

Scottish Children's Reporter Administration

Minute of SCRA Board Meeting held on Thursday 26 September 2013 at Ochil House, Stirling

Present:

Carole Wilkinson (Chair)
Malcolm Dickson
Bernadette Docherty
Louise Macdonald
Andrew Miller
Andrew Menzies (from Item 8 onwards)

In Attendance:

Neil Hunter, Principal Reporter/Chief Executive
Malcolm Schaffer, Head of Practice & Policy
Ed Morrison, Head of Finance and Resources
Tom Philliben, Senior Operational Manager (Items 1-9)
Elliot Jackson, Head of Planning & Strategy (Items 1-11)
Tom McNamara, Scottish Government (Items 1-8)
Janis McDougall, Executive Officer

		Timescale	Action
1.	AOB There were no other items of business.		
2.	Apologies Apologies were received from Douglas Yates, Board Member, Robert Marshall, Scottish Government and Maggie McManus, Director of Support Services. Andrew Menzies (Board Member) submitted his apologies for the morning session only.		
3.	Declarations of Interest There were no declarations of interest.		
4.	Updates Malcolm Dickson <ul style="list-style-type: none">• Attended Staff Conference, Audit Committee meeting and Joint Board meeting with Children's Hearings Scotland		

		Timescale	Action
	<p>Bernadette Docherty</p> <ul style="list-style-type: none"> • Meetings with <ul style="list-style-type: none"> ○ Liz Brabender, CELCIS ○ Mike Burns, Chair of ADSW Children and Families Standing Committee • Visited the three Ayrshire teams on 21 August • Attended the Audit Committee, Staff Conference and the Joint Board meeting with Children’s Hearings Scotland • Had annual appraisal meeting with the Chair. <p>Andrew Miller</p> <ul style="list-style-type: none"> • Attended staff conference and Joint Board meeting with Children’s Hearings Scotland • As Chair of Remuneration Committee, met with the Principal Reporter/Chief Executive to discuss his appraisal process. A report will be prepared report for the Remuneration Committee. <p>Louise Macdonald</p> <ul style="list-style-type: none"> • Attended joint Board meeting with Children’s Hearing Scotland • Had annual Board appraisal with Chair • involved in the work of LGBT around young people with mental health issues and referenced the need to read across to young people in the hearings system – Louise will link into the team about this area of work • referenced the approach of creating a learning environment at Polmont Young Offenders which has been introduced by the new Governor Sue Brookes <p>Douglas Yates (update provided via note)</p> <ul style="list-style-type: none"> • As designate member – <ul style="list-style-type: none"> - attended Board Development Day (18 April), meeting with the Chair (8 May), and Ministerial Meeting (5 June) - Visited SCRA Paisley Office (20 June) • Accepted invitation to attend East Renfrewshire Council Children’s Panel Event on 11 June • Attended <ul style="list-style-type: none"> - Audit Committee, CIPFA Joint Training (SCRA/CHS) on Essential Skills for Board Members, Staff Event and joint SCRA/CHS Board meeting <p>Carole Wilkinson</p> <ul style="list-style-type: none"> • annual appraisal meeting held with Mike Foulis, Scottish Government • conducted Board member appraisals 	Dec 13	AM

		Timescale	Action
	<ul style="list-style-type: none"> • had a number of meetings with Scottish Government over the last few weeks including the opportunity to discuss issues arising from the staff event with Mike Foulis. Met with Bridget Campbell, Justice Division, Scottish Government to look at opportunities around research and information and for SCRA's engagement with the justice community • Chaired a meeting of the Equalities Network which included a discussion on initial work around "women into management" last week. • Attended <ul style="list-style-type: none"> ○ Audit Committee, Staff Event, joint Board meeting with Children's Hearings Scotland ○ Launch of Civil Justice Council ○ Pay Policy Seminar detailing high level content of pay policy for the next two years <p>General SCRA/CHS Board Joint Board Meeting 19 September 2013</p> <p>There was a general discussion on the recent SCRA/CHS Joint Board meeting.</p> <p>Noted: The meeting had provided the opportunity:</p> <ul style="list-style-type: none"> • for a positive open discussion on issues within the children's hearings system • to review how the two organisations were working together • to have a discussion on the current financial climate and public sector reform. 		
5.1	<p>Minutes of Meeting held on 26 June 2013</p> <p>The minutes were agreed as a correct record.</p> <p>Board Action Log and Board Workplan The action log and Board workplan were reviewed.</p> <p>Noted</p> <p>(1) The Chair of Remuneration Committee had now met with the Principal Reporter/Chief Executive to discuss/seek feedback on the PR/CE appraisal process.</p> <p>(2) As part of Board self-assessment, the Board will seek feedback on its performance from the Senior Team for discussion at the November Development Day.</p>	Nov 13	CW

