



### Present:

Carole Wilkinson (Chair), Bernadette Docherty, Catherine Robertson, Sam Anderson, Anela Anwar, Susanne Vestri, James Edgar

### In Attendance:

Neil Hunter (Principal Reporter/Chief Executive), Ed Morrison (Head of Finance & Resources), Lisa Bennett (Head of Strategy & OD), Malcolm Schaffer (Head of Practice and Policy), Susan Deery (Head of Human Resources), Tom Philliben (Senior Operational Manager), Thekla Garland (Scottish Government), Maryanne McIntyre (Press & Communications Manager), Pamela Armstrong (Governance Officer, Minutes), Donald Lamb (Data Manager, Item 6), Frankie McLean (Shadow Board Member), Jill Wood (Interpreter), Melissa Hunt (Policy & Public Affairs Manager)

		Timescale	Action
1.1	<b>AOB</b> There was no other business.		
1.2	<b>Apologies</b> Martin Toye (Board Member) Alistair Hogg (Senior Operational Manager)		
2.	<b>Declarations of Interest</b> There were no declarations of interest.		
3.	<b>Updates</b>  <b>Bernadette Docherty</b> <ul style="list-style-type: none"> <li>• Attended Joint Meeting of the CHS/SCRA Boards</li> <li>• Attended November SCRA Board Development Day.</li> <li>• Chaired the Audit &amp; Risk Committee</li> <li>• Chaired the Digital Strategy Joint Committee</li> <li>• Visited the Ayrshire Locality</li> </ul> <b>Catherine Robertson</b> <ul style="list-style-type: none"> <li>• Attended Audit &amp; Risk Committee</li> <li>• Attended Annual Appraisal with Board Chair.</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<p><b>James Edgar</b></p> <ul style="list-style-type: none"> <li>• Attended Audit &amp; Risk Committee</li> <li>• Met with Head of Finance and Resources.</li> <li>• Met with Glasgow LRM, Gordon Brechin as part of Glasgow introduction</li> </ul> <p><b>Suzanne Vestri</b></p> <ul style="list-style-type: none"> <li>• Attended Joint Meeting of the CHS/SCRA Boards</li> <li>• Attended November SCRA Board Development Day.</li> <li>• Attended Annual Appraisal with Board Chair.</li> </ul> <p><b>Sam Anderson</b></p> <ul style="list-style-type: none"> <li>• Attended Joint Meeting of the CHS/SCRA Boards</li> <li>• Attended November SCRA Board Development Day.</li> <li>• Attended conference on An Alternative Future for Care Experienced Young People.</li> <li>• Attended the Chair Board Mentoring Scheme.</li> </ul> <p><b>Carole Wilkinson</b></p> <ul style="list-style-type: none"> <li>• Attended Joint Meeting of the CHS/SCRA Boards</li> <li>• Chaired November SCRA Board Development Day.</li> <li>• Attended Kilbrandon Lecture</li> <li>• Attended Public Appointments Seminar</li> <li>• Conducted Board Appraisals.</li> <li>• Chaired Equalities Network</li> <li>• Attended Chairs workshop as part of Mentoring Programme.</li> <li>• Attended Justice Board meeting</li> </ul>		
<b>4.</b>	<b>Minutes/Committees</b>		
<b>4.1</b>	<p><b>Minute of Board Meeting held on 22 September 2017</b> The minute was agreed as an accurate record.</p> <p><b>Board Action log and Workplan</b> The action log and workplan were reviewed.</p> <p><b>Matters Arising</b> All matters arising are covered within the agenda.</p>		

