



	Present	Action	Timescale
	<p>Board Members Michelle Miller (MM) Sam Anderson (SA) Martin Toye (MT) Tam Baillie (TB) Anela Anwar (AA) Suzanne Vestri (SV) Jim Edgar (JE)</p>		
	<p>In attendance Fergus Dougall – Branch Secretary – UNISON Neil Hunter – Principal Reporter/Chief Executive Susan Deery – Head of HR Lisa Bennett – Head of Strategy and Organisational Development Ed Morrison – Head of Finance and Resources Alistair Hogg – Senior Operational Manager (North and West Scotland) Donald Lamb- Data Manager (item 6) Maryanne McIntyre- Press and Communications Manager (item 10)</p>		
1.	<p>Apologies Catherine Robertson – Board Member Malcolm Schaffer – Head of Practice and Policy Tom Philliben – Senior Operational Manager (South and East Scotland)</p>		
	<p>Welcome and Introductions MM welcomed TB to his first Board meeting. SD to give TB declaration of interest form.</p>	SD	immediate
2.	<p>Members update SV – attended staff event and Remuneration Committee MM – attended meeting with Director of Children and Families at Scottish Government where there was a positive discussion on role of SCRA. Attended Equalities Network, Remuneration Committee,</p>		

	<p>Appeals Committee and the Ayrshire Locality day.</p> <p>JE – undertook 2 locality visits – (Fife and Tayside). Chaired the Audit and Risk Committee and Digital Oversight Committee, Staff Event and attended the Public Bodies Scottish Apprenticeship event hosted by Lord Holmes, which included an assessment of how we can improve recruitment of public appointments from individuals with a disability.</p> <p>SA – attended Remuneration Committee, staff event, Engagement and Participation Group and Equalities Network event</p> <p>MT – attended the staff event and Appeals Committee</p> <p>AA – attended Equalities Network meeting, staff event and Appeals Committee</p>		
3.	Minutes of Last Meeting		
(a)	<p>Matters Arising</p> <p>MM and NH will discuss how best to pick up any learning points from recent Appeals Committee.</p> <p>item 13 – panel member complaint – seeking clarity on how this was dealt with. NH advised that it was forwarded to CHS not as a complaint but as feedback on roll out of model hearing room.</p>	NH/MM	immediate
(b)	<p>Action Log</p> <p>NH will clarify the status of the Children and Family survey review of how we might count individuals approached but who do not wish to participate in the survey. Noted that the next survey is not yet fully planned or agreed.</p>	NH	December 18
(c)	<p>Board workplan</p> <p>Update from PR/CE on Digital Programme to be included for December 2018.</p>	NH	December 18
4.	Audit and Risk Committee – 16 August 2018		
	<p>JE, Chair of the Audit and Risk Committee (ARC) gave a verbal update on the meeting of 16 August 2018. JE reported that due to staff illness the minutes were not yet available, but these would be subject to formal noting at the December Board meeting. Key issues arising from the committee meeting were:</p>		

	<ul style="list-style-type: none"> • GDPR – focus on action to be taken to improve situation and reduce volumes. Noted ICO investigation underway on 15 reported breaches. • Quality Assurance case sampling exercise on drafting grounds of referral. This is a complex issue with many variables. ARC approved management action plan. • External Audit – a positive outcome insofar as external audit gave an unqualified opinion on SCRA accounts. • Pension Fund evaluation was raised and discussed as an item, which whilst not considered material to the external audit is being monitored on an ongoing basis • Internal Audit – a range of reports reviewed – moderate assurance on IT issues – other reports were green • Pensions update from Head of Finance and Resources • Digital Committee – reporting on Technical Assurance Framework (TAF) assessment and Digital First Standards preparation. CHS/SCRA received a very positive TAF assessment outcome. DFSS issues are covered in the CEO report (agenda item 5) and will be discussed then. <p>MM sought assurance that action is being taken on the issues facing SCRA on information security rather than solely focusing on changes to the reporting arrangements implicit in GDPR. NH confirmed that the organisation had a detailed and focused approach to remedial action to address the situation and that progress over time has and will continue to be made.</p>		
5.	<p>Chief Executives Report</p> <p>NH introduced the report which focussed on:</p> <ul style="list-style-type: none"> • National Partnership Forum update • Strategic Partnerships – specifically work of the Children’s Hearings Partnership • SCRA Health and Wellbeing Survey 2018 results • SCRA Pay negotiations • SCRA Research • Digital Strategy – Delivery Plan update and DFSS preparations. 		