		Timescale	Action
5.2	<p>Draft Audit Committee Minute 22 August 2013</p> <p>Malcolm Dickson, Chair of Audit Committee spoke to the draft Minute of Meeting of the Audit Committee. He referenced in particular:</p> <ul style="list-style-type: none"> • The detailed discussion on information governance and that management has a range of actions underway with a continued focus on this area of work. • The figures will be kept under review – it is not yet clear whether the increase is as a result of better reporting arrangements. • ICO’s Data Protection Audit – the management are in discussion with ICO about the focus of the audit. It has been agreed that as part of the audit, Board representatives should meet with ICO – Malcolm Dickson as Audit Chair and Louise Macdonald as Information Governance Working Group Chair. • SCRA has received a letter from the Sponsor Team that there are no reasons to suggest that SCRA will not continue as a going concern • The external auditors included in their annual report a section on the forward financial outlook for 2013/14 and beyond which set out the efficiency savings already achieved by SCRA and the challenges faced by the organisation to continue to make further efficiency savings without impacting on service delivery. • the discussion on the Audit Scotland report on “Managing Early Departures”. • The successful joint tendering internal audit process (SCRA and CHS) undertaken for the provision of internal audit services • The Audit Committee, as part of good governance arrangements, had met separately with the Internal and External auditors. 		
6.	<p>Chief Executive’s Report: September 2013</p> <p>The Principal Reporter/Chief Executive spoke in detail to the report which detailed the wide range of activity across the organisation.</p> <p>Noted:</p> <p>(1) A follow-up meeting will take place with UNISON in relation to the management response to the list of issues raised by UNISON on current CMS functioning and the 2011 Act implementation arrangement.</p>		

		Timescale	Action
	<p>(2) Pay – a JNCC meeting will be scheduled immediately following the UNISON ballot results due on 1 October. The Remuneration Committee has been kept up-to-date with issues around the pay remit.</p> <p>(3) Joint proposal with Children’s Commissioner and Together Scotland looking at connecting children’s rights, human rights and equalities work will be taken forward via the Equalities network.</p> <p>(4) The IIP are launching an investing in young employees award for which SCRA’s MA’s might be considered.</p> <p>(5) The recent Sponsor Accountability meeting had focused on finance issues and operational impact of the new act.</p> <p>(6) The agenda for the Programme Board meeting scheduled for tomorrow (27 September 2013) included looking at benefits realisation, impact of the new Act, CHS/SCRA strategic engagement with partners. SCRA is seeking formal review at 6 months on the operational impact of 2011 Act.</p> <p>(7) Work is ongoing with the ADSW (Standing Committee on Children and Families) and Children’s Hearings Scotland and in particular the work on a joint operational framework is nearing completion.</p> <p>(8) The Principal Reporter/Chief Executive will circulate recent paper by Lucy Hanson/Gillian Henderson on qualitative outcomes and, once published, the paper involving Lucy and Gillian with the University of the West of Scotland on quantitative vs. qualitative measures.</p> <p>Staff Event Board members reflected on the recent staff event.</p> <p>Issues arising during discussion:</p> <ol style="list-style-type: none"> 1. The event had provided the opportunity for an open and transparent forum for issues to be raised. 2. The discussion during the event had been honest and challenging with all acknowledging that the system performance was slow. 3. Staff were experiencing frustration around the performance of the system and with not having an “end date” for resolution of current performance issues 4. There was no doubt that the timing of implementation of CMS and the new legislation had added to operational challenges and impact on staff. 5. There may be a lesson learned about the decision to postpone the timing of the staff event – staff feedback would suggest it would be beneficial to hold the staff conference routinely and annually. 6. The conference rescheduling on the day had provided a good balance of time for staff discussion and an input from young people. 		