		Timescale	Action
4.2	<p><b>Audit &amp; Risk Committee - Draft Minute of Meeting held on 17 November 2017</b> Bernadette Docherty, Audit &amp; Risk Committee Chair spoke to the draft minute and highlighted in particular:</p> <p><b>Information Governance</b></p> <ul style="list-style-type: none"> <li>• Case Information and Non-Disclosure Breaches – It was agreed the reporting frequency will change to 6 monthly.</li> <li>• A lot of work is being done in preparation for GDPR.</li> </ul> <p><b>Quality Assurance &amp; Performance</b></p> <ul style="list-style-type: none"> <li>• There are core issues around decision making. The Committee approved the management action plan around decision making and drafting of grounds on section 67(f) (domestic abuse) referrals.</li> <li>• Annual Report on Joint Inspections of Children’s Services provides context in which our services are being delivered. LRM’s are engaged in the process. The PR/CE is involved with the advisory group working on a new delivery proposal.</li> </ul> <p><b>Annual Audit Plan 2017/18</b></p> <ul style="list-style-type: none"> <li>• The committee approved the Annual Audit Plan 2017/18.</li> </ul> <p><b>Risk Management</b></p> <ul style="list-style-type: none"> <li>• The Committee approved the Risk Management Internal Audit Report.</li> </ul> <p><b>Strategic and Operational Risk Registers</b></p> <ul style="list-style-type: none"> <li>• It is important to continue to invest in the processes already set up.</li> <li>• The Committee were happy with the changes to the Strategic and Operations Risk Registers.</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
<b>4.3</b>	<p><b>Remuneration and Succession Planning Committee – Update of additional meeting held on 28 September 2017.</b></p> <p>The Committee Chair provided the Board with a verbal update on Pay Negotiation 2017/18.</p> <ul style="list-style-type: none"> <li>• A further JNCC is scheduled for 03 October 2017 and SCRA will be expected to table a further offer.</li> <li>• Further updates will be provided to Committee Members via email.</li> </ul>		
	<b>Reports</b>		
<b>5.</b>	<p><b>Chief Executive’s Report</b></p> <p>The Principal Reporter/Chief Executive spoke to the update report which detailed a wide range of activity across the organisation.</p> <p><b>Noted:</b></p> <p>Updates were given on the following areas.</p> <ul style="list-style-type: none"> <li>• Staff Partnership</li> <li>• Staff Survey</li> <li>• Digital Strategy Update</li> <li>• Press and Communications</li> <li>• Research and Information</li> <li>• Practice and Policy</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• It was asked, what comparative information do we have regarding pay? How do we compare within the Country as a whole? The Board were advised a benchmarking exercise was conducted in 2016.</li> <li>• When press activity occurs, how can the Board be notified of this? There needs to be further discussion to determine the needs of the Board and how best to keep the Board up to date during regular intervals.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• Benchmarking paper to be taken to future Remuneration Committee.</li> <li>• Board Chair and PR/CE to discuss what information the Board should receive when there is press activity</li> </ul>	<p><b>June 18</b></p> <p><b>March 18</b></p>	<p><b>SD</b></p> <p><b>CW/NH</b></p>

