the re-establishment with Health Working Lives – this a positive message for staff.</li> <li>- Malcolm Dickson, Board Health &amp; Safety Lead has been linking in with the Human Resources Team in relation to the violent incidents and health &amp; safety generally.</li> <li>- The organisation needs to strike the balance between security of staff and being open and responsive to customer needs.</li> </ul> </li> <li>• The Board expressed concern around the issue of 999 calls but noted that work was ongoing to address these</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>• Approach issues using a proven method such as LEAN is important as is standardisation with everyone understanding what the goal is – children and families and meeting our legal duties</li> <li>• Age of Criminal Responsibility – the organisation will contribute to the forthcoming consultation.</li> </ul>		
10.	<p><b>Information Commissioner’s Office (ICO) Data Protection Audit of SCRA</b></p> <p>The Principal Reporter/Chief Executive spoke to the report which detailing the summary findings of the Data Protection Audit Report undertaken by the Information Commissioner’s Office.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. The Executive Summary from the Data Protection Audit and agreed Action Plan.</li> <li>2. As reported to the Audit Committee the organisation has received a “reasonable assurance” rating.</li> <li>3. The action plan was shared with SCRA in May and for review and comment.</li> <li>4. SCRA is due to provide a first progress report six months from 27 June 2014.</li> <li>5. The Executive Summary will be published on the ICO website on 27 June 2014.</li> <li>6. Accountability sits with the Executive Management Team for delivery of the action plan. Scrutiny and regular oversight will be provided by the SCRA Audit Committee. SCRA EMT will report to the Audit Committee on progress made against the agreed action plan across 2014/15.</li> </ol> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• There were areas of good practice highlighted in South East which will be rolled out across other localities.</li> <li>• The Information Governance Lead role was emphasised as central to information governance awareness and sharing/dissemination of good practice.</li> <li>• The Head of Practice &amp; Policy will link in/continue dialogue with the Information Commissioner’s Office in Scotland.</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<p><b>Agreed:</b> The Executive Management Team will continue to deliver progress against the Action Plan via the existing Information Governance arrangements in place and report to the Audit Committee regularly and in line with the required update to the ICO.</p>		
11.	<p><b>Budget Monitoring 2013/14 Outturn</b></p> <p>The Head of Finance &amp; Resources spoke to the report which provided a summary of SCRA's draft financial position for the year to March 2014.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. The underspend of £697k excludes VER/VR committed and planned expenditure of £560k, leaving a revised underspend against available budget of £137k. This sum is available for projects totalling £135k (CMS backlog £30k, CMS improvements £35k, Advice and Permanence research £40k and Minor Works/Fit For Us £30k).</li> <li>2. The capital budget is underspent by £336k. This underspend will be required to fund 2013/14 projects now identified for completion in 2014/15 and to close a gap in available funding. An updated capital budget for 2014/15 will be presented to the Board in September 2014.</li> </ol> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Further work to be undertaken on more accurately forecasting elements of projects – there needs to be realistic timescales although it was acknowledged that the Board were kept advised of progress on the capital programme.</li> <li>• The Glasgow project has delivered an excellent training facility and improved use of space for staff, with more to come once more files are weeded.</li> <li>• Presentational issues – sub-totals to be added in tables showing locality and capital spends.</li> </ul> <p><b>Agreed:</b></p> <ol style="list-style-type: none"> <li>1. To note the draft revenue and capital outturn positions for the year to March 2014.</li> <li>2. To approve carry forward of 2013/14 revenue and capital underspends, as set out in sections 5.1 and 5.2 of the report, to allow completion of key business projects.</li> </ol>		

