



**Present:**

Carole Wilkinson (Chair), Bernadette Docherty, Catherine Robertson, Martin Toye, Douglas Yates, Sam Anderson, Anela Anwar, Suzie Vestri (Conference Call)

**In Attendance:**

Neil Hunter (Principal Reporter/Chief Executive), Ed Morrison (Head of Finance & Resources), Lisa Bennett (Head of Strategy & OD), Susan Deery (Head of Human Resources), Alistair Hogg (Senior Operational Manager), Maryanne McIntyre (Press & Communications Manager), Pamela Armstrong (Governance Officer, Minutes), Donald Lamb (Acting Data Manager, Item 6), Lawrie McDonald (Head of IT, Items 10a & 10b), Karen Wallace (Accreditation Manager, Item 11), Nick Hobbs (Policy & Public Affairs Manager, Items 11 & 12), Anne-Marie Mcginley (Locality Reporter Manager).

		<b>Timescale</b>	<b>Action</b>
<b>1.1</b>	<b>AOB</b> There was no other business.		
<b>1.2</b>	<b>Apologies</b> Malcolm Schaffer (Head of Practice and Policy) Thekla Garland (Scottish Government) Tom Philliben (Senior Operational Manager)		
<b>2.</b>	<b>Declarations of Interest</b> There were no declarations of interest.		
<b>3.</b>	<b>Updates</b>  <b>Anela Anwar</b> <ul style="list-style-type: none"> <li>• Attended April Board development day</li> <li>• Attended May Nominations Committee.</li> </ul> <b>Bernadette Docherty</b> <ul style="list-style-type: none"> <li>• Attended April Board development day.</li> <li>• Chaired May Audit &amp; Risk Committee.</li> <li>• Attended SCRA Staff event.</li> <li>• Attended meeting with Internal Audit providers.</li> </ul> <b>Suzie Vestri</b> <ul style="list-style-type: none"> <li>• Attended April Board development day.</li> <li>• Attended May Audit &amp; Risk Committee.</li> </ul> <b>Catherine Robertson</b> <ul style="list-style-type: none"> <li>• Attended April Board development day.</li> <li>• Attended May Audit &amp; Risk Committee.</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>• Attended May Nominations Committee.</li> <li>• Chaired June Remuneration &amp; Succession Planning Committee</li> </ul> <p><b>Martin Toye</b></p> <ul style="list-style-type: none"> <li>• Attended April Board development day.</li> <li>• Attended May Audit &amp; Risk Committee.</li> <li>• Attended SCRA Staff event.</li> <li>• Attended May Nominations Committee.</li> <li>• Attended Annual Review with Board Chair.</li> </ul> <p><b>Douglas Yates</b></p> <ul style="list-style-type: none"> <li>• Attended April Board development day.</li> <li>• Attended SCRA Staff event.</li> </ul> <p><b>Sam Anderson</b></p> <ul style="list-style-type: none"> <li>• Attended April Board development day.</li> <li>• Attended Annual Review with Board Chair.</li> <li>• Attended Participation Group meeting.</li> </ul> <p><b>Carole Wilkinson</b></p> <ul style="list-style-type: none"> <li>• Chaired April &amp; June Equalities Network.</li> <li>• Attended April Board development day.</li> <li>• Attended SCRA Staff event.</li> <li>• Chaired May Nominations Committee.</li> <li>• Conducted Board members appraisals.</li> <li>• Met with mentee from Mentoring Project.</li> <li>• Attending a number of meetings around the current Board member appointment.</li> </ul>		
<b>4.</b>	<b>Minutes/Committees</b>		
<b>4.1</b>	<p><b>Minute of Board Meeting held on 23 March 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>		
<b>4.2</b>	<p><b>Remuneration Committee Update</b> Catherine Robertson, Chair of Remuneration Committee and Board Member gave a verbal update from the Remuneration Committee Meeting. Key issues considered were:-</p> <ul style="list-style-type: none"> <li>• Pay policy and pay offer</li> <li>• Principal Reporter/Chief Executive performance</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	appraisal and objectives for 17/18 <ul style="list-style-type: none"> <li>• Succession Planning developments</li> </ul>		
<b>4.3</b>	<b>Nominations Committee - Draft Minute of Meeting held on 31 May 2017</b> Page 2, Section 6, bullet point 1 to be updated to read “Frankie McLean has joined SCRA’s Board as a shadow Board member.”  The rest of the minute was agreed as an accurate record.	<b>Immediate</b>	<b>PA</b>
<b>4.4</b>	<b>Minute of Board Development Day 20 April 2017</b> The minute was agreed as an accurate record.  <b>Noted:</b> <ul style="list-style-type: none"> <li>• The Board are now in the second cycle of Development Days. Members receive reassurance and additional sources of evidence beyond that solely of EMT.</li> <li>• Development` days are good for Board visibility but also for staff. It is their opportunity to talk directly to the Board.</li> <li>• Localities, Board and EMT get value from development days and the approach was confirmed into the next cycle.</li> </ul>		
<b>4.5</b>	<b>Audit &amp; Risk Committee</b>		
<b>4.5.1</b>	<b>Draft Minute of Meeting held on 18 May 2017</b> Bernadette Docherty, Audit & Risk Committee Chair spoke in detail to the business conducted during the recent meeting.  <b>Noted:</b> <ul style="list-style-type: none"> <li>• Audit &amp; Risk Committee Annual Report 2016/17 was approved by the committee subject to some minor changes.</li> <li>• Case Information &amp; Non-Disclosure Breaches 2016/17 – The Committee acknowledged the importance given to information security by SCRA and the steady decline in incidence.</li> <li>• GDPR: Implications for SCRA – other organisations may have a lower level of sensitivity to breaches. Organisations like SCRA will be reporting at a high level of sensitivity. This could lead to disparity in perception. The new Information Governance Officer will be a useful additional resource while preparing for GDPR. A</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<p>further report will be given to the Committee at the end of November.