		Timescale	Action
6.	<p><b>Organisational Performance Report</b>            The Data Manager introduced the report which detailed the Q2 organisational performance for the period 01 July 2017 – 30 September 2017. The Senior Operational Manager gave additional information from an operational perspective.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• This report uses a balanced scorecard approach which attributes measures within the organisation into four quadrants; service to children and young people, workload, resources and corporate governance. This provides a concise report which enables a fuller focus on the key areas of performance throughout SCRA. Continuing feedback from the Board will be used to inform future development.</li> <li>• Performance around decision making has dipped in the quarter with the indicator rated as amber and showing a downward trend. This has been influenced by staff shortages in many of the localities due to illness and court work. This impact can also be seen in referrals over 100 days which have increased to 160. Hearing scheduling, while rated as amber, is within 1 percentage point of the target. Performance around these measures was discussed, and challenged where necessary, at the Senior Operational Manager led Performance Reviews which took place during September and October. Initial Hearings proceeding to disposal continues to meet the target with all localities on target in the quarter. The number of appeals refused saw a significant increase which is welcome after recent quarterly performance.</li> <li>• Quarter one reported on the increase in children referred on offence grounds. Quarter two appears to show a settling in the numbers, with most localities at or below the numbers seen in quarter one. Children referred on non-offence grounds has seen a significant dip in quarter two. This is seen across localities and there is no obvious pattern looking at grounds of referral, source of referral or age of the child. Court applications determined are showing a slight increase on the previous quarter which was</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<p>impacted by low numbers of Hearings in mid 2016-17. Compulsory Supervision Orders continue to decrease after the Q3 2016/17 anomaly.</p> <ul style="list-style-type: none"> <li>• Short term absence target has met the target this quarter with sustained positive reductions being seen. Long term absence however is showing a significant increase in quarter two and is now sitting at 4.3%. Absence levels continue to form a key part of performance discussions with SCRA's Board. SCRA continues to work with managers around the management of workforce absence ensuring that staff are proactively supported to return to work, where appropriate, at the earliest possible date. The workforce strategy seeks to respond strategically to these challenges. This strategic approach includes exploring different options to reduce absence, including the current offer for staff to receive the flu vaccination in December.</li> <li>• Revenue forecasts point to an overspend of £86k. This has led to the revenue savings target being rated as amber. Budget holders are reviewing plans for closing this gap which principally has arisen from challenges in applying the vacancy management protocol without severely impacting operations. Capital forecasts are also rated as amber with the spend on the Perth property project at risk of increase and delay. Capital forecasts currently exclude digital projects at this time. The property indicator was unchanged at 89.9%.</li> <li>• The SCRA 2017-18 Business Plan is split up into six plans and strategies: Corporate Parenting Plan, Workforce and Organisational Development, Digital &amp; Information Technology, Finance &amp; Physical Resources, Practice &amp; Policy Strategy and Equalities Strategy. Overall, 81% of actions are currently rated as green and on target. The Digital Strategy programme status is currently rated as amber. This is mainly due to procurement timeframes but plans are in place for delivery (albeit there will be slippage into next year for some delivery). The digital plans are being closely monitored through a joint governance route with Children's Hearings Scotland.</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>• The Strategic Risk Register scores increased following the Executive Management Team review of the register in October. A new risk was added to reflect the impending changes of the General Data Protection Regulation which comes into force in May 2018. In addition, some other risks were refocused or updated. Response rates to Freedom Of Information requests returned to 100%, with all FOIs meeting the 20 day target following the dip in quarter one.</li> <li>• SCRA undertook its annual Staff Survey in October. The results were considered at the SCRA/UNISON Health, Wellbeing and Staff Survey Group in November and published through our internal Team Brief. Locality level results were provided to Locality Management Teams.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• While LRM's have an understanding of what's changing within their own locality, there is a difficulty going beyond the locality. There is a better ability to move people and or work within localities but difficult beyond.</li> </ul> <p><b>Agreed:</b> To approve the Q2 Organisational Performance Report 2017/18, covering the period 1 July to 30 September 2017.</p>		
<p><b>7.</b></p>	<p><b>Locality Performance Reviews</b> The Senior Operational Manager introduced the report, which provides an update on the performance of localities as explored and discovered via the now established cycle of Locality Performance Reviews (LPR's) held twice per year. The report focuses on:</p> <ul style="list-style-type: none"> <li>• Changes to the review process</li> <li>• Staff Morale</li> <li>• Translation &amp; Interpretation</li> <li>• New Hearing Rooms</li> <li>• Corporate Parenting &amp; Batter Hearings</li> <li>• Court Project Outputs</li> <li>• Case Sampling</li> <li>• Panel Pocket</li> <li>• Formal Performance</li> <li>• Locality Internal Integration</li> <li>• Cross Locality Working</li> </ul>		