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	<p>Noted</p> <p>(1) Each locality has a plan in place to manage priorities and risk and the National Users Group will provide a forum for sharing best practice.</p> <p>(2) The timeline for system performance improvements is to March 2014 on an incremental basis.</p> <p>(3) General – as part of managing change the ISM Model of Behaviour Change, currently being promoted by the Scottish Government was referenced.</p>		
7.	<p>MA Inspection Report</p> <p>The Chair welcomed Chelsea Sutherley and Jasmine Swandells, two of SCRA's Modern Apprentices to the Board meeting to present the findings of their Inspection Report "It's all about change".</p> <p>The Modern Apprentices outlined the work undertaken to compile and structure the report. As well as inspecting Hearing Rooms, waiting rooms and reception areas, phone call inspections were undertaken. The Modern Apprentices also observed families and young people attending Children's Hearings to see how they were greeted and made to feel.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • SCRA staff were, in the main, welcoming towards the Modern Apprentices both on the phone and in person. There is now a greater awareness of the MA Programme among staff. • There was a variance in the quality of hearings facilities in terms of decoration, furnishings and soundproofing. • The outreach hearings centre were of a variable standard, with some considered very poor. • It would be helpful to make the waiting area more welcoming for families – one example being provision of Wifi facilities or if showing a dvd this should be an up-to-date programme (rather than the going to a hearing dvd) • The single most important factor for children and families coming to a hearing is the way that they are treated – it's not about fancy rooms or surroundings – it's the ability to welcome and take care of people. • In relation to the issue around having a window at reception areas the agreed standard for reception areas was to have an adjustable (rather than fixed) window. 		

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	<p>Agreed:</p> <p>(1) To approve the inspection report “It’s all about change” and its recommendations in relation to handling of phone calls and improvements to offices.</p> <p>(2) The Modern Apprentices to be involved in staff training.</p> <p>The Chair, on behalf of Board Members thanked the Modern Apprentices for the significant and valuable work undertaken in producing their report and advised that the Board will hold the Principal Reporter and the Executive Management Team to account for drawing up an action plan and to report back to the Board on progress and follow-up actions.</p>	March 14	NH
8.	<p>Q1 Organisational Performance Report for 2013/14</p> <p>The Head of Planning and Strategy spoke to the report which detailed the Quarter 1 Organisational Performance report for 2013/14.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The reduction in performance had been anticipated given the current operational pressures. • A huge amount of work has been undertaken to clear backlogs. • Pre-Hearing Panels are causing a significant increase in numbers of hearings and administration. • SCRA continues to work with partners to assist where there is confusion around the new legislation. • A report will presented to the Board in six months’ time on the impact of the new Act – financial and operational (including unintended consequences). • The need to continue to monitor the volume of appeals and applications for proof. • A number of successful appeals are based on poor reasons - SCRA is linking in with Children’s Hearings Scotland in relation to training need. • SCRA has re-designed the report of proceedings document – it requires Panel Members to give reasons but it does take longer to complete. • The need for lessons learned around operational/practice issues to be fed in at locality level • Staff attendance figures are positive. • By October locality reports will be circulated showing specific workload figures per individual. • Concern was expressed around off-system workarounds and its impact on data – it was noted that the National User Group are looking at this issue. • Research will assist with analysing variations in performance. • The Board acknowledged the significant contribution by staff to hold performance at current levels. 	March 14	MS

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	<p>Noted:</p> <p>(1) Quarter 1 2013/14 has been significantly impacted by the transition from RAD to CMS (as was the case in Quarter 4 2012/13). Work is ongoing to understand and reconcile the impact of process changes, data definitions and counting conventions on data accuracy and the availability of directly comparable information. The full annual report will be published in October 2013 and will highlight areas where we have achieved direct comparability and those where we have not. Work is continuing at this stage to ensure confidence and comparability around:</p> <ul style="list-style-type: none"> ▪ Non-disclosure – links to how we count ‘associates’ specified in the non-disclosure order; ▪ Appeals – particularly where there are multiple parties to appeal; and ▪ Time interval standard 3 – and the format of communications to local authorities. <p>(2) Quality assurance and reconciliation exercises in these areas are continuing and ongoing dialogue with operational teams will be required to ensure data capture linked to CMS related activity is consistent. Further direction from EMT may be required in some areas where there are operational or practice issues which affect data collection.</p> <p>(3) Five of the ten organisational targets have met target or are forecast to be on target at the end of Quarter 1. Issues with performance are mainly around those operational indicators which are linked to timescales. These are timescales for reporter decisions, times taken to notify referral and Hearing outcomes and times taken to schedule Hearings. It is assumed that performance on these measures will improve as staff become more familiar with the CMS and some of the performance issues around the system are fixed. Improvements may however be impacted by time taken to gain familiarity with the Children’s Hearings (Scotland) Act 2011 in Quarter 2.</p> <p>(4) Performance on initial Hearings proceeding to disposal is not currently reportable using the Data Warehouse due to differences in data from before and after migration. Performance has however been worked out manually using complex logic in Excel. Manual manipulation of data always carries a level of risk with it. While annual figures should be fully correct for 2012/13 as most data contained within could be reported through the previous system, data for 2013/14 should be treated with more caution because it is mainly formed from this manual manipulation.</p>		