</p> <ul style="list-style-type: none"> <li>• The Committee approved the Case sampling of drafting of Statements of Grounds, in accordance with Practice Direction 7 and also the Annual Case Sampling/Quality Assurance progress report.</li> <li>• Annual Accounts 2016/17 – The Committee approved SCRA’s accounting policies for adoption in preparation of the 2016/17 financial statements. The Committee also approved the Accountable Officers draft Governance Statement for inclusion in the 2016/17 Annual Accounts.</li> <li>• Internal Audit – The Committee approved the Information Governance Internal audit report with some provisos. The Follow-up report and Annual Report 2016/17 were also approved. It was agreed that due to an on-going Internal Audit tendering exercise, the Annual Plan 2017/18 would be reviewed at the next meeting.</li> <li>• The Strategic and Operational risk registers were reviewed and approved by the Committee.</li> <li>• No new risks were identified but there is a concern that we are being stretched as an organisation on numerous fronts, operational and strategic.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Cross Locality case sampling as proposed in case sampling report will assist with increased objectivity and consistency and is agreed as a good, helpful model.</li> </ul>		
4.5.2	<p><b>Audit &amp; Risk Committee Annual Report</b> Bernadette Docherty, Chair 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 &amp; Risk Committee in 2016/17 and to support preparation of the Governance Statement.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The Audit &amp; Risk Committee’s Terms of Reference were reviewed by the Audit and Risk Committee at its February 2016 self-assessment session and will be presented annually to the Board for approval as part of this report.</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>• The meetings of the Committee are attended by the SCRA Chair, the Principal Reporter/Chief Executive, the Head of Finance &amp; Resources and the Internal and External Auditors. Other members of the Executive Management Team attend on a regular basis with input from other officers as appropriate. The Governance Officer took minutes for all meetings of the Committee in 2016/17</li> <li>• The Audit &amp; Risk Committee gains assurance from the reports submitted by the two audit leads and from the management response to audit recommendations.</li> <li>• The focus of financial reporting in the year was the presentation of the 2015/16 Annual Accounts and the External Auditor's report on the 2015/16 Audit, reported in August 2016.</li> <li>• Risk management is a key priority for the Board, alongside performance and financial management. The role of the Audit and Risk Committee in relation to risk management is to help the Board address the key financial and other risks facing the SCRA in carrying out its statutory functions and working towards its strategic objectives.</li> <li>• SCRA/CHS joint risks are monitored via the regular Chief Executive SCRA/CHS Liaison meetings with any risks being escalated to Board level as appropriate.</li> <li>• The Executive Management Team has welcomed the rigour of Audit &amp; Risk Committee's scrutiny and advice which has maintained an appropriate balance between scrutiny and support.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• The Board approved the Audit and Risk Committee Annual Report for 2016/17</li> <li>• The Board approved the Audit and Risk Committee Terms of Reference.</li> </ul>		
	<b>Reports</b>		
5.	<p><b>Chief Executive's Report</b> 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> Updates were given on the following areas:</p> <ul style="list-style-type: none"> <li>• Staff Partnership</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>• Strategic Partnerships</li> <li>• Staff event evaluation</li> <li>• Education and Skills Committee Report</li> <li>• Requests for information</li> <li>• Research update</li> <li>• Press and Communications</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Diane Harvey has been re-elected as UNISON Branch Secretary and will be meeting with the Principal Reporter and Head of HR to discuss Staff Partnership priorities.</li> <li>• The recent staff event was evaluated as successful. Staff liked the strong equalities theme and this will be factored into future events.</li> <li>• Protection of Vulnerable Groups Scheme – SCRA have been asked to provide information about parents who have had children referred and who themselves may have been subject of a previous referral. This may relate to schedule one offences.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• The Board agreed the report was positive and encouraging.</li> </ul>		
<b>6.</b>	<p><b>Fourth Quarter/Year-end Organisational Performance Report 2016/17:</b>  <b>1 April 2016 to 31 March 2017</b></p> <p>The Acting Data Manager introduced the report which detailed organisational performance for the period 1 April 2016 – 31 March 2017, incorporating quarter 4 of that year. The Senior Operational Manager gave additional information from an operational perspective.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• Operational information within the Fourth Quarter/Year-end Organisational Performance Report 2016/17 is covered by Official Statistics legislation and as such is embargoed until the Official Statistics release date of the 27 July 2017. 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.</li> </ul>		