<p>Issues Arising in discussion</p> <ul style="list-style-type: none"> • DFSS – raising risk of assessment failure and utilisation of resources – implications of this were discussed and assessed. NH will report further to the Digital Oversight Committee in November. • Health and Wellbeing survey – is higher reporting a sign of success or does it tell us issues are more acute? Encouraging managers to have open/honest discussions and focus on preventative interventions and the importance of line management support. <ul style="list-style-type: none"> ○ High comparability by way of year on year. Next time we could incorporate ACAS designed question sets on mental health ? ○ Role based differences – what might these be? ○ The issues we are making progress on – structural stability but what about management support – coaching/supervision/support/personal support ○ What is the picture in relation to management development and confidence and competence – an update was given ○ Culture of the organisation – is this at the core of the results – how do we make further progress on this? ○ Mental health and stress – mental health 1st aider across the organisation ○ How do we create visibility on health and wellbeing activity across the year – possibly via annual workforce plan. SD agreed to incorporate this in the planned report in December 2018 • Publication of research – positive • Information Governance – NH confirmed that the planned 3 posts are in place • GDPR – what are we learning – what new actions are we taking? What is the impact on staff? Who takes responsibility? <p>Noted</p> <p>A detailed summary of current and future actions on health and wellbeing was given by NH/SD.</p> <p>NH and AH gave a detailed description of the post breach investigation and review process. The impact on our largely diligent and conscientious staff group was known to be devastating at individual and team level. Further discussion took place on the forthcoming</p>		
	NH	ASAP

	ICO investigation and implications for SCRA. NH will update further as the ICO response becomes clearer.		
6.	<p>Organisational Performance Report (quarter 1 2018/19)</p> <p>DL gave a detailed update to key sections in the OPR.</p> <p>Issues arising in discussion</p> <ul style="list-style-type: none"> • Absence – some improvement in STA – preventative measures such as immunisation • Appeals – trajectory and links to grounds? Is there a relationship? • GDPR as previously discussed • All About Me forms showing positive trend • Care and protection referrals – contrast Glasgow and Highland – police liaison • Offence referrals – divergence between number of children referred and offence referrals • Link between data and research programme • Business plan indicators – number of activities have been incorporated • SOM performance reviews have commenced – examining variations and local issues and linking this to the national performance improvement network • Variations in performance – and local target settings – how has this emerged? What are the variables? • Performance linked to health and well-being – worth making the link? • Volume in the door? what are the implications and what does the graph tell us? <p>Noted</p> <ul style="list-style-type: none"> • The management response to the OPR • The ongoing liaison with Police Scotland in relation to referral patterns and issues • Planning and reporting to the Board on the SCRA research programme • Planned reporting on SOM performance reviews, which will look at a number of factors including resources/absence and wellbeing as contributors to performance • An update on the background to localised target setting as previously approved by the Board 		