		Timescale	Action
12.	<p><b>IT Network and Hosted Services Options</b></p> <p>The Head of Finance &amp; Resources introduced the item on the provision of SCRA ICT Services. The report set out the various services currently provided and the costs associated with each element and options for future short-term service delivery.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. The total spend allocated to the provision of SCRA's current ICT services is significant and is expected to increase under the current arrangements in place.</li> <li>2. The existing IT arrangements comprise a number of services that are currently being delivered through arrangements with SCOTS and other service providers.</li> <li>3. The most recent discussions with SCOTS have shown a willingness to agreeing a fresh approach to the services being delivered and to record these in an updated Memorandum of Understanding.</li> <li>4. A review of the current range of services provided is required to determine whether existing resources are still required. In particular, whether the current number of fixed lines should be maintained and also to explore the option of hosting CMS under SCOTS when the current Pulsant contract expires.</li> <li>5. Five options were considered: <ul style="list-style-type: none"> <li>• Option 1 – Do Nothing, Retain Existing Arrangements</li> <li>• Option 2 – Provide All Services In-House</li> <li>• Option 3 – Buy In Services and Manage In-House</li> <li>• Option 4 – Amend the Current Arrangements</li> <li>• Option 5 - Alternative Shared Services Arrangement.</li> </ul> </li> <li>6. As an initial action, progressing with Option 4 (Amend Current Arrangements) at this time does not preclude a later decision to consider further alternative models of service delivery. Also option 4 can be progressed at the same time as an IT Strategy is developed. The Strategy will be drafted by December 2014 and will take account of the Scottish Government's Digital Strategy and in particular the implementation of SWAN (Scottish Wide Area Network).</li> </ol>		
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		<b>Timescale</b>	<b>Action</b>
	<p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The issue around the requirement for shared services to be subject to VAT has still to be resolved – Scottish Government are currently exploring the potential for cost sharing arrangements to be VAT exempt.</li> <li>• SCRA needs to be clear about the future IT needs of the organisation and integrate this with the property strategy. Arrangements should be capable of being responsive to future needs.</li> <li>• Examples of an alternative approach to hosting arrangement across multiple bodies (e.g. SEEMIS for Education Services in 32 LA's)</li> </ul> <p><b>Agreed:</b></p> <ol style="list-style-type: none"> <li>2. To strengthen current IT arrangements (Option 4 as detailed in the report) in the short to medium term to deliver improved value for money and service improvements.</li> <li>3. To report to the Board on consideration of alternative IT arrangements (Options 3 and 5 as detailed in the report) by December 2014</li> <li>4. To carry out a review of fixed lines by September 2014.</li> </ol>		
13.	<p><b>Benefits Realisation Programme</b></p> <p>The Head of Planning &amp; Strategy spoke to the report which restated the programme aims, set out its key successes and challenges to date and presented a set of key programme milestones for approval.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. A review of the programme was undertaken by the Head of Planning &amp; Strategy and Head of Finance &amp; Resources in conjunction with the Project Managers in April 2014.</li> <li>2. The review concluded that the aims and aspirations of the programmed remained valid and that despite some recalibration of some milestones and the moderate addition of a few new activities, the programme remains on course.</li> </ol>		

		<b>Timescale</b>	<b>Action</b>
	<p>3. A report was considered by the SCRA Change Board on 27 May 2014. The Board, chaired by the Principal Reporter/Chief Executive, reviewed and approved the new and amended milestones following detailed change control discussion.</p> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The review had identified successes and challenges. The challenges are directly linked to the implementation of the Public Service Network (PSN) and security complications that have arisen and impact on the e-comms work.</li> <li>• Issues for localities included – local determination versus consistency and organisation wide policies.</li> <li>• The benefits and opportunities of the programme outweigh the challenges needed to adapt.</li> <li>• It will take time before there is a significant delivery of hard cash savings – in the meantime it will be important to capture hard financial gains as well as the soft benefits.</li> <li>• The need for early identification of benefits (benefits already identified to be re-issued to Board members for information).</li> <li>• Benefits realisation is a key programme for the organisation.</li> </ul> <p><b>Agreed:</b> To approve the revised Benefits Realisation Programme Milestones as detailed in Appendix A to the report.</p>	<b>July 14</b>	<b>EJ</b>
14.	<p><b>Quarter 4 and Year End Organisational Performance Report for 2013/14</b></p> <p>The Head of Planning &amp; Strategy introduced the report which detailed the Quarter 4 and Year End Organisational Performance Report for 2013/14.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. It has been a challenging year for organisational performance.</li> <li>2. Work on the Data Warehouse to improve reporting capability was completed successfully in April. Despite this, performance on the referral notification target remains unavailable as it is a CMS issue and a detailed specification of the business requirements is required to commission enhancements to CMS.</li> </ol>		

