

**Present:**

Carole Wilkinson (Chair)  
Catherine Robertson  
Sam Anderson  
Jim Edgar  
Anela Anwar  
Bernadette Docherty

**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),  
Alistair Hogg (Senior Operational Manager)  
Pamela Armstrong (Governance Officer, Minutes)  
Maryanne McIntyre (Press & Communications Manager)  
Donald Lamb (Data Manager), Item 6

		Timescale	Action
1.1	<b>AOB</b>		
1.2	<b>Apologies</b> Martin Toye (Board Member) Suzanne Vestri (Board Member) Tom Philliben (Senior Operational Manager) Thekla Garland (Scottish Government)		
2.	<b>Declarations of Interest</b> There were no declarations of interest.		
3.	<b>Updates</b> Catherine Robertson <ul style="list-style-type: none"> <li>• Attended Audit &amp; Risk Committee</li> <li>• Chaired Remuneration Committee</li> </ul> <b>Samantha Anderson</b> <ul style="list-style-type: none"> <li>• Attended Remuneration Committee</li> <li>• Visited Edinburgh Locality</li> </ul>		

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	<p><b>James Edgar</b></p> <ul style="list-style-type: none"> <li>• Chaired Audit &amp; Risk Committee</li> <li>• Attended Board Induction</li> </ul> <p><b>Bernadette Docherty</b></p> <ul style="list-style-type: none"> <li>• Attended Audit &amp; Risk Committee</li> </ul> <p><b>Carole Wilkinson</b></p> <ul style="list-style-type: none"> <li>• Attended meeting with Michael Chalmers, Director of Children and Families.</li> <li>• Attended meeting with The Minister for Childcare and Early Years (Maree Todd).</li> <li>• Attended World Social Work Day</li> <li>• Attended Social Work awards ceremony</li> <li>• Chaired Equalities Network</li> </ul>		
<b>4.</b>	<b>Minutes/Committees</b>		
<b>4.1</b>	<p><b>Minute of meeting held on 19 January 2018</b> Agreed as accurate</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>		
<b>4.2</b>	<p><b>Remuneration &amp; Succession Planning Committee – Minute of the meeting held on 19 January 2018</b> Agreed as an accurate record.</p>		
<b>4.3</b>	<p><b>Verbal update from Remuneration &amp; Succession Planning Committee held on Thursday 22 March 2018</b> The Chair of the Remuneration &amp; Succession Planning Committee provided the following update:</p> <ul style="list-style-type: none"> <li>• The Committee approve the final pay remit for submission to Sponsor and Pay Policy Teams.</li> </ul>		
<b>4.4</b>	<p><b>Minute of Nominations Committee held on Thursday 26 October 2017</b> Agreed as an accurate record.</p>		

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<b>4.5</b>	<p><b>Verbal Update from the Audit &amp; Risk Committee held on Thursday 16 March 2018</b></p> <p>The Chair of the Audit &amp; Risk Committee updated the Board in the following areas:</p> <ul style="list-style-type: none"> <li>• GDPR</li> <li>• Case Sampling</li> <li>• External Audit</li> <li>• Internal Audit</li> <li>• Update from Digital Deliver Oversight Committee</li> <li>• Pensions Update</li> </ul>		
	<b>Reports</b>		
<b>5.</b>	<p><b>Chief Executives 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 in the following areas;</p> <ul style="list-style-type: none"> <li>• Staff Partnership</li> <li>• Strategic Partnerships</li> <li>• Our Hearings, Our Voice</li> <li>• Year of Young People</li> <li>• Stand up for Siblings</li> <li>• Pre-Hearing visit film</li> <li>• Purple Friday</li> <li>• Participation/Property project</li> <li>• Information Research</li> <li>• Planning and Performance</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The Board thanked the PR/CE for a useful and comprehensive report.</li> <li>• Board Members are invited to the SCRA staff event on 12 September 2018. Further details to follow.</li> </ul>		
<b>6.</b>	<p><b>Organisational Performance Report (1 October – 31 December 2017)</b></p> <p>The Data Manager spoke to the Organisational Performance Report covering the period from 01 October - 31 December 2017. The Senior Operational Manager provided further detail around some of the report statistics.</p>		