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	<p>(5) As reported in the Quarter 4/Year-end OPR, SCRA completed an analysis of the potential impacts of the Children's Hearings (Scotland) Act 2011. This illustrated potential increases in workload, accompanied by a financial profile associated with the increases, based upon the 2009 Financial Memorandum work that accompanied the Bill. Data is now becoming available to measure the impacts of the new Act and this information will be reflected within the Quarter 2 2013/14 OPR.</p> <p>The Board recorded its thanks to the Data Team for the excellent work undertaken in producing the performance information at a time of huge change/discontinuity.</p>		
9.	<p>2013/14 Budget Monitoring</p> <p>The Head of Finance and Resources spoke to the report which set out the revenue and capital positions to August 2013.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The Finance Team will undertake a mid-year review with Senior Operational Managers • Experience of other bodies in relation to Pensions Auto-enrolment demonstrates that 75% of staff auto-enrolled remain in the scheme. This will have a significant budget impact for next year. <p>Noted:</p> <p>(1) The revenue budget is currently forecast to be on budget. The forecast does not fully reflect likely staff turnover savings in localities however neither does it fully reflect the potential budget pressures emerging from capacity issues relating primarily to CMS and Act implementation or potential higher employers' pension costs for auto-enrolment. Budget holders supported by Finance and HR Business partners have completed a review of Q1 spend and identified lines of expenditure for close monitoring and further investigation.</p> <p>(2) The capital budget is currently forecast to be on budget. However there is considerable potential for slippage on the Property and IT Programmes and the Benefits Realisation Programme is still at an early stage. The Finance Team will work closely with Programme and Project Managers over the coming weeks to update forecasts and changes will be reflected in the Q2 Budget Monitoring report.</p>		

		Timescale	Actions
	<p>Agreed</p> <p>(1) To approve the revenue and capital positions for the year to August 2013 and the forecast for the full year 2013/14.</p> <p>(2) To approve revisions to the 2013/14 Capital Budget as detailed in the report at section 4.2.</p>		
10.	<p>Benefits Realisation Programme</p> <p>The Head of Planning and Strategy introduced the report which provided a summary of the work undertaken to date to develop the benefits realisation programme.</p> <p>Noted:</p> <p>(1) The programme had been launched at the staff conference.</p> <p>(2) The high level aims are to:</p> <ul style="list-style-type: none"> • Exploit the capability of our new technologies; • Meet increased expectations from children and young people; • Routinely send and receive electronic communication with our partners; • Further improve information governance and security; • Meet SCRA's published Service Standards; and • Contribute effectively to the Scottish Government's digital strategy. <p>(3) A set of principles that will guide the work and support effective decision-making have been developed in conjunction with UNISON.</p> <p>(4) The five projects making up the programme are:</p> <ul style="list-style-type: none"> • E-Communications Project • SMART Working Project • Workforce Planning Project • Customer Care Project • Retention Project <p>(5) The Programme is directly accountable to the SCRA Change Board chaired by the Principal Reporter/Chief Executive and attended by senior managers and UNISON. It meets four-weekly to consider progress against milestones, oversees risk and provides guidance and advice on the overall programme direction.</p> <p>Agreed:</p> <p>(1) The Modern Apprentices to be involved in the Customer Care project.</p> <p>(2) A progress report to be provided to the Board on a six-monthly basis.</p>	<p>-</p> <p>March 14</p>	<p>MMcM</p> <p>EJ</p>

