



### Present:

Carole Wilkinson (Chair), Bernadette Docherty, Catherine Robertson,  
Martin Toye, Sam Anderson, Anela Anwar,

### In Attendance:

Neil Hunter (Principal Reporter/Chief Executive),  
Ed Morrison (Head of Finance & Resources), Lisa Bennett (Head of Strategy & OD),  
Alistair Hogg (Senior Operational Manager),  
Malcolm Schaffer (Head of Practice and Policy),  
Thekla Garland (Scottish Government),  
Maryanne McIntyre (Press & Communications Manager),  
Pamela Armstrong (Governance Officer, Minutes),  
Donald Lamb (Acting Data Manager, Item 6),  
Frankie McLean (Shadow Board Member), Gill Wood (Interpreter),  
Robert McCourt (Interpreter)

The Chair advised the members of the Board that Catherine Robertson has been reappointed as a Board member for a further 4 years. The Board extended their congratulations to Catherine.

		Timescale	Action
1.1	<b>AOB</b> There was no other business.		
1.2	<b>Apologies</b> Suzie Vestri (Board Member) Susan Deery (Head of Human Resources), Tom Philliben (Senior Operational Manager)		
2.	<b>Declarations of Interest</b> There were no declarations of interest.		
3.	<b>Updates</b> <b>Bernadette Docherty</b> <ul style="list-style-type: none"><li>• Attended the August Audit &amp; Risk Committee</li></ul> <b>Catherine Robertson</b> <ul style="list-style-type: none"><li>• Attended the August Audit &amp; Risk Committee</li><li>• Attended the Nominations Committee</li></ul>		

		<b>Timescale</b>	<b>Action</b>
	<p><b>Martin Toye</b></p> <ul style="list-style-type: none"> <li>• Attended the August Audit &amp; Risk Committee</li> <li>• Attended the Nominations Committee</li> </ul> <p><b>Sam Anderson</b></p> <ul style="list-style-type: none"> <li>• Attended the Participation Group</li> <li>• Met with the Head of HR and The Head of Strategy and OD</li> <li>• Attended On-Board training</li> </ul> <p><b>Carole Wilkinson</b></p> <ul style="list-style-type: none"> <li>• Attended appraisal with the Deputy Director, Care and Justice.</li> <li>• Attended the August Audit &amp; Risk Committee</li> <li>• Attended the Nominations Committee</li> </ul>		
<b>4.</b>	<b>Minutes/Committees</b>		
<b>4.1</b>	<p><b>Minute of Board Meeting held on 22 June 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>Audit &amp; Risk Committee - Draft Minute of Meeting held on 17 August 2017</b> Bernadette Docherty, Audit &amp; Risk Committee Chair spoke to the draft minute and highlighted in particular:</p> <p><b>Information Governance</b></p> <ul style="list-style-type: none"> <li>• A new Information Governance Officer has been appointed to lead on Information Governance practice and preparation for GDPR.</li> <li>• 2 significant breaches have been self-reported to the ICO. While the response from the ICO for both was no further action, a recommendation has been made around training which will be challenging but can be implemented.</li> <li>• The Glasgow Improvements Project is progressing.</li> </ul>		

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	<p><b>Reporters preparation for proof proceedings in Court</b></p> <ul style="list-style-type: none"> <li>• Case sampling identified key issues such as the recording of reasons on CMS. These will be fed into the court project.</li> </ul> <p><b>Annual Report 2016/17</b></p> <ul style="list-style-type: none"> <li>• The Committee approved the Draft Annual Report.</li> </ul> <p><b>General Update</b></p> <ul style="list-style-type: none"> <li>• Audit Scotland reports are helpful and the Committee have asked for reports that can help with Digital Strategy.</li> </ul> <p><b>Draft Internal Audit Plan 2017/18</b></p> <ul style="list-style-type: none"> <li>• A final plan will be brought back to the Committee in November.</li> </ul> <p><b>Pensions Update</b></p> <ul style="list-style-type: none"> <li>• Work is being done on the affordability of the plan</li> </ul>		
4.3	<p><b>Nominations Committee - Draft Minute of Meeting held on 26 October 2017</b></p> <p>The Board Chair provided an update on the new member appointment.</p> <ul style="list-style-type: none"> <li>• The main item of discussion focused on the recruitment of a new Board Chair.</li> <li>• Future member recruitment was address and potential skills gaps discussed.</li> <li>• The Committee will meet again in the end of January to progress.</li> </ul>		