		<b>Timescale</b>	<b>Action</b>
	<p>3. Work will continue throughout 2014/15 to identify and mitigate any areas of concern around data quality. Quality remains an issue within the new system as shown through the number of standard referrals containing information only grounds.</p> <p>4. Delay in decision making is being tackled in two ways, firstly through the revised Management of Delay Strategy which places the emphasis for managing delay not just on considering the cases where final decisions are awaited, but also at the start of the process where initial reading and registration is required, and where there is a vulnerability when these actions do not occur promptly. Secondly, work is taking place to speed up the time it takes to assess referrals after they have been received and scanned or imported. The work at the front end of the assessment process will help maximise the opportunities for processing referrals within target.</p> <p>5. Managing delay is also a key strand through Locality Plans and forms part of Locality Reporter Managers objectives. In addition to this, several models are being developed to identify the best way of working, especially where there are high levels of emergency work, such as Child Protection Orders.</p> <p>6. The risk and delay programme successfully reduced cases delayed over 100 days from 1,330 to 597 in quarter 4. This work included asking non-operational Reporters to cover Hearings, to provide overtime and additional hours availability using a centrally funded budget, and to deploy additional support staff resources to complete a number of “transactional activities”. This model of targeted activity will be used to manage other areas of pressure in the future.</p> <p>7. Under the new legislation, the requirement for notifying Hearing outcomes has reduced from five working days to five calendar days. This will add further challenges to the improvements needed to meet this target. If performance from 2013/14 was measured against the five calendar day target, performance would decrease to 59%, 31% below our current 90% target. It would take 22 calendar days to reach 90% as things currently stand.</p>		

		<b>Timescale</b>	<b>Action</b>
	<p>8. A forecasting paper will be written for the Executive Management Team in September outlining predictions of where we think SCRA will be in the near future. This is in light of the generally decreasing trends across the measures contained in this report. It will be informed by engagement with the two networks within SCRA.</p> <p>9. Capital spend has missed target for the year. This is largely due to delays in three property projects: Fraserburgh, Perth and the Minor Works Programme. These projects/programmes were underway in the last quarter of 2013/14 but will not now be completed until the first quarter of 2014/15. A revised 2014/15 capital budget will be presented to the Board in September 2015. The variances on the IT Programme and BRP programme are being reviewed with project managers to determine if there is any impact on the 2014/15 capital programme.</p> <p>10. In March 2014 the IT Team carried out a CMS stocktake exercise to determine the best way forward for the CMS. The main outcomes of the stocktake exercise were:</p> <ul style="list-style-type: none"> <li>• Complete the remaining elements of the Performance Improvement Plan;</li> <li>• Undertake a 3 months analysis of the application; and</li> <li>• Identify actions to increase user support and confidence.</li> </ul> <p>11. EMT identified 5 questions to be answered at the end of the three months analysis. The questions covered system reliability, speed, useability, adaptability and data quality/integrity. At the end of this process the organisation will be in a position to be clear about strategic direction for SCRA's core business system.</p> <p>12. The SCRA Partnership Forum has commissioned a project to look at the impact of CMS and the new Act on workloads for operational staff. This will inform the development of a new workload model for both Reporters and Support Staff, with a large scale recording exercise taking place in September.</p>		

		<b>Timescale</b>	<b>Action</b>
	<p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Clarification was sought around how the target for set around written notifications – it was proposed that the agreed target should be set for when the notification is sent to families.</li> <li>• External factors outwith the control of SCRA (e.g. use of emergency orders, LA performance on provision or reports, delays in concluding court cases) does impact on meeting some targets.</li> <li>• The official statistics will be published on 21 August (separately from the Annual Report).</li> <li>• There are differences in locality performance and there is a longer term programme of work around quality and sustainability.</li> <li>• The data now exists to drive individual, team and locality performance.</li> </ul> <p><b>Agreed:</b></p> <ol style="list-style-type: none"> <li>1. To approve the Quarter 4 and Year-End Organisational Performance Report for 2013/14 covering the period 1 April 2013 to 31 March 2014.</li> <li>2. The target for written notifications is to be set for when the notification is sent to families.</li> </ol>	-	<b>EJ</b>
15.	<p><b>Annual Review of Complaints</b></p> <p>The Head of Practice &amp; Policy spoke to annual review of complaints.</p> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• For future annual reports it would be useful to present information in a table/graph format and show comparisons with previous years.</li> <li>• SCRA does have a process for managing vexatious complaints.</li> <li>• Complaints are part of public accountability and scrutiny and assists organisations to focus on improving systems/processes as well as acting an intelligence system for the health of the organisation.</li> <li>• Some complaints are less likely to be resolved satisfactorily than others and they relate to some of the discharge of the core legal duties of the Reporter. A recent discussion with the Ombudsman has highlighted that SCRA should be referring these sooner for review.</li> </ul>	<b>June 15</b>	<b>MS</b>

