

Present:

Michelle Miller (Chair)
Catherine Robertson
Sam Anderson
Anela Anwar
Bernadette Docherty
Martin Toye
Suzanne Vestri

In Attendance:

Neil Hunter (Principal Reporter/Chief Executive),
Ed Morrison (Head of Finance & Resources),
Malcolm Schaffer (Head of Practice and Policy),
Pamela Armstrong (Governance Officer, Minutes)
Donald Lamb (Data Manager), Item 6
Karen Wallace (Equalities Lead), Item 12

		Timescale	Action
1.1	AOB There was no other business.		
1.2	Apologies Jim Edgar (Board Member) Donald Henderson (Scottish Government) Lisa Bennett (Head of Strategy & OD), Susan Deery (Head of Human Resources), Alistair Hogg (Senior Operational Manager) Tom Philliben (Senior Operational Manager) Maryanne McIntyre (Press & Communications Manager)		
2.	Declarations of Interest There were no declarations of interest.		
3.	Updates Catherine Robertson <ul style="list-style-type: none"> • Attended April Board Development Day • Attended April Nominations Committee • Attended May Audit & Risk Committee 		

		Timescale	Action
	<p>Samantha Anderson</p> <ul style="list-style-type: none"> • Attended an initial meeting with the Board Chair • Attended the Participation Group meeting. <p>Bernadette Docherty</p> <ul style="list-style-type: none"> • Attended May Audit & Risk Committee <p>Martin Toye</p> <ul style="list-style-type: none"> • Attended April Board Development Day • Attended April Nominations Committee • Attended May Audit & Risk Committee • Attended an initial meeting with the Board Chair <p>Susanne Vestri</p> <ul style="list-style-type: none"> • Attended April Board Development Day <p>Anela Anwar</p> <ul style="list-style-type: none"> • Attended the May Equalities Development Day • Attended a CHIP Work stream meeting, driving multi-agency activity to address ethnic minority communities' awareness and understanding of child protection and the Children's Hearing System in Scotland. <p>Michelle Miller</p> <ul style="list-style-type: none"> • Held initial meetings with all Board members • Attended April Board Development Day • Attended April Nominations Committee • Attended May Audit & Risk Committee • Attended the May Equalities Development Day • Attended meeting with Michael Chalmers, Director of Children and Families. • Attended Social Work awards ceremony • Attended Social Work Scotland Conference with the PR/CE 		

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4.	Minutes/Committees		
4.1	<p>Minute of meeting held on 22 March 2018 Agreed as accurate</p> <p>Board Action log and Workplan The action log and workplan were reviewed.</p> <p>Matters Arising All matters arising are covered within the agenda.</p>		
4.2	<p>Minute of Nominations Committee held on 19 April 2018 Agreed as an accurate record.</p>		
4.3	<p>Minute of Remuneration & Succession Planning Committee held on 22 March 2018 Agreed as an accurate record however has been superseded by recent pay events.</p>		
4.4.1	<p>Draft minute of the Audit & Risk Committee held on Thursday 17 May 2018 Bernadette Docherty, member of the Audit and Risk Committee and Board Member updated the Board in the following areas:</p> <ul style="list-style-type: none"> • Information Governance including GDPR • Quality Assurance & Performance • External Audit <ul style="list-style-type: none"> ○ Annual Accounts 2017/18 • Internal Audit <ul style="list-style-type: none"> ○ Partnership Working ○ GDPR ○ Quality ○ Estates & Property ○ Annual Report 2017/18 • Risk Management • The Committee undertook its annual self-assessment and feedback will be reviewed at a future Board Development Day. 		
4.4.2	<p>Audit & Risk Committee Annual Report Bernadette Docherty, member of the Audit and Risk Committee and Board Member introduced the report, the purpose of which was to summarise the work undertaken by SCRA' s Audit & Risk Committee in 2017/18 and to support preparation of the Governance Statement.</p>		

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	<p>Noted:</p> <ul style="list-style-type: none"> The purpose of this report is to inform the Board of the work undertaken by SCRA's Audit & Risk Committee in 2017/18 and to support preparation of the Governance Statement. <p>Agreed:</p> <ul style="list-style-type: none"> The Board approved the Audit and Risk Committee Annual Report for 2016/17 The Board approved the Audit and Risk Committee Terms of Reference. 		
	Reports		
5.	<p>Chief Executive's Report The Principal Reporter/Chief Executive spoke to the update report which detailed a wide range of activity across the organisation.</p> <p>Noted: Updates were given in the following areas;</p> <ul style="list-style-type: none"> Staff Partnership Children's Hearings Improvement Partnership Youth Justice Improvement Board Secure Care Board Independent Care Review Update from Press and Communications Team Office of the Chief Information Officer (OCIO) – Digital Strategy Health Check Head of HR Update <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> Board Members were impressed with the Pre-Hearing visit film which was launched on 06 June. Board Members valued the case examples in Appendix A of the report and agreed constitutes a good tool to convey information. Board Members expressed a high degree of reassurance from the independent expert scrutiny of the OCIO health check The Board welcomed a positive and encouraging report. 		