<p>7.</p>	<p>SCRA Annual Report 2017/18 LB introduced the Annual Report.</p> <p>The report covers the period 1 April 2017 to 31 March 2018. The Annual Report will be published on Thursday 25 October 2018 and will be available on SCRA's website (www.scra.gov.uk). The report has already been reviewed by the Audit and Risk Committee and changes incorporated.</p> <p>For the ninth year now, the report will not be printed, however, as always, a PDF version will also be available on our website should people wish to print the report.</p> <p>The format of this year's report is similar to previous years.</p> <p>The report also includes some of the highlights and achievements in 2017/18, including the now regular 'year at a glance' section.</p> <p>In previous years, the report has contained a summary statistical report, which provided some high level statistical information on referrals and on children and young people referred to the Reporter. However, since the introduction of the more in-depth Official Statistics this section is just a direct repetition of information contained within the Statistics which are published well in advance of the Annual Report (end July).</p> <p>In addition, for the second year also, the draft Annual Report contains a section reporting on progress on the Business Plan, which links to a separate document – see Appendix 2.</p> <p>For the first year, the Annual Report in the Our Stories/Participation and Engagement section, links to a document providing an update on our Corporate Parenting activity in 2017/19. Once finalised this will be formatted to have a similar look to the Annual Report</p> <p>Issues arising during discussion</p> <ul style="list-style-type: none"> • There remain typos, which will be directed to LB for correction • More use could be made of infographics in future reports as they are informative and attention grabbing 		
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	<p>Approval</p> <p>The Board approved the SCRA Annual Report 2017/18 and the arrangements for the publication.</p>		
<p>8.</p>	<p>SCRA Annual Accounts 2017/18</p> <p>EM introduced the SCRA Annual Accounts and summarised the key issues:</p> <p>Audit Scotland has completed the audit of the SCRA's 2017/18 accounts, attached at Appendix 1, and has submitted a final audit report to the Accountable Officer. The audit report expresses an unqualified opinion on the financial statements and on the regularity of the financial transactions.</p> <p>The Accounts were submitted to the Audit & Risk Committee on 16 August 2018 and were approved on that date.</p> <p>In the year to 31 March 2018, SCRA had a net excess of expenditure over income of £3,895,000 (2017: £4,253,000) after inclusion of non-cash items (depreciation and pension adjustments).</p> <p>SCRA operated within approved 2017/18 revenue and Capital budgets as set out in regular reports to The Board.</p> <p>The General Fund has a deficit of £2,776,000 as at 31 March 2018 (2017: £434,000). The Pension Reserve has a deficit of £35,393,000 as at 31 March 2018 (2017: £45,197,000). Detailed figures and assumptions underlying the pensions position can be found in notes 1 (sections n. and q.) and 11 to the Annual Accounts.</p> <p>The Revaluation Reserve has a surplus of £898,000 as at 31 March 2018 (2017: £894,000). The position on the Revaluation Reserve as at 31 March 2018 was determined after applying indexation and depreciation to the full external valuation at 31 March 2015.</p> <p>After the conclusion of fieldwork, Audit Scotland requested an updated pension valuation. The only change between the revised and original IAS 19 pensions valuations is that the "Return on assets excluding amounts included in net interest has</p>		

increased” from £(3,695)k to £(3,253)k resulting in the following changes to the accounts:

- The statement re the Pension Reserve in the Performance Report has reduced from £29.608m to £29.166m.
- The net pension asset/(liability) and pension reserve in the Statement of Financial Position has changed to £35,393k and £(29,166)k respectively. The pension reserve change is also reflected in the Statement of Change in Taxpayers Equity.

In relation to property indexation Audit Scotland required a change in the application of this index for this year’s Accounts. In 2016/17 the indexation was treated as a revaluation leading to entries in the “indexation/revaluation” and “withdrawn on indexation” lines of Note 5 to the Accounts.

However, this year’s Audit Scotland team took the view that an indexation of zero was a revaluation and required the restatement of 2017/18 opening balances to reflect the adjustments made in the 2016/17 Accounts. This change resulted in increases in 2017/18 opening balances of Cost and Accumulated Depreciation of £481k and £507k respectively

The General Fund has reduced from a deficit of £0.4m at 31 March 2017 to one of £2.8m at 31 March 2018. This was due to three main factors: an excess of pension current service cost over employer’s contributions of £2.15m; a pension net interest cost of £1.2m; these two pension costs were slightly offset by an excess of capital grant over depreciation of £0.7m.

Due to the pension deficit SCRA’s reserves have been in deficit since 2009 and in June 2013 SCRA received a letter from Scottish Government to address concerns in this area.

Audit Scotland has expressed an unqualified opinion on the financial statements and on the regularity of the financial transactions reflected in the financial statements.

Audit Scotland has made three recommendations for 2017/18 concerning credit control, including