		Timescale	Action
	<p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. The numbers, source and nature of complaints for 2013/14.</li> <li>2. The organisation is working towards a more proactive approach to resolution of complaints and lessons learned.</li> <li>3. Actions/Recommendations Taken: <ul style="list-style-type: none"> <li>• The main issues arising from the Ombudsman reports relate to ensuring our staff are familiar with transgender issues (being taken forward by diversity training) and ensuring complete recording of the investigation of complaints (briefed to managers).</li> <li>• Lessons from data breaches have been taken forward through information governance groups and reported to the Audit Committee.</li> <li>• General delay especially around reporter decision making has been and continues to be the focus of management at all levels within SCRA.</li> <li>• Issues have arisen relating to the treatment of families at hearing centres, in particular managing delay in hearings. This will be referred to the Hearing Management Group as there are issues for hearing chairs and SCRA staff.</li> <li>• The lead of our Customer care programme has been involved in the review of the complaints so that lessons learnt can be taken forward that are relevant for that programme.</li> <li>• Improvements in the reporting and logging of complaints have been identified as well as in the template for responding to complaints that can be made and these improvements will be introduced straightaway.</li> <li>• There is a likelihood that cases going to the Ombudsman will increase. This may reflect changes to our practice in concluding the SCRA process more rapidly in some circumstances.</li> <li>• Two members of staff will attend a forthcoming conference on the handling of complaints within the public sector and learning will be fed back to the Customer Care Programme.</li> <li>• Issues arising from complaints will be scrutinised on a six monthly basis by EMT.</li> </ul> </li> </ol>		



		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>• The assessment will be evidence-led – feedback to date has been positive in that the Team are confident that the system can be adapted and improved and additional functionality switched on.</li> <li>• Internal audit are currently conducting a post-implementation review of CMS and initial indications are for a positive report. The report will be presented to the August Audit Committee.</li> <li>• The further lessons learned report was honest and forensic.</li> <li>• The Board acknowledged the difficulties and challenges for staff around CMS.</li> <li>• The Senior Team had maintained a positive relationship with Scottish Government and Sponsor Team who had been understanding of the organisational position throughout this period.</li> <li>• There will be a need for some further investment which will go through the established process of scrutiny and challenge.</li> </ul> <p><b>Agreed:</b></p> <ol style="list-style-type: none"> <li>1. There is no requirement for a further “Lessons Learned” report.</li> <li>2. To delegate authority to the Chair/Principal Reporter to approve any CMS investments required during the recess period. (Note - The investment programme in relation to CMS will be presented to the August Audit Committee). If there are any major/significant issues for decision the Chair will consult with all Board Members and/or convene an emergency Board meeting if required.</li> </ol>	<p><b>Aug 14</b></p>	<p><b>NH</b></p>
17.	<p><b>Devolution and Empowerment – Annual Update</b></p> <p>The Principal Reporter/Chief Executive spoke to the update report on progress in relation to devolution of responsibilities to Localities and the related programme of support aimed at promoting the necessary empowering cultural change in SCRA.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. Much has been achieved in the last 2 years in relation to devolving responsibilities to Localities and changing our culture to support this. There is an appetite and increasing confidence from our teams to keep moving forwards. There is a sense of real progress on internal and external partnership despite the acute operational and financial difficulties we have faced over this 2 year period.</li> </ol>	<p><b>July/Aug 14</b></p>	<p><b>CW/NH</b></p>

		Timescale	Action
	<p>2. Most Localities now have a proven track record of financial management and generation of efficiencies, innovation and effective change. In that context the next phase of devolution and empowerment feels clearer since we have a cohort of managers and leaders in the organisation who have proven that they can deliver the Board's aspirations.</p> <p>3. At the same time the depth and impact of what needs to be done in the next phase remains challenging and qualitatively different from that in phase.</p> <p>4. The Learning and Organisational Development Manager has undertaken a review of some of the existing literature on devolved and empowered organisations and how they have developed. Key to this has been the identification of 4 strands which we need to consider against the next phase of development and which have currency in Locality feedback:-</p> <ul style="list-style-type: none"> <li>• Diagnostic Control Systems - that work through clear, highly sensitised diagnostic approaches, rapid identification of problems by use of highly relevant and targeted data and performance systems. Managers operate within agreed parameters of acceptable performance. Many of their current control systems are centre led – there is a need to continue to rebalance this to the appropriate point.</li> <li>• Interactive Control Systems – exercising the necessary controls in an organisation through the formal process (managerial exercise of supervision, review of performance, objective setting) and informal approaches – gathering information through face to face communication, observation and discussion, debate and developmental networks. Interactive processes can encourage innovation and creativity because leaders and managers are more present to encourage and enable</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>• Boundary Systems – clarifying where the boundaries are and what the non-negotiable rules are – and moving them through a systematic process of discussion and agreement if they are not in the right place. Regardless of where the boundaries are there are clear minimum expectations that must be met by all involved in the process but a commitment to keep the boundaries under review as culture change develops and gains momentum.</li> <li>• Belief Systems – the organisation’s renewed sense of vision for culture change and our values and beliefs, ensuring that there is no fragmentation in what is trying to be achieved and continue with a sense of unity in purpose</li> </ul> <p>5. The Principal Reporter/Chief Executive and the Learning/Organisational Development Manager will progress the co-ordination of activities across these four headings, bring together key interests from Localities and National Support Teams to provide detail on content.</p> <p>6. There will be an event in August for all Managers which will focus on sustainability and improvement.</p> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• This is the agreed direction of travel, endorsed by the Board, for the organisation.</li> <li>• The Locality Support Manager network is working extremely positively.</li> </ul> <p><b>Agreed:</b></p> <p>1. The headline areas of work for Phase 2 development commencing in 2014/15: Diagnostic Control Systems; Interactive Control Systems, Boundary Systems, Belief Systems.</p> <p>2. A further annual update to be provided in June 2015.</p>	<b>June 2015</b>	<b>NH</b>
18.	<p><b>Research – Annual Programme 2014/15 and Children’s Reporter Decision-Making Research Report</b></p> <p>The Head of Practice &amp; Policy introduced this item which sought approval of SCRA’s research programme and publication of the research report ‘Children’s Reporter Decision-Making’.</p>		