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	<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>• 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. The performance of each of these within the quarter is shown in. These strategies are overseen by internal networks such as the Participation Group, Operational Group and HR Sub Group. Overall, 79% of actions are currently rated as green and on target. Demonstrable progress has been seen on the Corporate Parenting Plan in the operational focus on Better Hearings. All localities are developing multi-agency action plans to embed the standards.</li> <li>• The first phase of our work with Leidos, the supplier for the core Hearing's System solution, has now been completed. The 'discovery' phase was based around a series of workshops looking at the Hearings System's core applications and at the needs, processes, aspirations and vision associated with these. The workshops, which took place in Edinburgh, Glasgow, Hamilton and Stirling, involved SCRA and CHS staff, as well as AST and Panel Members. The Digital Strategy programme status is currently rated as amber with the digital plans closely monitored through a joint governance route with Children's Hearings Scotland.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• There is a core concern around the level of understanding from all referring agencies about what a referral means.</li> </ul>		

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	<ul style="list-style-type: none"> <li>• While a fall in referral rates indicates a robust screening process in some areas there are also concerns about referrals not received in time or not received at all.</li> <li>• We need to ensure we are getting the right referrals. The right child being referred at the right time is the aim.</li> <li>• The Board thanked the Data Team for a comprehensive report.</li> </ul> <p><b>Agree:</b></p> <ul style="list-style-type: none"> <li>• To approve the Organisational Performance Report covering the period from 01 October - 31 December 2017.</li> </ul>		
<b>7.</b>	<p><b>Budget Monitoring Report 2017/18</b> The Head of Finance and Resources introduced the report recommending the Board;</p> <ul style="list-style-type: none"> <li>• Note the revenue and capital positions for the year to January 2018.</li> <li>• Approve the year end revenue strategy.</li> <li>• note the Digital Delivery Plan forecasts and to approve allocation of the Property capital underspend to completion of committed projects in 2018/19</li> </ul> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• This report provides a summary of SCRA's financial position for year to February 2018 and forecast (based on January results) for the full year 2017/18.</li> <li>• The total available capital resource for 2017/18 is £2m. This comprises Core Grant in Aid of £500k and funding for the Digital Delivery Plan of £1,500k.</li> <li>• Revenue expenditure in the year to February 2018 is £577k under budget, largely due to timing differences. Depreciation is currently expected to be £500k under budget but, as a non-cash item, cannot be used for other priorities. Actual depreciation is not posted until the year end.</li> <li>• The likely forecast revenue underspend of £90k, excluding Our Hearings Our Voice, could be utilised in 2018/19 to support change initiatives. However no plans can be made until the final outturn is known and this will be</li> </ul>		

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	<p>reported to the Board in June 2018.</p> <ul style="list-style-type: none"> <li>The Property capital budget is forecast to be underspent by £100k mainly due to project slippage on committed projects into 2018/19. Digital Delivery capital budget is currently forecast to be underspent by £245k although the forecast spend of £1,824k is over £300k in excess of the expectations set midway through 2017/18.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>The Board recognise the hard work done by locality staff to manage budgets in spite of many challenges.</li> <li>The Board thanked the Head of Finance &amp; Resources for a comprehensive report.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>To approve the year end strategy</li> <li>to approve allocation of the Property capital underspend to completion of committed projects in 2018/19</li> </ul>		
<b>8.</b>	<p><b>Draft Budget Plans 2018/19</b></p> <p>The Head of Finance and Resources introduced the report which recommends the Board;</p> <ul style="list-style-type: none"> <li>Approve the draft 2018/19 revenue and capital budgets.</li> <li>Approve the staffing establishment of 392.14 FTE's.</li> <li>Delegate approval of the minor works capital budget to the Executive Management Team.</li> <li>Note and comment on the forward budget figures provided to Scottish Government.</li> </ul> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>SCRA's current year forecast outturn was reported to the Board in December 2017 and the draft 2018/19 revenue budget proposals assume carry forward underspend on the Our Hearings Our Voice (OHOV) programme from 2017/18.</li> <li>The latest 2018/19 revenue budget plans address many but not all of the challenges of maintaining service levels in times of increasing demand and resource constraints.</li> <li>The revised draft revenue cash settlement for</li> </ul>		

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	<p>2018/19 of £22.8m (excluding Digital funding) provides SCRA with significantly enhanced resources compared to 2017/18. In addition Sponsor Team have recognised the need for early discussions on structural/process issues which SCRA is facing year on year. One objective for these discussions would be to start the 2019/20 budget exercise in a better position than that which SCRA faced in December 2017.</p> <ul style="list-style-type: none"> <li>• The continuing one year nature of funding settlements creates risks in setting the revenue budget for 2018/19. EMT are committed to bringing forward proposals that build sustainability into forward plans and budgets and mitigate the need for an annual scramble to cut budgets to offset unavoidable cost pressures.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The Board acknowledged the good work done by the PR/CE, Head of Finance and Recourses and the rest of the Executive Management Team, with Scottish Government. The Good work done by the Sponsor Team was also acknowledged.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To approve the draft 2018/19 revenue and capital budgets.</li> <li>• To approve the staffing establishment of 392.14 FTE's.</li> <li>• To delegate approval of the minor works capital budget to the Executive Management Team.</li> </ul>		
<b>9.</b>	<p><b>Draft Business Plan 2018-19</b></p> <p>The Head of Strategy/OD introduced the paper recommending that the Board acknowledge the process undertaken through Challenge and Review to prioritise the Business Plan and approve the Business Plan 2018/19.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• This report seeks to provide the Board with an update on the work that has been undertaken to further develop the Business Plan in line with the agreed approach laid out</li> </ul>		

