

Thursday 13 December 2018 at 10.30 a.m.
Ochil House, Stirling

Present

Board Members

Michelle Miller (MM) (Chair)
Jim Edgar (JE)
Tam Baillie (TB)
Anela Anwar (AA)
Suzanne Vestri (SV)
Catherine Robertson (CR)
Sam Anderson (SA)

In Attendance

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)
Tom Philliben – Senior Operational Manager (South and East Scotland)
Malcolm Schaffer – Head of Practice and Policy
Donald Lamb – Data Manager (item 6)

1.1	Apologies Martin Toye - Board Member		
1.2	AOB The Chair and the Board would like to formally acknowledge the work and professionalism of staff across SCRA throughout 2018.		
2.	Declarations of Interest There were no declarations of interest.		
3.	Board member Updates Michelle Miller <ul style="list-style-type: none"> • Chaired the Board Development day • Attended the Young Scot awards • Chaired the Equalities Network • Attended a quarterly meeting with Michael Chalmers, Director of Children Families, SG • Visited Inverness Locality • Attended the Nominations committee 		

	<p>Jim Edgar</p> <ul style="list-style-type: none"> • Attended the Board Development day • Chaired the Audit and Risk Committee • Chaired the CHS/SCRA Digital Oversight Committee <p>Tam Baillie</p> <ul style="list-style-type: none"> • Attended the Board Development day <p>Anela Anwar</p> <ul style="list-style-type: none"> • Attended the Equalities Network • Attended the Nominations Committee (by VC) <p>Suzanne Vestri</p> <ul style="list-style-type: none"> • Attended the Board Development day • Attended the Remuneration Committee <p>Catherine Robertson</p> <ul style="list-style-type: none"> • Attended the Board Development day • Attended the Audit and Risk Committee • Attended the Remuneration Committee • Attended the Nominations Committee <p>Sam Anderson</p> <ul style="list-style-type: none"> • Attended the Remuneration Committee 		
4.	Minutes/Committees	Timescale	Lead
4.1	<p>Minute of Board Meeting held on 26 September 2018 Agreed as accurate.</p>		
4.2	<p>Minute of Board Development Day on 8 November 2018 Agreed as accurate.</p>		
4.3	<p>Board Action Log and Workplan The Board Action log and Workplan were reviewed. Those items marked complete will be closed and removed from the action log. MM and NH will consider what further discussion and update is required in relation to recent Appeals Committee although it as noted that MM/NH and relevant senior officers had reviewed the issues arising in the immediate period after Committee.</p> <p>The workplan for 2019 was approved.</p>		

4.4	<p><u>Committee Membership-</u></p> <p>The PR/CE had undertaken a review of Committee membership. Proposed changes to the Committee membership were approved.</p> <p>Two Vacancies remain on the Appeals Committee. However changes to the appeals process recently agreed with UNISON mean that this Committee is unlikely to meet with any regularity and will now focus on appeals of senior staff.</p> <p>It was agreed, in light of the above it did not make sense to nominate specific Board Members to this Committee but to ensure that members were adequately trained to act as members of the Appeals Committee training. NH/SD in consultation with MM will consider how to take this forward into 2019.</p> <p>The Board noted the intention to bring a review of SCRA Standing Orders for approval in June 2019 as detailed in paragraph 2.1. This will be added to the Board workplan for 2019.</p> <p><u>Matters Arising</u></p>	<p>April 2019</p> <p>June 2019</p>	<p>NH/SD</p> <p>NH/NC/ PA</p>
4.5	<p>All matters arising are covered within the agenda.</p>		
5.	<p>Audit & Risk Committee</p>		
5.1	<p>Draft Minute of Meeting held on 22 November 2018</p> <p>JE, chair of the Audit and Risk Committee reported on the November meeting of the Audit and Risk Committee, noting that digital update was being covered later in the agenda. Key areas of focus for ARC were:-</p> <ul style="list-style-type: none"> • Information Governance, noting ongoing activity to reduce breach incidents, links to ICO and outcome of recent SCRA reports to the ICO • Quality Assurance/case sampling outcomes and action plan on the role of the Reporter and noting progress on the annual case sampling action plan. • Themes and issues arising from the Scotland wide programme of Joint Inspection of Children's services and the approach of the revised Joint Inspections of Services to Vulnerable Children to which SCRA has been an influential contributor at the planning stage • The report of the External Auditor 		