		Timescale	Action
	<p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. SCRA was part of a bid for a BAAF-funded 3 year research project following children from when they are first looked after to when they are in permanent placement or adopted or beyond but notification has been received that the bid has been unsuccessful.</li> <li>2. <b>Children’s Reporter Decision-Making Research Report</b> <ul style="list-style-type: none"> <li>– The key findings from the research report as detailed in the report.</li> <li>– For SCRA, there are positives in that almost all Reporter decisions examined were found to be proportionate and evidence-based, and that most were child centred although recording of this was not always adequate. There are recommendations for SCRA to provide Reporters with dedicated time for their training and development, greater support from their managers, and a formal system of peer support.</li> <li>– There are also findings of relevance to partner agencies. Only 27 of the 200 referrals in the study were from a multi-agency source, and the majority of referrals were from the police. Where Reporters do receive multi-agency reports and assessments, it facilitates their decision-making. This raises the need for more widespread implementation of the GIRFEC model across Scotland.</li> <li>– There are difficulties in getting information from some agencies, particularly health; and more generally referring agencies did not always understand the evidential basis of Reporter decision-making and the importance of providing clear, factual information focused on the child referred.</li> </ul> </li> </ol> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The subject areas proposed for the research programmed were focused on key aspects of the Children’s Hearings System</li> <li>• The involvement of the Modern Apprentices in the outcomes for children and young people in Scotland work was welcomed.</li> <li>• There remains a low level of multi-agency referrals.</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<p><b>Agreed:</b></p> <ol style="list-style-type: none"> <li>1. The areas for the research programme: <ul style="list-style-type: none"> <li>• Permanence and Looked After Children</li> <li>• Outcomes for Children and Young People in Scotland</li> <li>• Child Protection Orders</li> <li>• Management of Non-Disclosure Order cases.</li> </ul> </li> <li>2. To approve the publication and dissemination plan for the research report 'Children's Reporter Decision-Making'.</li> </ol>		
19.	<p><b>Risk</b> <b>Strategic and Operational Risk Registers</b></p> <p>The Principal Reporter/Chief Executive spoke to the report which updated on the Strategic and Operational Risk Registers.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. The report had been considered by the Audit Committee at its meeting on 22 May 2014.</li> <li>2. A new risk is currently being quantified – Lapsed Orders - as reported during discussion of the Chief Executive's Report (Item 9).</li> <li>3. The risks across both registers continue to focus on the ongoing challenges in the delivery of a safe and effective service at the time of continued change and introduction of new working methods.</li> </ol> <p><b>Agreed:</b> To approve the Strategic Risk Register and note the Operational Risk Register.</p> <p><b>New Risks</b> No new risks identified other lapsed orders as recorded above.</p>		
20.	<p><b>Date of Next Meeting:</b> Joint Board Meeting SCRA/CHS – 6 August 2014 SCRA Board Meeting – 25 September 2014</p>		

At the conclusion of the meeting, the Chair advised that Louise Macdonald's terms of office concluded in September before the next meeting of the Board.

The Chair, on behalf of the Board, thanked Louise Macdonald for her significant contribution to the work of the Board and SCRA. Louise continually challenged the Board/organisation to focus on keeping the voice/needs of children and young people at the centre of debates and to ask the question – does this decision make a difference for children and young people – what does it mean for them? She will be greatly missed and the Board wished her well for the future.