

**Present:**

Malcolm Schaffer – Head of Practice and Policy  
Tom Philliben – Senior Operational Manager  
Alistair Hogg – Senior Operational Manager  
Susan Deery – Head of HR  
Ed Morrison – Head of Finance and Resources  
Lisa Bennett – Head of Strategy and Organisational Development  
Neil Hunter – Principal Reporter/Chief Executive

		<b>Timescale</b>	<b>Action</b>
<b>1.</b>	<b>Minutes of Last Meeting</b>  Not currently available. To follow and be approved at March meeting,	<b>NH</b>	<b>March 18</b>
<b>2.</b>	<b>Matters Arising</b>  None		
<b>3.</b>	<b>Property Reports</b>  <b>Lerwick</b> SCRA leases the building at 13 Hill Lane, Lerwick. The premises are owned by Shetland Islands Council and SCRA originally occupied part of the premises by way of User Rights.  The premises have not been formally marketed, as the physical layout makes it difficult to share the accommodation, partner agencies have been made aware of the availability of space in this location. Landlord's consent is not required when subleasing to another government body  Through discussions with Care Inspectorate, it became apparent that they had a requirement for an office in this location, and terms have been agreed as detailed in the report.  <b>Agreed</b> Lerwick – sub let of 1 <sup>st</sup> floor to Care Inspectorate Scotland		
<b>4.</b>	<b>Business Case – Evidence by Commission</b>  An earlier draft had previously been circulate to EMT for off line approval.		

	<p>MS introduced the final paper. These are an example one of a number of costs being incurred as a result of (albeit positive) developments elsewhere. We need to be alert to consequential costs arising from important national improvements such as the evidence and procedure review /Joint Investigative Interviews (JII)</p> <p>MM on the JII reference group and wider developments re Evidence and Procedure Review.</p> <p><b>Agreed</b> Business Case and revenue implications of Business Case</p>		
5.	<p><b>MFD Business Continuity and Print Solution Strategy</b></p> <p>This work has been led by Michelle Hamilton and Christina Thomson.</p> <p>SCRA needs to ensure our current printing infrastructure continues to work with CMS and supports current printing practices in localities until second generation systems are developed.</p> <p>In recent years there has been no assessment of what the business printing needs are and typically MFD's have been replaced on an ad hoc basis. The project team were able to assess what kit is needed in each site to continue to support the service.</p> <p>Current print volumes across all sites are 1.675m clicks per month. It is assumed that this figure will not reduce significantly over the next 2-3 years. Indeed there is the potential for this figure to increase depending on further roll out of Panel Pocket.</p> <p>The Business Managers undertook site visits last autumn in order to produce a detailed list of current MFD stock. Results were analysed and a baseline established for individual sites which took into account:</p> <ul style="list-style-type: none"> <li>• Site size</li> <li>• MFD specification</li> <li>• Current performance of MFD's</li> </ul>		

	<ul style="list-style-type: none"> <li>• Workload analysis</li> </ul> <p><b>Agreed</b></p> <ul style="list-style-type: none"> <li>• Development of long term strategy and options appraisal</li> <li>• Ongoing monitoring</li> <li>• Medium term plan as described in the report</li> <li>• Approval for tender based on recommendations</li> </ul>	<b>immediate</b>	<b>Business Managers</b>
<b>6.</b>	<p><b>Technology Refresh – Phase 1 report and phase 2 recommendations</b></p> <p>Phase one of the technology refresh saw 298 user devices replaced across ten SCRA offices. Deployment commenced in early December 2017, with the final site being completed on 25<sup>th</sup> January 2018.</p> <p>As part of the deployment, the Workforce and Organisational Development Technology Refresh Strategy was developed, taking the opportunity to consider ways of maximising flexibility through the provision of suitable technology. This saw two pilot sites identified, Glasgow and Edinburgh, to trial new ways of working, with evaluations feeding back in to the Year 2 (2018/19) of the Strategy. In the pilot sites, all managers, reporters and staff in other key roles were provided with a laptop, regardless of whether they were an existing laptop user. In all other sites, devices were replaced on a like for like basis.</p> <p>In all the SCRA offices visited during Phase 1, reporters were disappointed to not be receiving a laptop at this stage. Without exception, reporters were keen to express their views on the advantages that mobile working is perceived to bring.</p> <p>The most often repeated benefits are listed below:</p> <ul style="list-style-type: none"> <li>• Improved reporter capacity by allowing access to systems when out of the office, e.g. down time at outreach hearings or court and allowing home working.</li> <li>• Improved efficiency during hearings, e.g. access to systems for reference materials,</li> </ul>		