	<p>consideration of general bad debt provision; savings target 2018/19 and Committee information on the SCRA website. Of the four recommendations made in 2016/17 only the signing of the West Lothian Civic Centre lease is still outstanding.</p> <p>Two changes were agreed to be made to document by EM before Accountable Officers signature –</p> <ul style="list-style-type: none"> • page 6 - add missing words from at end of Performance Report. • final check on senior staff salaries on page 18. <p>Approvals</p> <p>Subject to the minor changes above, the Board approved the 2017/18 accounts for signature by the Accountable Officer.</p> <p>The Board approved the Management Representation Letter for signature by the Accountable Officer.</p>		
<p>9.</p>	<p>Budget Monitoring period 5 2018/19</p> <p>EM provided a summary of SCRA's financial position for year to August 2018 and forecast (based on July results) for the full year 2018/19.</p> <ul style="list-style-type: none"> • The total available revenue resources for 2018/19 are £23,302k, comprising the £22,800k allocated by Scottish Government, £427k other income (shared services, rents and secondments) and £75k from 2017/18 in respect of Our Hearings Our Voice (OHOV). In addition, SCRA is drawing down from Scottish Government £414k awarded for the revenue costs of the joint SCRA and CHS Digital Delivery Plan. • The total available capital resource for 2018/19 is £2.65m. This comprises Core Grant in Aid of £0.65m and funding for the Digital Delivery Plan of £2m. • Revenue expenditure in the year to August 2018 is £983k under budget, largely due to the outstanding pay settlement, Scots charges and translation and interpretation costs. Depreciation is currently expected to be £889k under budget but, as a non-cash item, cannot be used for other priorities. Actual depreciation is not posted until the year end. 		

<ul style="list-style-type: none"> As approved by the Board in June 2018, efficiency savings of £175k (0.8%) have been targeted in 2018-19 (Head Office staff savings £75k, income £60k, Interpreting and Translating £40k). The Budget Efficiencies Group will meet in October 2018. A focus of the meeting will be developing processes to ensure Locality efficiencies (both cash and time releasing) are tracked and captured for inclusion in annual efficiency reports. <p>Capital and Digital Programme expenditure was reported on and is on target for the year.</p> <p>Issues arising during discussion</p> <p>Impact of spend phasing pay, Carillion and SCOTS charges were all acknowledged.</p> <p>Carillion settlement figure – SCRA is still negotiating on an agreed, settled figure – figures are currently at odds and sitting with the Liquidators. The final figure will be covered by accruals factored into the 2018/19 budget.</p> <p>Legal costs – showing a substantial increase mainly as a result of one significant case in Lanarkshire.</p> <p>Noted</p> <p>The Board noted the revenue and capital positions for the year to August 2018.</p>		
<p>10. Communications Strategy</p> <p>MMCI updated on SCRA’s latest three-year Communications Strategy 2015-18, which was approved by the Board in September 2015. It was launched shortly afterwards and is available on Connect, our staff intranet and our external website.</p> <p>The Communications Strategy aims to ensure SCRA continues to have an integrated approach to communications and engagement, and one that supports the organisation’s vision and values.</p> <p>The Communications Strategy is supported by an action plan and this report provides Board Members with an update on actions in the last 12 months, which covers the third and final year of the strategy.</p>		

	<p>Internal communications are a key part of the Communications Strategy. In addition, the strategy acknowledges that two-way communication is vital to its success and every member of staff has a role to play in making this happen.</p> <p>To achieve this in 2017/18, this Communications Strategy has utilised a number of internal methods in the last 12 months. Actions and highlights are listed below.</p> <ul style="list-style-type: none"> • Staff event – 90 delegates responded so far – positive • Year of young people activities • First Annual report for young people • Social media platforms – more confidence on security • Joint work with young people • OHOV – recruitment campaign currently underway and will be subject to a future detailed update <p>It is proposed that the current Strategy rolls forward 1 further year – and thereafter it should be integrated into the 3-year corporate plan.</p> <p>Issues Arising during discussion</p> <ul style="list-style-type: none"> • Link between the policy and influencing and communications strategy – can this be developed further? • Outcomes – hits on the website – can we have a future indication of this as a measure of success? • Young people-led communications – with advent of OHOV and other initiatives should be a key future feature <p>Approvals</p> <p>The Board :</p> <ul style="list-style-type: none"> • Noted progress on actions in SCRA's Communications Strategy 2015-18 three years on. • Approved plans to bring the next Communications Strategy into line with planning cycles for other key organisational strategies. 		
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11.	<p>New Risks</p> <p>NH raised the forthcoming spending review discussions with Scottish Government as an emerging key strategic risk and challenge to SCRA's sustainability and functioning. This will be scoped as part of SCRA's strategic risk register.</p>		
12.	<p>Date of next meeting(s)</p> <p>Board Development Day 8 November 2018 – Stirling</p> <p>Full Board meeting 13 December – Stirling</p>		