		Timescale	Action
11.	<p>Annual Report 2012/13</p> <p>The Head of Planning and Strategy introduced the report seeking approval of the draft Annual report for 2012/13.</p> <p>Malcolm Dickson, Chair of Audit reported that the Audit Committee had reviewed the draft annual report prior to its submission to the Board for approval. The Committee had asked for minor amendments and also for statistics to be included to show the balance of decreasing referrals but a proportionate increase in place of safety orders, CPOs, applications for Sheriff for Proof.</p> <p>Noted:</p> <p>(1) The report has been written and designed in-house by the Press & Communications Team and the format of the report is similar to last year (e-book format).</p> <p>(2) The report includes:</p> <ul style="list-style-type: none"> ▪ Foreword from SCRA's Chair and Principal Reporter/Chief Executive ▪ Highlights, achievements and at a glance sections. ▪ A summary statistical report which provides statistical information and analysis on referrals and on children referred to the Reporter in 2012/13. The more in-depth statistical analysis will be published on the same day as the Annual Report (31 October 2013) and will be available on SCRA's website ▪ An executive summary of the Annual Accounts for 2012/13. ▪ The report is topped and tailed with additional information including SCRA's vision, values, outcomes and service standards and a note of SCRA's Board Membership. ▪ A section at the end of the report on 'looking ahead' – a joint message from the Chair and Principal Reporter/Chief Executive. <p>(3) SCRA will liaise with Scottish Government to place the Annual Report in the Scottish Parliament before it is issued to staff and partners.</p> <p>(4) Publication arrangements include the Report being distributed to partners via the e-news bulletin; being placed on Connect (SCRA's intranet) and on SCRA's website. The publication will also be reported on SCRA's Twitter site.</p> <p>(5) A press release will be prepared.</p> <p>Agreed: Subject to a further proof read to approve SCRA's draft Annual Report 2012/13 and the plans for its publication.</p>		

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12.	<p>Draft 2012/13 Annual Accounts and Management Representation Letter</p> <p>The Head of Finance & Resources spoke to the report seeking approval of the 2013/13 accounts and Management Representation Letter for signature by the Accountable Officer.</p> <p>Noted:</p> <ol style="list-style-type: none"> (1) The draft accounts and management representation letter had been reviewed in detail by the Audit Committee and approved for submission to the Board. (2) A letter has been received from the Sponsor Team in relation to SCRA's status as a Going Concern. The letter states that while it is not normal practice to issue formal letters of comfort, that there should be no anxiety in relation to Ministers' ongoing commitment to the organisation or to SCRA's status as a going concern. The letter also provides assurance that the Scottish Government will continue to fund SCRA's pension commitments. (3) The external auditors' final audit report to the Accountable Officer has expressed an unqualified opinion on the financial statements and on the regularity of the financial transactions. (4) The summary of issues (detailed in the covering report) arising from the Accounts in relation to: <ul style="list-style-type: none"> • Retained Grant in Aid and General Fund • IAS 10 Disclosure and Pension Reserve • Revaluation Reserve • Personal Data Incident • ISA 260 Report • Management Representation Letter. <p>Agreed:</p> <ol style="list-style-type: none"> (1) To approve the 2012/13 accounts for signature by the Accountable Officer and for an extract to be included in SCRA's Annual Report for 2012/13. (2) To approve the Management Representation Letter for signature by the Accountable Officer. 		
13.	<p>Annual Environmental Report</p> <p>The Head of Finance & Resources introduced the report which provided information in relation to the public sector duties now placed on SCRA in relation to the Climate Change (Scotland) Act and the requirement to produce annual progress reports to Scottish Government.</p>		