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	<p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Issues arising around operational performance and volumes have also been removed from the Board minute as per the requirements of Official Statistics as set out above.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• Further monitoring of the percentage of days lost to absence and impact of existing strategies</li> <li>• To approve the Fourth Quarter /Year-end Organisational Performance Report 2016/17: (1 April 2016 to 31 March 2017) and associated management response.</li> </ul>		
<b>7.</b>	<p><b>2016/17 Draft Budget Outturn</b></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 2016.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The total available revenue resources for 2016/17 are £21,945k, comprising £21,563k of core Grant in Aid (GiA) and £382k other income (Local Authority funded posts, shared services, rents etc.). The GiA includes £263k of in year resources. As part of the budget construction, £50k was allocated as the revenue overspend for 2015/16. In order to balance the 2016/17 budget a few centralised savings targets were created, the largest being in property. These proved challenging to achieve.</li> <li>• Depreciation is reported within expenditure expense head and it should be noted that depreciation expense is a non-cash charge. A depreciation budget of £2.5m has been included in the 2016/17 budget allocation by the Scottish Government to cover depreciation, amortisation and impairment charges.</li> <li>• The total available capital resource for 2016/17 is £1,282k. This comprises Core Grant in Aid for capital expenditure of £970k, an anticipated capital receipt of £80k, additional Grant in Aid of £167k to finalise Tranent re-instatement works, in year capital funding of £55k and carry forward from 2015/16 of £10k.</li> <li>• The provisional revenue underspend of £103k is £8k short of established target. This position is still provisional until after completion of the accounts audit. The targeted underspend of</li> </ul>		