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	<p>in an interim paper (01/03/18)</p> <ul style="list-style-type: none"> <li>• Following the Challenge and Review sessions and the process described and agreed in the interim paper of 01/03/18, the senior management team have worked to further develop the business plan 2018/19.</li> <li>• In line with the agreed approach, the focus is on organisational stability, delivery of the digital commitments and demonstrable contributions to Better Hearings.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The Business Plan closely aligns with the budget setting paper which is welcomed by the Board.</li> <li>• All targets are discussed at locality level, with the opportunity for challenge from SOM's, and agreed by the Board.</li> <li>• The Property team are encouraged to look at property standards.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To approve the Business Plan 2018/19.</li> </ul>		
<b>10.</b>	<p><b>Corporate Parenting Update</b> The Head of Strategy/OD introduced the paper recommending that the Board;</p> <ul style="list-style-type: none"> <li>• review and agree the actions laid out in the plan to deliver upon SCRA's Corporate Parenting Commitments and provide any comment</li> <li>• review and approve the publication plans for the report</li> </ul> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• This report seeks to provide the Board with an update on the work that has been undertaken to further develop the Corporate Parenting Plan and lays out the plans for publication.</li> <li>• The report will be sent round the Corporate Parents Collaboration group for information, comment and to ensure that there are no issues that should be picked up prior to release</li> <li>• The plan will be published early April (final date tbc) via social media – twitter, instagram and on the Corporate Parenting website.</li> </ul>		

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	<p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• A review of the Equalities Impact Assessment (EIA) process is underway. We need to consider how to do impact assessments differently while considering all impacts on all people.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To agree the actions laid out in the plan to deliver upon SCRA's Corporate Parenting Commitments</li> <li>• To approve the publication plans for the report</li> </ul>		
<b>11.</b>	<p><b>Environmental Annual Report</b></p> <p>The Head of Finance and Resources introduced the report providing the Board with an update on how SCRA is contributing towards our public sector duties under environmental legislation.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• Scottish Government has put in place legislative provisions to ensure progress towards the ambitious climate change reduction targets that have been set. The provisions contained in Part 4 of the Climate Change Act place specific environmental duties on public sector organisations.</li> <li>• To ensure that public sector organisations are fulfilling their climate change duties, and contributing towards national targets, mandatory climate change reporting was introduced in 2016. SCRA are designated as a "major player" and are required to complete and submit an annual online climate change report.</li> <li>• The main areas that SCRA continues to target for action are as follows: <ul style="list-style-type: none"> <li>○ Estate Rationalisation</li> <li>○ Utility Metering / Consumption</li> <li>○ Waste Minimisation</li> <li>○ Business Travel</li> <li>○ Sustainable Procurement</li> <li>○ Biodiversity</li> <li>○ Staff Awareness, Engagement and Behavioural Change</li> <li>○ Improving Data Capture &amp; Analysis</li> </ul> </li> <li>• Going forward, continued investment and dedicated resources will be required to ensure</li> </ul>		

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	<p>that SCRA is able to fulfil its climate change mitigation, adaptation and sustainability duties in the course of delivering our services.</p> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The Property team continue to look for sustainability opportunities.</li> <li>• Further update reports will be brought back to the Board in relation to our mitigation, adaptation and sustainability climate change duties.</li> </ul>		
<b>12.</b>	<p><b>Health &amp; Safety Annual Report</b> The Head of Human Resources introduced the report asking the Board to consider the terms of the report and current/future activities and to approve the annual report.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The purpose of this report is to provide an annual update to the Board on Health and Safety developments across SCRA for the year 2017/18 including, <ul style="list-style-type: none"> <li>○ Accident &amp; Incident Reporting</li> <li>○ Policy Development</li> <li>○ Training</li> <li>○ Health &amp; Wellbeing</li> </ul> </li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To approve the Health &amp; Safety annual report.</li> </ul>		
<b>13.</b>	<p><b>New Risks</b> No new risks identified.</p>		
	<p><b>Date of Next Meeting</b> 27 September 2018 at Ochil House, Stirling</p>		