	<p>scheduling hearings, and to use Skype instant messaging</p> <ul style="list-style-type: none"> <li>• Improved operational resilience – makes business continuity planning easier</li> <li>• Improved efficiency by using portable technology to take notes, e.g. witness statements, meeting action points</li> <li>• Paper light approach in meetings, court and other instances where it was previously paper heavy.</li> </ul> <p>Capito Ltd handled delivery and deployment of the user devices, which included removing all packaging and legacy equipment from site. Owing to security requirements, device wiping and recycling remains the responsibility of iTECS currently, but it is expected that any agreement with Capito will be extended to include this service in the future.</p> <p>In the main, two deployment engineers were used per site, with SCRA and iTECS resource available to manage the deployment and provide user acceptance and assurance. This proved a valuable approach.</p> <p><b>Agreed</b> Based on phase 1 findings and evidence :-</p> <ul style="list-style-type: none"> <li>• Provide all managers and reporter roles with laptops.</li> <li>• Provide all support staff with workstations.</li> <li>• Further assess the benefits of reception roles using laptops for localities with outreach hearing centres.</li> <li>• Consider in the future to purchasing dual screens for support staff.</li> <li>• External deployment services are used again in the future to support internal capacity</li> </ul>	<p><b>Immediate/as per project plan</b></p>	<p><b>SD</b></p>
<p><b>7.</b></p>	<p><b>GDPR - Reporting arrangements</b></p> <p>Internal Audit have raised the issue of reporting on progress of GDPR action plan. MS proposed that the reporting and oversight of the GDPR action plan sits with the Information Governance Leads group with exception reporting to EMT. Exception reporting would be actions assessed as amber/red within the overall action plan. Two current areas sitting as high risk are:-</p>		

	<ul style="list-style-type: none"> <li>• G drive clear up – ongoing</li> <li>• Privacy Impact Assessments – need written commitment for core systems and applications potentially separate PIA for public facing elements.</li> </ul> <p>Need for ongoing capacity and support for Information Team from across the service. This needs to be monitored and ongoing needs assessed. MS will e mail EMT to follow up on request for support.</p> <p>Reporting to ICO – staff being advised to ensure no delays in reporting of information breaches</p> <p><b>Noted</b> Need for ongoing capacity across the Information Team to be kept under review</p> <p><b>Agreed</b></p> <ul style="list-style-type: none"> <li>• Reporting and oversight of the GDPR action plan will sit with the Information Governance Leads group.</li> <li>• Exception reporting to EMT. Exception reporting would be actions assessed as amber/red within the overall action plan.</li> </ul>	<p><b>Immediate</b></p> <p><b>As required</b></p>	<p><b>MS</b></p> <p><b>MS</b></p>
<p><b>8.</b></p>	<p><b>Court Project – update report</b></p> <p>MS updated. First meeting of the court management network happened this week. SD will be invited to next meeting to discuss HR/change issues. Other issues raised include reporting of court documents, data and workload reporting, cross locality/regional support etc. Continuity of court casework was discussed and the day to day operational pressures that work against this. There are a number of known differences in resilience/approach to court work – variables include expectation and culture/frequency of activity/demands and local organisation of support arrangements.</p> <p>The prevailing culture and behaviours of court can be a real challenge to SCRA staff leading evidence in hostile environments. There can be a physical and emotional impact of this for staff which can have long term consequences and lead to some staff seeking to avoid court. The ongoing support and building of resilience</p>		