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	<b>Reports</b>		
5.	<p><b>Chief Executive's Report</b></p> <p>The Principal Reporter/Chief Executive spoke to the update report which detailed a wide range of activity across the organisation.</p> <p><b>Noted:</b></p> <p>Updates were given on the following areas:</p> <ul style="list-style-type: none"> <li>• Staff Partnership</li> <li>• Strategic Partnerships</li> <li>• Discussions with Scottish Government</li> <li>• Press and Communications</li> <li>• Requests for Information</li> <li>• Information Governance</li> <li>• Research</li> <li>• Facilities Management Contractual arrangements</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The open day at Perth Hearing Centre was a success. Visitor's fed back that they learned a lot of interesting facts about the building and were interested in what it is being used for now.</li> <li>• There are contained issues around the current Facilities Management contract with Carillion, who are experiencing financial difficulties. SCRA are dissatisfied with the work being carried out and are looking at contingency plans with an aim to exiting the existing contract. Discussions are on-going with FES (a sub-contractor).</li> <li>• There is a backlog of jobs in the system. Where there are potential Health and Safety issues, special dispensation has been given to approach and pay other contractors.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To delegate responsibility for Facilities Management to the Board Chair and the CE/PR</li> <li>• The Board agreed the report was positive and encouraging.</li> </ul>		

		Timescale	Action
6.	<p><b>First Quarter Organisational Performance Report 2017/18: (1 April to 30 June 2017)</b></p> <p>The Acting Data Manager introduced the report which detailed organisational performance for the period 1 April 2017 – 30 June 2017. The Senior Operational Manager gave additional information from an operational perspective.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• This report uses a balanced scorecard approach which attributes measures within the organisation into four quadrants; service to children and young people, workload, resources and corporate governance. This provides a concise report which enables a fuller focus on the key areas of performance throughout SCRA.</li> <li>• Performance around decision making has dipped in the quarter with the indicator rated as amber. This is also the case for Hearing scheduling. Both these measures will be kept under review and discussed at the locality performance reviews in September and October. Referrals over 100 days at just over 100, remain manageable. Initial Hearings proceeding to disposal met the target in the quarter with all localities at or near target. The number of successful appeals remains concerning.</li> <li>• The emergent picture around casework volumes has been the increase in children referred on offense grounds. Eight localities have seen increases suggesting that it is not a geographical issue. Further work and monitoring is required to understand the increases, this will include the multi-agency (Advancing the Whole Systems Approach” group who will, at an individual agency level, look to better understand the changes. In addition, the Operational Group provided local authority data around offering for Locality Reporter Managers to discuss at local partnership groups. Court applications determined are showing a downward trend, possibly a result of lower Hearing numbers during the middle of 2016/17. Compulsory Supervision Orders continue to decrease after the Q3 2016/17 anomaly.</li> </ul>		

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	<ul style="list-style-type: none"> <li>• Absence levels have been broken out to short term and long term for 2017/18 to allow a greater focus on the types of absence which are impacting SCRA. While above target, both short term and long term absence have improved in comparison to the second half of 2016/17. Absence levels continue to form a key part of performance discussions with SCRA’s Board. SCRA continues to work with managers around the management of workforce absence ensuring that staff are proactively supported to return to work, where appropriate, at the earliest possible date. The workforce strategy seeks to respond strategically to these challenges.</li> <li>• Revenue forecasts point to an overspend of £81k at this early stage. This has led to the revenue savings target being rated as amber. Budget holders are reviewing plans for closing this gap which principally has arisen from challenges in applying the vacancy management protocol without severely impacting operations. Capital forecasts are on target although the forecasts currently exclude monies allocated to the digital programme and this is still being discussed and confirmed. The property indicator was unchanged at 89.9%.</li> <li>• The SCRA 2017-18 Business Plan is split up to six plans and strategies: Corporate Parenting Plan, Workforce and Organisational Development, Digital &amp; Information Technology, Finance &amp; Physical Resources, Practice &amp; Policy Strategy and Equalities Strategy. Overall, 80% of actions are currently rated as green and on target. The Strategic Risk Register scores were unchanged. Response rates to Freedom of Information requests dipped in the quarter, with two missing the 20 day target. While there is no specific pattern, performance will be closely monitored in the coming quarters to see if additional training or re-enforcement of timescales is required.</li> <li>• The digital strategy is now fully mobilised and a large number of key SCRA resources are now in place to deliver it. This is a large draw on internal resources and we are closely monitoring the impact of this on other activity.</li> </ul>		