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6.	<p>Organisational Performance Report (1 October – 31 December 2017)</p> <p>The Data Manager introduced the report and the PR/CE provided the management response on behalf of the Senior Operational Manager.</p> <p>Noted:</p> <ul style="list-style-type: none"> Operational information within the Fourth Quarter/Year-end Organisational Performance Report 2017/18 is covered by Official Statistics legislation and as such is embargoed until the Official Statistics release date of the 26 July 2018. Because of this and to reflect the fact that the annual data is still undergoing quality assurance, the note of the discussion around this item has been removed from the Board Minute. <p>Agreed:</p> <ul style="list-style-type: none"> To approve the Fourth Quarter /Year-end Organisational Performance Report 2016/17: (1 April 2017 to 31 March 2018) and associated management response. 		
7.	<p>2017/18 Draft Budget Outturn</p> <p>The Head of Finance and Resources introduced the report which provides a summary of SCRA's financial position for the year to March 2018 which is subject to audit.</p> <p>Noted:</p> <ul style="list-style-type: none"> The total available revenue resources for 2017/18 were £22,585k, comprising £22,209k Grant in Aid (GiA) allocated by Scottish Government and £376k other income (Shared services, rents etc.). The SCRA GiA sum includes £374k revenue funding for the Digital Programme (CHS £126k). Finally, as part of the budget construction, a total of £155k was carried forward from 2016/17. Depreciation is reported within expenditure expense head and it should be noted that depreciation expense is a non-cash charge. A depreciation budget of £2m was included in the 2017/18 budget allocation by the Scottish Government to cover depreciation, amortisation and impairment charges. The total available capital resource for 		

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	<p>2017/18 was £1,796k. This comprised Core Grant in Aid of £500k and SCRA funding for the Digital Delivery Plan of £1,073k (CHS £227k).</p> <ul style="list-style-type: none"> • The draft forecast revenue underspend of £173k, including Our Hearings Our Voice, will be utilised in 2018/19 to support this programme and emerging pressures. • The Property capital budget is currently underspent by £156k mainly due to slippage on the Perth project and efinancials upgrade. Digital Delivery draft capital spend is on budget. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the draft revenue underspend/carry forward of £173k to be used to support the Our Hearings Our Voice programme and service change initiatives in 2018/19. • To approve carry forward to 2018/19 of the draft net capital underspend of £156k. • To approve the draft Digital revenue carry forward of £65k to support the 2018/19 Digital Delivery Plan. 		
8.	<p>Annual Efficiency Report</p> <p>The Head of Finance and Resources introduced the Annual Efficiency Report 2018-19 report, asking the Board to approve SCRA's 2017-18 Efficiency Savings of £118k and 2018-19 Efficiency Plan target of £175k.</p> <p>Noted:</p> <ul style="list-style-type: none"> • Efficiency savings are increasingly hard to achieve. In the short to medium term measures to remain within annual budget settlements largely reflect service reductions rather than genuine cashable efficiencies. The updated Financial Plan includes a 1.5% per annum savings target over the period 2019/20 to 2023/24 delivering around £275-£325k of cost savings each year. This target will be challenging to achieve year after year and the main impact is typically on the provision of adequate staffing cover. • Projects managed through the Change Programme and Digital Delivery Board will 		

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	<p>continue to be monitored to ensure efficiency savings are targeted in Business Cases and then captured and reported following implementation.</p> <p>Agreed:</p> <ul style="list-style-type: none"> • To approve SCRA's 2017-18 Efficiency Savings of £118k and 2018-19 Efficiency Plan target of £175k. • That this target is less than SG's target of 3% which SCRA believes is not achievable in 2018/19 		
<p>9.</p>	<p>Financial Strategy The Head of Finance & Resources introduced the Draft Financial Strategy report.</p> <p>Noted:</p> <ul style="list-style-type: none"> • In September 2016 the Board approved an updated Financial Strategy 2017-2020. In September 2017 the Board approved a report on the 2017 Spending Review and updated Financial Plan for 2018/19 to 2021/22. In March 2018 the Board approved the 2018/19 Budget and updated Financial Plan for 2019/20 to 2022/23. The purpose of this report is to present an updated Financial Strategy for the period 2019/20 to 2023/24. The Strategy is essentially a 5 year Financial Plan based on funding requirements and includes a number of funding scenarios with potential options to address funding gaps. • Financial sustainability over the term of the Financial Strategy will require continued in year support from Scottish Government for new and unforeseen budget pressures, at least 3% increases in annual revenue funding, delivery of efficiencies from major programmes, clear outcomes from the work on service change and resilience, continuing capital investment in infrastructure and on-going vigilance from budget holders, supported by Head Office business partners. • Early discussions will take place with Sponsor Team in the autumn to ensure a good, shared understanding of SCRA's corporate and financial objectives for 2019/20 and the period 		