		Timescale	Action
	<p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>The SOM led locality performance reviews continue to be a useful approach to ensuring that Localities are working through their agreed plans, that the plans are sufficiently flexible to adapt to changing circumstances across the year and provide a good degree of assurance to the SOM' s and Principal Reporter. Further the review created an opportunity to recognise success, to thank staff for their continued efforts and reinforce the need to keep the focus on improvement, especially in the new areas we have committed to, such as corporate parenting, Better Hearings and incorporating the voice of young people into our plans, most explicitly in the work to modernise hearing suites.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>Some elements of performance are beginning to dip. This can be taken as an early warning sign and SOM's are looking at the picture as a whole.</li> </ul>		
<p>8.</p>	<p><b>Budget Monitoring 2017/18</b>            The Head of Finance &amp; Resources introduced the report which provides a summary of SCRA's financial position for year to October 2017 and forecast (Based on September results) for the full year 2017/18.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>The likely forecast revenue overspend of £86k will need to be addressed by budget holders working closely with Finance Business Partners, Head Office Business Partners and Business Managers. EMT are overseeing an exercise to bring revenue expenditure plans back into line with budget and a verbal update will be provided at the December Board meeting.</li> <li>The Digital Delivery capital budget is currently forecast to be underspent by £529k which is in line with expectations. The Finance Team carried out a detailed challenge and review of forecasts this month and the forecast spend of £1.5m by 31<sup>st</sup> March 2018 is challenging.</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To approve the strategies to bring the revenue forecast onto line with the approved budget.</li> </ul>		
<p><b>9.</b></p>	<p><b>Annual Workforce Report</b>                      The Head of Human Resource introduced the report recommending the Board approve the workforce plan for 2018/19 in line with Year 2 of the 2017/2020 Workforce and OD strategy.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• Some of the activities highlighted in this report, albeit dependent on the Financial Settlement for 2018/19, will form part of the 2017/18 Business Plan. This Workforce Report will focus on the sustainability and resilience of staff resources, recognising that workforce planning has a significant role to play in this by considering the internal pressures of staff capacity and capability in the context of external pressures.</li> <li>• The challenge for workforce planning in 2018/19, similar to the previous year, will be to ensure that Locality Management Teams and Head Office functions are enabled to continue their performance improvement journeys within the context of very challenging financial resources, whilst preparing for the transformational changes required to as our work on Digital Strategy, Corporate Parenting and Better Hearings continues.</li> <li>• The main areas of the report will identify the key supports and resource challenges facing SCRA during 2018/19 and will focus on:                             <ul style="list-style-type: none"> <li>○ Workforce data</li> <li>○ Recruitment</li> <li>○ Roles</li> <li>○ Reward and Retention</li> <li>○ Health and wellbeing</li> <li>○ Learning</li> <li>○ Engaging the workforce</li> <li>○ Leadership Development and succession planning</li> </ul> </li> <li>• Although this report outlines activity and actions that will help to inform our business, financial and learning plans, SCRA's workforce planning requires to be flexible and agile to react to the needs of the service and our service users.</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>• The outcome of the Spending Review may have an impact on how we approach our service delivery and as such an impact on our workforce plan. It will therefore be reviewed regularly, in partnership, to ensure its continued fit with the business.</li> <li>• SCRA clearly recognises that in order to achieve its strategies outlined in the 2017/20 Corporate Plan, it is important to put the workforce at the heart of SCRA. Workforce Planning is fundamental to the success of SCRA in achieving its objectives particularly given the challenging financial context anticipated over the next 12 – 18 months.</li> <li>• This workforce plan is written on the basis that SCRA secures the required level of budget for the next financial years. A standstill or reduced budget will have an impact on the plan and may require consideration of additional workforce impacts such as a further round of Voluntary Exits from the organisation. The plan itself will therefore be viewed as a 'living' document and will be responsive to the needs of the organisation.</li> <li>• We will discuss the workforce plan and it's implementation in partnership with UNISON.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Pay continues to be a significant challenge.</li> <li>• The Board were pleased to see commitment to the Year of the Young Person.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• Section 3.4 to be reviewed and reworded to convey that work will be done to focus on attracting a border, more diverse applicant pool.</li> <li>• To approve the workforce plan for 2018/19, subject to changes in section 3.4.</li> </ul>		