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	<p>£103k is being used to reduce the pressure on the 2017/18 budget. In addition In Year funding of £45k for YPB and L&amp;D will now be utilised in 2017/18. Finance Business Partners have worked closely with localities, Head Office Business Partners and Business Managers in monitoring spend and forecasts throughout the year.</p> <ul style="list-style-type: none"> <li>The capital budget is currently forecast to be underspent by £103k principally due to anticipated delays on four projects. All planned activities in the IT programme were delivered by the end of March 2017.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>To approve the draft revenue underspend of £103k to be utilised to support 2017/18 revenue budget plans.</li> <li>To approve capital carry forward to 2017/18 of the final net capital underspend of £103k.</li> </ul>		
<b>8.</b>	<p><b>Annual Efficiency Report</b></p> <p>The Head of Finance and Resources introduced the Annual Efficiency Report 2017-18 report, asking the Board to approve SCRA's 2016-17 Efficiency Savings of £178k and 2017-18 Efficiency Plan target of £197k.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>The Scottish Government has not set specific efficiency targets recently however, there remains a clear expectation that each public sector body will take steps to deliver annual operational efficiency savings of at least 3%. The achievement of cashable efficiency savings help SCRA to offset cost pressures and operate within the approved level of Grant in Aid.</li> <li>Efficiency savings are increasingly hard to achieve. In the short to medium term measures to remain within annual budget settlements are much more likely to reflect service reductions than genuine cashable efficiencies. In developing the updated Financial Plan consideration will be given to options to generate 2-3% (£400-£600k) annual cashable efficiency savings in the latter years of the five year planning period.</li> <li>Projects managed through the Change Programme and Digital Delivery Board will continue to be monitored to ensure efficiency</li> </ul>		

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	<p>savings are targeted in Business Cases and then captured and reported following implementation.</p> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• We need to ensure that efficiency savings are genuine and not linked to service reductions.</li> <li>• It is helpful to have the audit recommendations within the report.</li> <li>• The Annual efficiency report will be brought forward to the March 2018 Board.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To approve SCRA's 2016-17 Efficiency Savings of £178k and 2017-18 Efficiency Plan target of £197k.</li> </ul>		
<b>9.</b>	<p><b>Property Strategy</b></p> <p>The Head of Finance and Resources introduced the Property Strategy report, asking the Board to approve the refreshed strategy.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• SCRA's Property Strategy was approved by the Board in 2010 and reviewed in early 2014. Since then SCRA has worked with CHS to develop the Property Strategy further.</li> <li>• Although the revised strategy is an SCRA strategy it has been developed in full consultation with CHS with the aim of ensuring that SCRA can deliver the best service possible from our properties to all key stakeholders.</li> <li>• Since the Property Strategy was approved by the Board in 2010 significant progress has been made reshaping the estate. The number of core SCRA properties, and the size of those properties, has been reduced and SCRA now deliver our services from three classifications of property: <ul style="list-style-type: none"> <li>○ Staff Base and Hearing Centre</li> <li>○ Hearing Centre</li> <li>○ Outreach Hearing Centre (Daily Hire Premises)</li> </ul> </li> <li>• Many of the principles behind the five themes set out in the 2010 strategy remain relevant although these have now been reviewed and clarified, in consultation with CHS, and it is considered that the revised document provides a better reflection of our strategic objectives within the current</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<p>operating environment.</p> <ul style="list-style-type: none"> <li>• The revised key themes of the Property Strategy are: <ul style="list-style-type: none"> <li>○ Meeting the Needs of Property Users – Property Standards for the Hearing System</li> <li>○ Flexible Service Delivery</li> <li>○ Location and Quality of Hearing Centres</li> <li>○ Sustainability</li> <li>○ Working in Partnership</li> </ul> </li> <li>• Through the active involvement of Localities and together with CHS further improvements to the outreach estate will be achieved over the course of this Strategy.</li> <li>• Along with the revised Property Strategy, an Action Plan has been prepared listing various activities to be progressed during the 2017/18 financial year.</li> <li>• These actions are aligned to our 5 themes and key to its success will be ensuring the collaborative approach developed with CHS during development of the strategy and action plan follows through into implementation.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• What is the cost of holding hearings in different types of hearing centre? High level numbers will be included within the 2017/18 report.</li> <li>• A significant amount of hearings are delivered through outreach centres.</li> <li>• The equalities network will assess the initial EIA</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• The previous scoring of outreach centres report to be brought back to a future meeting to assess progress.</li> <li>• Progress reports on the Property Strategy Action Plan to be scheduled into appropriate Board Meetings</li> <li>• To approve the refreshed strategy.</li> </ul>		
<b>10.</b>	<b>Digital Strategy</b>		
<b>10.a</b>	<p><b>Joint SCRA/CHS 2017/20 Digital Delivery Plan</b></p> <p>The PR/CE introduced the Digital Delivery plan 2017/20 which is a joint plan of Children’s Hearings Scotland (CHS) and the Scottish Children’s Reporter Administration (SCRA) and is a key document</p>		