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	<p>to 2022/23. It is hoped this will avoid the considerable uncertainty over available funding for 2018/19 that was not resolved until the very late stages of the annual budget setting process.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • What is the process for negotiating with Scottish Government about filling the gaps? How do we get into that debate? • There may be further investment into Children and Family services through the Independent Care Review. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the updated Financial Strategy 2019/20 – 2023/24. 		
9a.	<p>Sustainability Report The PR/CE introduced the report on Sustainable Service Delivery in SCRA.</p> <p>Noted:</p> <ul style="list-style-type: none"> • Sustainability has been an issue continually picked up by SCRA’s External Auditors over the last 5 years as a key risk to the organisation’s ability to function optimally. • SCRA faces a number of significant challenges in order to establish and maintain organisational stability. In summary these are: <ul style="list-style-type: none"> ○ SCRA’s resource base is struggling to maintain as effective a service to children and young people as we would wish. The organisation has been filling gaps in recurring resources through regular in year support from the Scottish Government. ○ The prospect of additional resource to meet our assessed needs does not seem certain or secure. Any future investment will be linked to our ability to deliver a step change in quality in the Hearing System (see section 3.1) ○ A severely limited range of resource reduction options SCRA currently has, given previous significant cost and staffing reductions in senior management, head office functions and 		

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	<p>re-organisation of operational management</p> <ul style="list-style-type: none"> ○ A well-documented strategic risk in relation to delivery of our new statutory duties such as corporate parents, minimum age of criminal responsibility, privacy and data protection etc. and our capacity to deliver sustained improvement programmes (Better Hearings) and local partnership work to give full effect to this. These are potentially missed opportunities to genuinely transform the hearing system in Scotland. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The Board was encouraged by the report which was both creative and positive in a difficult set of circumstances. • SCRA has committed to 2 Modern Apprenticeships and will be widening offerings to other traineeships this financial year. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the proposed next steps at section 5.1 of the report. • The Principal Reporter/Chief Executive to report back on progress in March 2019 	March 19	NH
10.	<p>Property Strategy</p> <p>The Head of Finance and Resources introduced the Property Strategy report, asking the Board to note the revised property strategy, the findings of the recent internal audit review and the actions being taken to maintain, repair and improve the estate.</p> <p>Noted:</p> <ul style="list-style-type: none"> • SCRA's refreshed Property Strategy was developed in full consultation with CHS and approved by the Board in June 2017. • Since the Property Strategy was developed in 2010 there have been a number of projects implemented that have contributed towards the on-going transformation of the estate. The strategy was refreshed in 2017 and included an annual action plan setting out the various activities to be progressed during the following financial year to contribute towards the objectives of the Corporate Plan. 		

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	<ul style="list-style-type: none"> An internal audit review of our strategy and the maintenance arrangements for the estate was recently completed and the recommendations have been incorporated into the action plan work streams for 2018/19, These actions are aligned to our strategy themes and the Corporate Plan objectives. A key part of the implementation is the collaborative approach with CHS in relation to the on-going transformation of our hearing centres. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> The hard work done behind the scenes by the Property team was acknowledged by the Board. The team was thanked for all the work done. 		
11.	<p>Annual Procurement Report The Head of Finance & Resources introduced the Annual Procurement Report for the period 31 December 2016 to 31 March 2018.</p> <p>Noted:</p> <ul style="list-style-type: none"> SCRA's Procurement Strategy 2017-20 was approved by the Board in December 2016. The Strategy details the principal aims of SCRA Procurement as follows: <ul style="list-style-type: none"> Deliver a professional and flexible procurement service to both internal managers and external suppliers, ensuring that SCRA receives best value for money in the procurement of all goods, services and works in order to deliver an effective and efficient service to children and families. Ensure full compliance with EU & UK Public Sector regulations giving due regard to SCRA's needs and requirements to ensure operational effectiveness is maximised. Ensure SCRA's procurement practices contribute to the Scottish Government's objective for sustainable economic growth and contribute to the achievement of relevant National Outcomes. 		