	<ul style="list-style-type: none"> • Internal Audit programme progress report and a specific audit, level of assurance and agreed management actions on staff recruitment and selection procedures • Annual fraud report from SCRA • Opening of a consultation on changes to the LGPS • Development of the Scottish Government Governance Hub which all SCRA Board members will be encouraged to join. Officers are assessing joining arrangements 		
Reports			
6.	<p>Chief Executive's Report</p> <p>NH introduced the report which focussed on:</p> <ul style="list-style-type: none"> • Staff Partnership • Strategic Partnerships • Information Commissioners Office Investigation – Outcome • 2018 Staff Survey results • Press and Communications Team update • Quality and Performance Team update <p>Issues arising during discussion</p> <ul style="list-style-type: none"> • The Board were unclear as to expectations arising from staff survey results turning into specific plans with actions and completion dates. NH will consider how best to keep ongoing activity linked to staff survey and health and wellbeing group, previously reported over recent years visible to the Board for their assurance <p>The Board noted the challenges and opportunities posed by the Independent Care Review and specific discussion took place in relation to being mindful of stigmatising young people in the media and in professional/agency language and in achieving operational improvements around the movement of placements for young people in Scotland.</p> <ul style="list-style-type: none"> • The focus on ACE's in Scotland, what does this mean in reality and where is this going in the long 	Immediate	NH

	<p>term is an issue of future interest to the Board..</p> <p>Noted The Board note the Chief Executive report.</p>		
<p>7.</p>	<p>Budget Monitoring</p> <p>EM provided a summary of SCRA'S financial position of the year to October 2018 and forecast (based on October results) for the full year of 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 £408k awarded for the revenue costs of the joint SCRA and CHS Digital Delivery Plan. • Depreciation is reported within expenditure expense head as a non-cash charge. A depreciation budget of £2m has been included in the 2018/19 budget allocation by the Scottish Government to cover depreciation, amortisation and impairment charges. • 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. £20k of the £2m digital capital resource is being drawn down directly by CHS. • The Budget Efficiencies Group met in October 2018. The Group discussed processes to ensure Locality efficiencies (both cash and time releasing) are tracked and captured for inclusion in annual efficiency reports. A template to capture details of efficiencies has been developed and is being tested on a number of recent efficiency initiatives. • The full year forecast outturn for North West Area is an underspend of £114k, largely due to net staff vacancy savings of £77k over and above meeting the 2% savings target and a £36k forecast underspend on Translating and Interpretation. Current Support Services forecast shows a £193k underspend due to a forecast underspend in Scots 	<p>Jan 2019</p>	<p>EM</p>

	<p>and telephony charges of £139k, a net saving of £30k on facilities management costs and reductions in Finance (£12k), HR (£14k), IT (£23k) Property (£23k) and Planning (£43k) budgets offset by the additional cost of the pay award.</p> <p>Revenue forecasts will be updated accordingly in December 2018 and the Board will be updated at the meeting in January 2019 following EMT consideration of the choices available to utilise available resources in the last quarter.</p> <p>Issues arising during discussion</p> <ul style="list-style-type: none"> • Subject to forecast how will the Scottish government look at and interpret underspend and the impact for future budgetary allocation. NH emphasised the rigour being applied across budget holders and the operational impact of this, the caution SCRA applied in assessing Carillion liquidation settlement costs and the one off consequence of this in 18/19 and fluctuations and unpredictable in SCOT's charges rather than any systemic revenue issues. <p>Noted The Board noted the revenue and capital positions for the year to August.</p>		
8.	<p>Organisational Performance Report</p> <p>DL gave a detailed update on key sections in the OPR.</p> <p>Issues arising in discussion</p> <ul style="list-style-type: none"> • Is the reputation of SCRA at risk due to the changes in GDPR and the weaknesses in information received from Local Authorities. • Do we identify the origin of the breach when reporting to the ICO, particularly where we believe this to be external to SCRA. • Why are referral trends fluctuating – are we missing referrals? • Referrals being made at the correct time. • Identifying issues and appropriate action taken from management response to the OPR. There is a need to either remove management response or sharpen it up and have better read across to the key data in future OPR's 		

	<p>Noted</p> <p>Interpreting data from management response to give Board members more specific sense of corrective activity and context around change and improvement. This will be addressed the March OPR.</p> <p>Acknowledged that many key actions are dispersed update reports on today's agenda and some harvesting and linkage may be helpful.</p>	<p>March 19</p>	<p>LB/NH</p>
<p>9.</p>	<p>Locality Performance Report</p> <p>The locality performance report is intended to provide an update to the Board on the performance of the Localities via the now established cycle of Locality Performance Reviews, in order to critically examine and seek assurance on delivery of key organisational priorities as well as assessment of required supports to Localities to achieve sustained delivery.</p> <p>Topics covered in the Locality Performance Reviews are:</p> <ul style="list-style-type: none"> • Corporate Parenting and Better Hearings • Case Sampling Outcomes • Data Integrity and Breaches • Formal Performance • Locality Internal Integration • Cross Locality Working <p>Issues arising during discussion</p> <ul style="list-style-type: none"> • Report addresses the issue of cross locality working, mutual support and transparency of demands as well established principles now in SCRA. • Recognises the generally high quality of work happening across SCRA but also balances this with necessary scrutiny and focus on improving some well recognised performance and quality issues (e.g. the issues of professional recording highlighted consistently by case sampling). 		