		Timescale	Action
	<p>outlining the delivery arrangements for the CHS/SCRA Joint Digital Strategy.</p> <p>The Head of IT provided further input to the report and tabled a presentation, “Delivering the Children’s Hearings Digital Ambitions” covering the following areas:</p> <ul style="list-style-type: none"> <li>• Strategic Challenges</li> <li>• Balancing Digital Delivery, Impact and Challenges</li> <li>• Children’s Hearings Service Digital Roadmap</li> <li>• Completed Program activity 2016/17”</li> <li>• Program Structure and Priority order</li> <li>• Delivery Model structure</li> <li>• DTS Engagement</li> <li>• “Program High Level Objectives 2017/18” <ul style="list-style-type: none"> <li>○ Program One – Core Systems 2017-18</li> <li>○ Program Two – Technical Infrastructure 2017/18</li> <li>○ Program 3 – Consolidation/Affordability 2017/18</li> </ul> </li> </ul> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The original digital vision statement and the subsequent high level business case (HLBC) for digital agreed by both CHS and SCRA Boards and was submitted to the Scottish Government in December 2016.</li> <li>• That high level business case stated the purpose of the digital transformation programme and forms the basis on which Scottish Government have made resources available to CHS and SCRA in 2017/18 with a commitment to fund a full 3 year programme to 2020. The Delivery plan therefore anticipates (but cannot fully detail) the release of resources through to 2020.</li> <li>• Underpinning the delivery plan are three programmes (described above), linked to a newly assembled digital programme office (DPO) which will provide overall co-ordination, assembly of aggregated project reports and minoring of programme dependencies.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• A detailed review of the current systems landscape has been conducted and this has</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<p>produced a detailed set of plans.</p> <ul style="list-style-type: none"> <li>• Where there is no fit with existing systems, this has been identified.</li> <li>• What we need to do to improve on outcomes for children is beginning to become clearer.</li> <li>• We need to be a modern, fit for purpose organisation. Staff will need to be agile and flexible and adapt to technology changes, which happen all the time in any environment.</li> <li>• The Board were advised in December 16 that SCRA had engaged Sopra Steria, a digital transformation company to help with an options appraisal and recommendations for future investment in the case management system. Sopra Steria has expressed an interest in bidding for the Digital work. The Board were assured that the formal tendering process will be followed and that there are 'Ethical Walls' policies in place to ensure there is fairness of process.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• A stakeholder section to be added to the report.</li> <li>• To endorse the Digital Delivery Plan on behalf for SCRA.</li> <li>• To agree the indicative timelines and revised budget allocations to programmes and lead officers (subject to appropriate delegated authorities).</li> </ul>		<b>LMcD/NH</b>
<b>10.b</b>	<p><b>Schedule of Budgetary Delegation</b></p> <p>The Head of Finance and Resources introduced the Schedule of Budgetary Delegation report.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The investment and successful delivery of the joint Digital Programme with CHS is a major part of the modernisation and improvement activity within the Children's Hearings System over the next decade. Programmes are getting underway in 2017/18 that will see significant expenditure committed in order to improve our digital landscape over the next 3 years.</li> <li>• Limitations to the current schedule of delegated authority within SCRA have been identified as well as the introduction of new programme roles which mean that the existing schedule of delegated authority requires minor revision and approval.</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>• In March 2017 the Board noted the provisional allocation of the Digital Strategy budget across three main streams of activity: Core Systems/Data/ Technology Infrastructure/Consolidation.</li> <li>• In approving the 2017/18 Digital Delivery Plan the Board will be approving revenue and capital budgets for the three Digital Programs. Only the Board can approve capital and revenue budgets and this ensures resources are in place for the implementation of the Programs and allows delegated authority to operate in line with the Schedule of Delegated Budget Authority (the Schedule).</li> <li>• Following Board approval of the Digital capital and revenue budgets it is recommended that the DSJDB and ERO's are able to apply a level of tolerance to the approved budgets as follows: <ul style="list-style-type: none"> <li>○ The DSJDB cannot increase the overall Board approved Digital Strategy budget but within this limit the DSJDB can move budget between Programs up to a level of 10% of the Program budget.</li> <li>○ Within the Board approved Program budgets the ERO can move budget between projects up to a level of 10% of the project budget.</li> </ul> </li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• Section 3, Budget Tolerances, bullet point 2 to be updated to read “within the Digital Board approved Program budgets the ERO can move budget between projects up to a level of 10% of the project budget.”</li> <li>• To approve changes to the Schedule of Delegated Budget Authority.</li> <li>• To approve the recommended budget tolerances.</li> </ul>	<b>Immediate</b>	<b>EM</b>
11.	<p><b>Equalities Network Annual Report</b></p> <p>The Policy &amp; Public Affairs Manager introduced the Equalities Network Annual report which updates the Board on the work that the SCRA's Equalities Network has carried out since June 2016.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• SCRA is required under the Equality Act 2010 to have due regard to the need to:- <ul style="list-style-type: none"> <li>○ eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;</li> </ul> </li> </ul>		