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	<p>The Digital Strategy Joint Delivery Board (DSJDB) has oversight of the digital strategy and its implementation.</p> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• With regard to Freedom of Information Requests (FOI's), are there any routine items that can be published more frequently? The Head of Press &amp; Communications is working with the Information &amp; Research Manager to assess if information can be published.</li> <li>• 8 out of 9 localities are at the lowest staffing levels needed to safely deliver the service. Organisational issues are known and being addressed and strategies and supports are being used.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To approve the Q1 Organisational Performance Report 2017/18, covering the period 1 April to 30 June 2017.</li> </ul>		
7.	<p><b>Annual Report</b></p> <p>The Head of Strategy and OD introduced the report recommending the Board approve the SCRA Annual Report 2016/17 and approve arrangements for the publication of SCRA's Annual Report 2016/17.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The report covers the period 1 April 2016 to 31 March 2017.</li> <li>• The Annual Report will be published on Thursday 26 October 2017 and will be available on SCRA's website (<a href="http://www.scra.gov.uk">www.scra.gov.uk</a>).</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The Annual report was reviewed at the August Audit &amp; Risk Committee where it was recommended for Board approval. Feedback received since the Audit &amp; Risk Committee will be considered and implemented in future versions.</li> <li>• New features of the report include a high level summary of key statistics and the removal of the statistical section.</li> </ul>		

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	<p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To approve the SCRA Annual Report 2016/17.</li> <li>• To approve arrangements for the publication of SCRA's Annual Report 2016/17.</li> <li>• The Board agreed the report was a good, clear, high level document and welcomed the new features.</li> </ul>		
<b>8.</b>	<p><b>Draft Accounts 2016-17</b> The Head of Finance &amp; Recourses introduced the paper recommending the Board approve the 2016/17 accounts for signature by the Accountable Officer and approved the Management Representation Letter for signature by the Accountable Officer.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• Audit Scotland (AS) has completed the audit of the SCRA's 2016/17 accounts 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.</li> <li>• The accounts were submitted to the Audit &amp; Risk Committee on 17<sup>th</sup> August 2017 and were approved on that date.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The draft accounts 2016/17 were approved by the August Audit &amp; Risk Committee for submission to the Board.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To approve the 2016/17 accounts for signature by the Accountable Officer.</li> <li>• To approve the Management Representation Letter for signature by the Accountable Officer.</li> </ul>		

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9.	<p><b>Budget Monitoring Report Period 5 2017-18</b>  The Head of Finance &amp; Recourses introduced the report which provides a summary of SCRA's financial position for the year to August 2017 and forecast (Based on July results) for the full year 2017/18.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The total available revenue resources for 2017/18 are £21,028k, comprising the £21,653k allocated by Scottish Government (£21,300k of core Grant in Aid (GiA), £250k additional GiA allocated for budget pressures, £68k for the 2017/18 costs of the CELCIS secondment and £35k for Home CSO research) and £375k other income (Shared services, rents etc.). Not yet included is £85k additional funding which Sponsor Team has indicated will be made available in 2017/18 to fund the development of Our Hearings Our Voice (OHOV). As part of the budget construction, a total of £156k was carried forward from 2016/17, comprising £111k general carry forward from 2016/17 and £25k and £20k ring fenced carry forwards for Young Persons Board and Learning &amp; Development respectively. In addition SCRA is drawing down from Scottish Government £500k awarded for the revenue costs of the joint SCRA and CHS Digital Delivery Plan.</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 £2m has been included in the 2017/18 budget allocation by the Scottish Government to cover depreciation, amortisation and impairment charges.</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>• The report provided further information in the following areas: <ul style="list-style-type: none"> <li>○ Revenue</li> <li>○ Head Office</li> <li>○ Core Capital</li> <li>○ Digital Delivery</li> </ul> </li> </ul>		