		Timescale	Action
<p><b>10.</b></p>	<p><b>Absence Management Strategy</b></p> <p>The Head of Human Resource introduced the report detailing the Maximising Attendance Strategy and Guidance Framework.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• There has been significant focus on SCRA’s Maximising Attendance Strategy over the past three years as a result of the challenging sickness absence statistics that we have seen across the organisation.</li> <li>• To help understand absence better, we reported on both short and long term absences separately, 2% KPI respectively. Whilst this gives a clearer picture of the types of absence, it has not had an impact on reducing our overall absence rates.</li> <li>• The review confirmed that, in the main, SCRA’s approach to Maximising Attendance continued to meet best practice standards and was supportive of staff facing unexpected health concerns.</li> <li>• Once finalised, the Maximising Attendance Strategy, will be implemented within LMTs and Head Office teams with on-going training on the use of the policy provided to managers.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The Board suggested capability and disciplinary procedure should be included as part of the policy. Discussions are on-going at the HR Subgroup.</li> <li>• Health should be an agenda item during meetings and supervisions, driving discussion around:               <ul style="list-style-type: none"> <li>○ Impact on work</li> <li>○ Employee responsibility</li> <li>○ What can SCRA do to help</li> </ul> </li> </ul>		

		Timescale	Action
11.	<p><b>Overview of Policies Annual Report</b>                      The Governance Officer spoke to the report detailing the programme of policy reviews undertaken in 2017.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The Board agreed at its September 2013 meeting that an annual overview report on policies be presented for noting by the Board.</li> <li>• The policies are available to staff via Connect (SCRA’s intranet).</li> <li>• All SCRA policies are routed via the Partnership Forum for consultation.</li> <li>• The Board agreed in 2013 that policies which set direction, require specific high-level scrutiny and governance arrangements or are of a novel/controversial, public interest nature will be routed via the Board – for example:                             <ul style="list-style-type: none"> <li>○ Whistleblowing, Risk Management, Fraud Policies</li> <li>○ Complaints</li> <li>○ Media Handling</li> <li>○ Organisational Change, Voluntary Severance/Redundancy Policy and other major revisions to SCRA terms and conditions</li> <li>○ Overall Health &amp; Safety Policy Statement</li> </ul> </li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The Scheme of Delegation Financial Policy will be implemented in 2018.</li> <li>• All policies are available on SCRA’s Publication Scheme. As part of the Digital Strategy, Board level access will be given to the Publication Scheme.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To continue with the previously agreed approach that policies which set direction require specific high level scrutiny and governance arrangements or are of a novel/controversial public interest nature will be routed via the Board, with others devolved as previously agreed.</li> <li>• Policy development in the last 12 months has been consistent with this approach</li> <li>• The review schedule for policies for 2018 as detailed in the report.</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>Board members to be advised when a new policy has been put in place.</li> </ul>	<b>Immediate</b>	<b>PA</b>
<b>12.</b>	<p><b>Policy &amp; Influencing Report</b>            The Head of Practice &amp; Policy introduced the report which detailed key areas where SCRA had been able to be influential and apply its professional expertise, data and research to particular issues at national level.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>In March 2011, the Practice and Policy Team produced a report for the Board outlining the key areas where SCRA had been able to be influential and apply its professional expertise, data and research to particular issues at a national level. The Board subsequently requested that a similar report be provided on a bi-annual basis. This is the thirteenth such report and covers the period June 2017 to December 2017.</li> <li>Pending Legislation:               <ul style="list-style-type: none"> <li>Minimum Age of Criminal Responsibility</li> <li>Victims Legislation</li> <li>Equal Protection</li> <li>Domestic Abuse</li> <li>Minor legislative Reform</li> <li>Named Persons and Information Sharing</li> </ul> </li> <li>Consultations Responded to June to December 2017               <ul style="list-style-type: none"> <li>Information sharing under the Named Person scheme.