		Timescale	Action
	<p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The group to consider its focus to be on “reducing” rather than “recycling”. • Zero Waste Scotland and Change Works are sources of information in this area of work that may be useful to SCRA. <p>Noted:</p> <p>(1) An Environment Group has been established and has met on three occasions to discuss the background to the public sector duties and agree the areas to target to achieve early benefits in terms of both environmental and financial performance.</p> <p>(2) The five main areas identified where action is required are:</p> <ul style="list-style-type: none"> • Property rationalisation • Business travel • Energy efficiency, waste reduction and building improvements • Procurement • Staff awareness and engagement. <p>(3) An initial range of projects has been proposed for further development and implementation and the Benefits Realisation Programme will contribute to this work.</p> <p>(4) The 2012/13 annual sustainability report for the Scottish Government is currently being prepared and will be finalised by 30 September 2013 and submitted following appropriate management approval.</p> <p>(5) Update reports will be provided to the Board on progress towards improving SCRA’s environmental performance.</p>	-	EM
14.	<p>Joint Inspection of Services for Children Annual Report</p> <p>The Principal Reporter/Chief Executive spoke to the update report on SCRA’s experiences to date of participation in the Care Inspectorate’s new model for Joint Inspection of Services of Children.</p> <p>Noted:</p> <p>(1) In common with the previous inspection model, there are very few specific mentions of SCRA in the published reports</p> <p>(2) In relation to emerging themes, the emphasis to date appears to be on commenting on findings relating to the community planning partnership as an entity rather than highlighting strengths or areas for improvement on an agency specific basis.</p> <p>(3) SCRA continues to actively support the inspection process and an Inspection Guidance Manual has been prepared for Locality Reporter Managers.</p>		

		Timescale	Action
	<p>Agreed: (1) To approve the update report on joint inspection of services for children.</p>		
15.	<p>Annual Report on Health and Safety</p> <p>The Principal Reporter/Chief Executive spoke to the annual health and safety report.</p> <p>Noted:</p> <p>(1) There have been few issues of concern relating to health & safety this year with the exception of work related stress which continues to be most significant reason for absence from work. This issue was the drive for the establishment of a Health & Wellbeing Working Group to focus closely on issues of health and wellbeing with a view to bringing forward initiatives to help with this issue.</p> <p>(2) Key priorities for the Health & Wellbeing group have been identified as follows:</p> <ul style="list-style-type: none"> • Employee mental health and individual well being • Review of SCRA policies • Individual objective setting, development and support • Looking to identify evidence about effective approaches. <p>(3) A joint communication from UNISON and the Principal Reporter/Chief Executive has been developed which explains the work of the group and will be issued to all staff through Connect.</p> <p>(4) The Health and Safety section on Connect has been updated to make it easier for staff to locate relevant risk assessment form, policies and guidance notes.</p> <p>(5) There is a programme of training underway including health and safety refresher training, conflict handling course for reception staff and fire safety training.</p> <p>(6) Following issue of this report, there has been a serious assault in Ayrshire – this incident is currently being assessed and will be reported in the next report.</p> <p>(7) There has been good engagement from UNISON across health and safety activity.</p> <p>Agreed: To approve the annual update report on Health and Safety.</p>		
16.	<p>Overview of Policies</p> <p>The Principal Reporter/Chief Executive spoke to the report which detailed the arrangements for development and approval of operational policies and proposed a list of policies reserved for the Board.</p>		

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	<p>Noted:</p> <p>(1) The range of work undertaken on legislation, research, guidance and training.</p> <p>(2) The positive feedback about the contribution of the Public Affairs and Policy Manager and the value of him working at Victoria Quay on a regular basis.</p> <p>(3) The Scottish Government lawyers have asked for further training on the Hearing system in order that they can monitor overall impact of legislative change/practice and understand issues more concisely.</p> <p>(4) The next core element of work will be the Children and Young People's Bill.</p> <p>(5) Work is continuing with Children's Hearings Scotland and other agencies around the interpretation of the Children's Hearings (Scotland) Act 2011</p>		
18.	<p>Programme of Board and Committee Meeting Dates</p> <p>Noted: The programme of meeting dates has been aligned with the business needs of the organisation.</p> <p>Agreed: To approve the programme of Board and Committee dates from November 2013 to March 2016.</p>		
19.	<p>New Risks</p> <p>Noted: There were no new risks identified and the risks remain as previously identified and listed on the current Strategic Risk Register.</p>		
20.	<p>Date of Next Meeting:</p> <p>Noted:</p> <p>(1) Board Development Day – 7 November 2013 – business as follows: sessions on finance, board self-evaluation, risk and strategy/priorities.</p> <p>(2) Routine Board meeting – 12 December 2013</p>		
21.	<p>Valedictory</p> <p>The Chair formally acknowledged the resignation of Joseph Hughes from SCRA Board.</p> <p>On behalf of the Board, the Chair recorded her thanks and appreciation of the significant contribution made by Joseph to the work of the Board and for his valuable input as Deputy Chair of the Audit Committee – he will be greatly missed by both Board Members and staff.</p>		