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	<ul style="list-style-type: none"> <li>○ advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;</li> <li>○ foster good relations between persons who share a relevant protected characteristic and persons who do not share it.</li> </ul> <ul style="list-style-type: none"> <li>● As of April 2017, we are also required to report on the gender balance of the Board, and the action we propose to take in the future to promote greater diversity of Board membership. SCRA published a new Equalities Strategy and set of Equalities Outcomes in March 2017.</li> <li>● The new Outcomes are based on the work of SCRA's Equalities Network over the last 18 months and reflect our commitment to bringing equalities further into our day to day business by recognising the clear links with other areas of work such as Corporate Parenting and the Better Hearings Agenda.</li> <li>● The Network's focus in 2016/17 has continued to be on operational and frontline service delivery. Each meeting has taken a protected characteristic or related issue as a theme and examined the impacts on, and issues for, children, young people and their families, staff within SCRA and our partner agencies. Much progress continues to be made by SCRA since the Equality Act 2010 came into law 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.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>● Interest in the Equalities Ambassador role exceeded expectations. There has been interest expressed from almost all localities and roles. Information and training sessions are planned for August/September 17. Board members are also encouraged to become equalities ambassadors.</li> <li>● There are concerns that the Ambassador role could work against mainstreaming if seen in isolation. However all staff have been asked to think about what WE can do to make things better. There is personal responsibility for change.</li> </ul>		