</li> <li>Scottish Sentencing Council on Principles and Purpose of sentencing by courts.</li> <li>Draft remedial order to Police (Scotland) Act and PVG provisions regarding disclosure.</li> <li>Supporting Disabled Children.</li> <li>Continuing Care (extending care needs to 21)</li> </ul> </li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>SCRA is looked on as a source of advice, data and research, both locally and nationally.</li> <li>Legitimacy needs to be given to promoting the Children’s Hearing System externally.</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>• While SCRA is not a campaigning organisation, some issues require to be voiced and require Board approval to move forward.</li> </ul> <p><b>Agreed:</b> To participate in the Unfearties Pledge. Unfearties are individuals who are courageous in discussing children’s issues, are making a difference in children’s lives, and who are willing to speak up for, and stand alongside, children.</p>		
<p><b>13.</b></p>	<p><b>SCRA Research Plans 2018/19</b> The Head of Practice &amp; Policy introduced the report which detailed the significant progress and continued relevance of the on-going SCRA research programme.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• Research plans include:               <ul style="list-style-type: none"> <li>○ Children and young people looked after at home – effectiveness of decision making and outcomes</li> <li>○ Children &amp; Families Survey</li> <li>○ Prevalence Study on Child Sexual Exploitation amongst looked after children and young people in Scotland</li> <li>○ Assessing the prevalence of CSE</li> </ul> </li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• We need to ensure all localities engage with the Children and Families survey which will be introduced over the course of the year.</li> <li>• In reference to assessing the prevalence of CSE it was asked;               <ul style="list-style-type: none"> <li>○ What interactions are happening within the system?</li> <li>○ How can we ensure people/agencies respond differently to the information provide.</li> <li>○ There is lots of research available. How do we pick the issue up? What is the action and how do we improve the situation? Findings need to lead to actions. Any research delivered influences practice.</li> </ul> </li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• The Board expressed its support and fully endorsed the research programme for 2018 into 2019.</li> <li>• The Board were pleased to see that time has been taken to update the approach to the Children and Families survey.</li> </ul>		
<b>14.</b>	<b>Risk</b>		
<b>14.1</b>	<p><b>Strategic &amp; Operational Risk Registers</b>                      The Principal Reporter/Chief Executive introduced the report on the updated Strategic and Operational Risk Registers.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• SCRA’s Revised Risk Management Policy was approved by the Board at its meeting in March 2016. The Board has responsibility for the system of internal control and risk management within SCRA. The Board charges the Audit and Risk Committee with overseeing the operation of the system of internal control and with ensuring robust risk management arrangements within SCRA, including reviewing the Strategic and Operational Risk Registers six-monthly.</li> <li>• The Risk Registers are kept under review by the Executive Management Team (EMT) and Operational Group. A service wide Risk Reference Group has also been established to act as an internal focus for the development of SCRA’s approach to risk issues and to provide leadership on the delivery of SCRA’s risk management policy</li> <li>• The risks across both registers focus on the on-going challenges in the delivery of a safe and effective service with the focus on capacity, resources and information governance.</li> </ul> <p><b>Agreed:</b>                      The Board were satisfied with the content of both the strategic and operational risk registers and associated activity and review.</p>		

		<b>Timescale</b>	<b>Action</b>
<b>14.2</b>	<p><b>New Risks</b>                      A potential new risk around the 2018/19 Pay award, and staff expectation and the Government's ability to meet those expectations was identified. This will be scoped for inclusion within the Strategic Risk Register.</p>	<b>May 18</b>	<b>SD/PA</b>
<b>15.</b>	<p><b>Board &amp; Committee Dates 2018/19</b>                      The Governance Officer introduced the proposed dates for the 2018 Board and Audit &amp; Risk Committees.</p> <p><b>Agreed:</b>                      The proposed dates were approved by the Board.</p>		
	<p><b>Date of Next Meeting</b>                      Friday 19 January 2018</p>		