	<p>amongst staff, as well as challenging unacceptable behaviours.</p> <p>Network will be a positive vehicle for focussing on these issues and moving them on across the country.</p> <p><b>Noted</b> Ongoing progress in relation to the delivery of the Court Project programme plan</p>		
<b>9.</b>	<p><b>Policy and Law report</b></p> <p>MS has asked that this become a standing EMT agenda item – agreed. Key issues ongoing are:</p> <ul style="list-style-type: none"> <li>• Age of Criminal Responsibility Bill</li> <li>• Family Law reform</li> <li>• Equal Protection Bill</li> <li>• Disclosure</li> </ul> <p><b>Agreed</b> To add Policy and Law report as standing EMT agenda item</p>	<b>immediate</b>	<b>PA/NH</b>
<b>10.</b>	<p><b>Better Hearings – baseline assessment and local partnership action plans</b></p> <p>The process has been supported by the Business Integration Manager and has involved communications with all LRMs to offer assistance in moving things forward with the starting point being completion of the Baseline Assessment Tool and an Action Plan with a basic proforma plan produced for use and to encourage consistency.</p> <p>Matters have progressed apace and the majority of baseline assessments have been completed with some having initial or full action plans drawn up. More specific detail is provided later in the report of the progress in each local authority area.</p> <p>All areas have further meetings in place to complete unfinished assessments and action plans. It is anticipated that this should be complete across the country by the end of February, failing this the end of March for potentially one or two areas, with initial improvements put in place with fuller implementation to follow from April 2018. The</p>		

	<p>Business Integration Manager has continued to offer further support in this, in particular in relation to producing action plans for progress and improvement and in facilitating and recording Multi-Agency Meetings.</p> <p>Similarities in areas for improvement are emerging with provisional indications of three big issues each of which could be led by one of the three main partners.</p> <p>Provisionally these are –</p> <ul style="list-style-type: none"> <li>• Written Reasons for decision – CHS</li> <li>• The quality of Social Work reports – SWS</li> <li>• Participation of Children and Young People – SCRA</li> </ul> <p><b>Noted</b></p> <ul style="list-style-type: none"> <li>• Significant progress being achieved in relation to Better Hearings baseline assessments and action plans</li> <li>• The need for ongoing leadership from SCRA LRM's – coupled with commensurate ownership from CHS/AST's and LA Social Work senior staff</li> <li>• Will form the basis of CHIP update</li> </ul>	13/3/18	LB/NH
11.	<p><b>Forward plan</b>  ARC – 1/3  Board - 1/3  NPF – 27/2</p>		
12.	<p><b>Any other business</b></p> <p><b>Marking Chairs departure</b></p> <p>(a) <b>Agreed:-</b>  Board Dinner  EMT dinner</p> <p>(b) <b>Chairs Induction</b>  HoS Sessions  Chair CHS  UNISON  OHOV</p> <p>(c) <b>Photography exhibition – Scottish Parliament</b></p>	<p>April 18</p> <p>March 2018</p>	<p>PA/NH</p> <p>NH</p>

<p><b>(d)</b></p>	<p>The Policy and Public Affairs Manager is organising this as part of the profile raising of the Hearing System agreed by CHS/SCRA Boards – photo exhibition involving young people – EMT support for the event. Link to Comms team will be important.</p> <p><b>Bell Street – 4<sup>th</sup> floor</b>          Moves to integrate all reporters in floor 3          Training/meeting/staff space across SCRA is very pressurised and there are few alternatives to this floor for national training/meetings etc.          Development plans to be brought forward for use of floor 4</p>		
<p><b>13.</b></p>	<p><b>Date of next meeting</b></p> <p>14 March 2018, 10.30 am</p>		