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	<ul style="list-style-type: none"> <li>We need to ensure all staff are getting access to the training, development and skills needed.</li> <li>How do we measure the impact of having equalities champions in place? A starting point may be asking “do staff feel better/more aware?”</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>To agree the proposed Equalities Network priorities for 2017/18.</li> </ul>		
<b>12.</b>	<p><b>Influencing Report 2 December 2016 to 1 June 2017</b></p> <p>The Policy &amp; Public Affairs Manager 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><b>Noted:</b></p> <ul style="list-style-type: none"> <li>The Scottish Government has set up a Bill Team to take forward the recommendations of the Advisory Group on Minimum Age of Criminal Responsibility (MACR). SCRA has seconded a Practice Reporter, Neill Mitchell, into Scottish Government to assist with the work and help ensure that the policy instructions and drafting meet the needs of the children’s hearings system.</li> <li>SCRA took part in a session with the Scottish Parliament’s Education committee on 15 March 2017. Head of Practice and Policy, Malcolm Schaffer, shared a slot with Children’s Hearings Scotland (CHS), Barnardos, Scottish Legal Aid Board (SLAB), Centre of Excellence for Looked After Children (CELCIS) and Social Work Scotland (SWS). The Principal Reporter and the Head of Practice and Policy recently met with Fiona Duncan, Chair of the independent review into care, as part of the preparatory information gathering phase of her review.</li> <li>A consultation on a proposed Children (Equal Protection from Assault) (Scotland) Bill has been launched. It seeks to remove any defence of reasonable chastisement where physical punishment is involved. With the support of the Board, SCRA has taken a position in support of the Bill and will respond to the consultation accordingly.</li> <li>In November 2016, the Board considered a paper on retention and disclosure and agreed SCRA’s</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<p>position that legislative change was required. In April 2017, the Inner House of the Court of Session published a judgement in the case of P (AP) v The Scottish Ministers.</p> <ul style="list-style-type: none"> <li>• The court was critical of the current laws and regulations concerning disclosure of a child's record of offences accepted or established at a children's hearing, judging them to be a breach of rights under Article 8 of The European Convention on Human Rights.</li> <li>• The Scottish Government had until mid-May to consider whether to appeal that decision. No decision has yet been publicised. If it chooses not to, then the legislation will need to be amended. SCRA will seek to inform that process in line with the position agreed by the Board.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Work is on-going with Who Cares? Scotland and Barnardos and SCRA are currently working with NCPPC, asking them to talk to us about on-going concerns.</li> </ul>		
<b>13.</b>	<b>Risk</b>		
<b>13.1</b>	<p><b>Strategic &amp; Operational Risk Registers</b></p> <p>The PR/CE introduced the Strategic &amp; Operational Risk Registers report for review by the Board.</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. .</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>		

		<b>Timescale</b>	<b>Action</b>
	<b>Agreed:</b> To approve the Strategic and Operational Risk Registers.		
<b>13.2</b>	<b>New Risks</b> While no new risks were identified it was noted that the organisation is being stretched operationally and there needs to be a reprioritisation of work.		
	<b>Date of Next Meeting</b> Thursday 28 September 2017		

### **Douglas Yates**

During the Board meeting the SCRA Chair, Carole Wilkinson referenced that Douglas Yates' term of office concludes in June and that this would be his last Board Meeting.

Carole Wilkinson acknowledged the significant contribution Douglas has made as a highly valued member of the SCRA Board. Carole personally thanked Douglas and commented that she has learned a lot from him and assured him that the Board will carry on his role of Champion of the Workforce.

Douglas told the Board and Members that he had enjoyed his time as a Board member. He is sorry to go but he has enjoyed working with a strong Board and Management Team.

Douglas will be missed by all members who wished him well for the future.

### **Nick Hobbs**

During the Board meeting the SCRA Chair, Carole Wilkinson referenced that Nick Hobbs will be leaving his current role of Policy & Public Affairs Manager to take on a new challenge at The Children and Young People's Commissioner Scotland.

Nick has been instrumental in taking equalities forward within SCRA and has strong links with Scottish Government.

Nick will be missed by Board members and SCRA Executive Management Team, who wished him well for the future.