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	<p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The expectation is that next year SCRA will be able to continue with the Modern Apprentice scheme.</li> <li>• A design team has recently been appointed to assist with the model hearing room rollout.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To approve the actions to bring the revenue forecast into line with the approved budget.</li> </ul>		
<b>10.</b>	<p><b>Spending Review 2017</b>  <b>SCRA Operational Resilience and Future Organisational Arrangements</b></p> <p>The Head of Finance &amp; Recourses introduced the report, recommending the Board approve the draft 2017 Spending Review submission which incorporates:</p> <ul style="list-style-type: none"> <li>• An updated assessment of required revenue and capital funding.</li> <li>• Service delivery at required funding levels</li> <li>• Service delivery at below required funding levels.</li> <li>• Financial Risks.</li> <li>• Operational resilience and future organisational arrangements.</li> </ul> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• SCRA faces unprecedented resource pressures and operational challenges. In each of the last 2 financial years SCRA has been reliant on Scottish Government (SG) in year support in order to balance our budget. A balanced budget is a core requirement of the Accountable Officer. Reliance on in year support is not a sustainable position for a public body with such significant statutory duties. However early indications from Scottish Government for 2018/19 suggest that there is a low likelihood of SCRA's assessed resource needs being met, rather a further series of flat cash settlements, which are essentially real time budget reductions. Flat cash means up to 5% reduction on resources for 2018/19 –possibly more, dependent on the arrangements for the</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
	<p>announced lifting of the public sector pay cap.</p> <ul style="list-style-type: none"> <li>• The report focused on the following areas: <ul style="list-style-type: none"> <li>○ SCRA's role</li> <li>○ Assessment of revenue and capital funding needs</li> <li>○ Service Delivery ay required funding levels</li> <li>○ Service Delivery at below required funding levels</li> <li>○ Financial Risks</li> <li>○ Operational resilience and future organisational arrangements</li> </ul> </li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• There is scope within the current report to add comments and implications about pay and the impacts of lifting the pay cap. There is an opportunity to emphasise the Board view about numbers at the lower end of a safe staff level.</li> <li>• We need to be careful not to over promise on digital while indicating hopes and expectations of what the strategy can deliver.</li> <li>• There is an issue around workload. There are less referrals, less CSO's but the content and complexity of the work has changed.</li> <li>• We need to be clear that a standstill budget is an outcome but not a good outcome.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To approve the draft 2017 Spending Review submission which incorporated: <ul style="list-style-type: none"> <li>○ An updated assessment of required revenue and capital funding.</li> <li>○ Service delivery at required funding levels.</li> <li>○ Service delivery at below required funding levels.</li> <li>○ Financial risks</li> <li>○ Operational resilience and future organisational arrangements.</li> </ul> </li> </ul>		

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<b>11.</b>	<p><b>Communications Strategy 2018-018 (Update)</b> The Press and Communications Manager introduced the update to the 2015-18 Communications Strategy.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• SCRA’s three year Communications Strategy 2015-18 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.</li> <li>• 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.</li> <li>• 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 second year of the strategy. The Board received an update in September 2016 covering the first year of the strategy.</li> <li>• The report provided updates in the following areas: <ul style="list-style-type: none"> <li>○ Internal Communications</li> <li>○ External Communications</li> <li>○ Participation and Engagement with children and young people.</li> </ul> </li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• 2018 is the year of the Young Person. It is the view of EMT not to hold a staff even but to honour the year of the Yong Person, both internally and externally. Applications have been made for funding and further information will be provided as available.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• The communications strategy shows a big area of improvement. It has been built on and strengthened by a lot of hard work from the team.</li> </ul>		

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<b>12.</b>	<p><b>Complains Annual Report</b> The Head of Practice &amp; Policy introduced the paper, recommending the Board approve the report and actions taken.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• 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"> <li>○ More pro-active recording of issues as complaints.</li> <li>○ Greater resolution at front line.</li> <li>○ Greater visibility of issues of learning.</li> </ul> </li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• There has been a significant reduction in the volume of complaints with the majority received coming from Relevant Persons.</li> <li>• Complaints received mostly relate to dissatisfaction in reasons for decision.</li> <li>• Managers have been trained in complaints procedure and front line resolution.</li> <li>• A gap has been identified in relation to how to encourage complaints from young people. This will be included within the Participation Group agenda.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To approve the report and the actions taken.</li> </ul>		
<b>13.</b>	<p><b>New Risks</b> While no new risks were identified it was discussed if the risk around the 2017/18 pay offer should be extended to cover the lifting of the pay cap.</p>	<b>Jun 18</b>	<b>SD/PA</b>
	<p><b>Date of Next Meeting</b> Thursday 14 December 2017</p>		