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	<ul style="list-style-type: none"> Key procurement activities are incorporated in the annual Finance & Physical Resources Plan which forms part of SCRA's annual Business Plan. <p>Agreed:</p> <ul style="list-style-type: none"> To approve publication to the website and submission to Scottish Government. 		
12.	<p>Equalities Network Annual Report</p> <p>The SCRA Equalities Lead introduced the Equalities Network Annual report which updates the Board on the work that the SCRA's Equalities Network has carried out since June 2017 and sets out the network priorities for 2018/19. It also asks that the Board consider the content of the Annual Report on the work of the Equalities Network</p> <p>Noted:</p> <ul style="list-style-type: none"> Much progress continues to be made by SCRA since the Equality Act 2010 came into effect on the 5th April 2011. SCRA's Equalities Network has set another ambitious and detailed programme of work for the forthcoming year with a focus on achieving real and tangible improvements to the way in which we deliver our service that promotes good practice, has a positive impact on our staff and is responds to the individualised needs of the children, young people and families we work with. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> The Board was provided with a brief overview of the work currently being undertaken by each of the 5 work streams. There is a focus on staff mental health and how best to support staff returning to work after long term and chronic illnesses. Awareness raising materials are being produced in support of this. How best to support the staff group is being considered with a particular focus around the issue of menopause. The revised strategy reflects the work being done now and highlights overlaps with Corporate Parenting, Better Hearings etc. Equality touches everything that we do. 		

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	<ul style="list-style-type: none"> • Care experience will be recognised as a protective characteristic and it is expected other protected characteristics will be added in legislation. • Equalities will be part of all locality plans from next year. • A new EIA toolkit and national guidance will be ready for managers event in September 18. • The impact of work done will be measured using feedback from the annual staff survey and health and wellbeing survey. • The Equalities Lead was thanked for a very detailed and comprehensive report which reflects the enthusiasm and hard work done on equalities this year. <p>Agreed:</p> <ul style="list-style-type: none"> • To agree the content of the Annual Report on the work of the Equalities Network. • To agree the proposed Equalities Network priorities for 2018/19 		
13.	<p>Annual Complaints Report The Head of Practice & Policy introduced the paper, recommending the Board approve the report and actions taken.</p> <p>Noted:</p> <ul style="list-style-type: none"> • SCRA's Complaints Procedure appeared in its current form in 2011 and has been extensively modelled on the model provided by the Ombudsman. In particular it was to allow: <ul style="list-style-type: none"> ○ More pro-active recording of issues as complaints. ○ Greater resolution at front line. ○ Greater visibility of issues of learning. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • There is an opportunity for SCRA to lead on work with partnerships about complaints made to but not to do with SCRA. This is already handled with CHS via the quarterly joint IG meeting but there is a coordination required with other partner agencies. • Are we confident children and young people know they can complain and be listened to? 		

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	<ul style="list-style-type: none"> The Head of Practice and Policy will be meeting with the OHOV Development worker where the issue of feedback versus complaint will be discussed. It was disappointing to see a complaint from a panel member about the new style hearing rooms. It was further discussed whether this is in fact a complaint or can be viewed as feedback. <p>Agreed: To approve the report and the actions taken</p>		MS
14.	<p>Influencing Report 01 December 2017 – 01 June 2018</p> <p>The Head of Practice & Policy introduced the Influencing Report outlining the key areas where SCRA has been able to be influential and apply its professional expertise, data and research to particular issues at a national level.</p> <p>Noted: Updates were provided in the following areas:</p> <ul style="list-style-type: none"> Pending Legislation Research Current collaborative work Horizon Scanning Consultations responded to November 2017 to 01 June 2018 Other influencing work. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> The Board agreed the report was helpful. The degree to which the Board is involved in approving consultation responses was discussed. Does this need to come back to the Board? Currently consultation responses have been delegated from the Principal Reporter to the Head of Practice & Policy. <p>Agreed:</p> <ul style="list-style-type: none"> Appropriate consultation responses will be summarised to the Board on a quarterly basis. Significant or potentially controversial consultations which have a key policy dimension will be brought to the Board in advance for discussion and to agree a 	On-going	NH/MS

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	position. This has happened previously on issues such as minimum age, physical chastisement and disclosure.		
15.	Risk		
15.1	<p>Strategic & Operational Risk Registers The PR/CE introduced the Strategic & Operational Risk Registers report for review by the Board.</p> <p>Noted:</p> <ul style="list-style-type: none"> • 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 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. • 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. <p>Agreed: To approve the Strategic and Operational Risk Registers.</p>		
15.2	<p>New Risks No new risks identified.</p>		
	<p>Date of Next Meeting To be confirmed.</p>		