	<p>Noted</p> <p>The Board noted the outcome of the latest round of Locality Performance Reviews and the continued high quality work and positive performance across Localities. For which LMT's and their staff deserved acknowledgement and thanks.</p>		
<p>10.</p>	<p>Annual Workforce Plan</p> <p>The three year Workforce and OD Strategy, approved by the Board in December 2016, sets the strategic direction for our workforce until 2020.</p> <p>The Annual Workforce Report for 2019/20 aims to deliver the third and final year of that Strategy which is an underpinning pillar of SCRA's Corporate Plan. Some of the activities highlighted in this report, albeit dependent on the Financial Settlement for 2019/20, will form part of the 2019/20 Business Plan.</p> <p>This Workforce Report focusses on the sustainability and resilience of staff resources, recognising that workforce planning has a significant role to play in this by considering the internal pressures of staff capacity and capability in the context of external pressures.</p> <p>This one year workforce plan is developed to align with the key milestones of SCRA's Digital Strategy and will aim to support staff to transform to new ways of working and the implementation of SCRA's core systems in 2019/20.</p> <p>Therefore implementing any new initiatives or major reviews out with this aim will be deprioritised in this year to focus on ensuring that SCRA has the right roles, with staff having the right mix of skills and knowledge in the right localities and teams to continue to deliver services to children, young people and their families in a year where organisational change will be a major factor.</p> <p>The following headings will still be used in this plan to capture the proposed activity:-</p> <ul style="list-style-type: none"> • Workforce data • Recruitment • Roles and Structures 		

	<ul style="list-style-type: none"> • Reward and Retention • Health and wellbeing • Workforce Readiness • Leadership Development and Succession Planning <p>Issues arising during discussion</p> <ul style="list-style-type: none"> • Following on from a recent appeals committee should consideration be given to a probationary period for new staff. <p>Approved</p> <p>The Board noted the current workforce metrics and approved the workforce plan for 2019/20</p>		
11.	<p>Policy and Influencing Report</p> <p>This report highlights the work SCRA has been involved in during the period of June 2018 to the end of November 2018. This includes;</p> <ul style="list-style-type: none"> • The protection of Vulnerable Groups and the Disclosure of the Criminal Information consultation closed on the 18th July 2018. • The Family Law Bill Consultation • Protecting Children: Review section 12 of the Children and Young Persons (Scotland) Act 1937 and the section 42 of the sexual offences (Scotland) Act 2009. • Progressing Children’s Rights. • Parliamentary Work. <p>Issues arising during discussion</p> <ul style="list-style-type: none"> • This report was seen as extremely helpful and allowed Board member to access a number of levels of varying detail • Where is the opposition (if any) to raise the age of Criminal responsibility beyond 12. • The impact faced between the Bill being passed and implementation period – leaving young people exposed in the meantime. • How raising the age of criminal responsibility will affect the Vulnerable Witnesses Bill. • SCRA’s position is clear that 12 must only be a starting point and we must rapidly make progress to 		

	<p>14 or 16 after a period of further research and review</p> <p>Noted The Board noted the content of this report.</p>		
<p>12.</p>	<p>SCRA Research Programme 2019/20</p> <p>Throughout 2019/20 members of the research team will continue work on Child Sexual Exploitation as a priority, It is intended that the research will be a collaborative project between SCRA and Barnardo's Scotland. It will assess the extent that looked after children and young people in Scotland are at risk of sexual exploitation and who are the victims of such abuse.</p> <p>SCRA submitted a proposal to the Scottish Government on the 24th October for discussion around the work carried out on Young people aged 12 to 15 years involved in offending. The Scottish Government agreed that the research will go ahead, and discussions are underway to finalise the proposal. This will be the research teams main work in 2019/20.</p> <p>2019 will also see publication of a number of findings in relation to SCRA's ongoing research across 2018 on Home Supervision.</p> <p><u>Approved</u></p> <ul style="list-style-type: none"> • The Board approved SCRA'S plans for research in 2019-20 • The Board noted the continued high quality and impact of SCRA's research in children's policy and practice in Scotland. • The Board acknowledged the resource challenges faced by the team in 2018 and expressed their thanks for the continued progress made in such difficult circumstances 		

<p>13.</p>	<p>Annual Policy Review</p> <p>Over the reporting period (January – November 2018) work undertaken on SCRA policies is as follows:</p> <p>Equalities</p> <ul style="list-style-type: none"> • Equal Opportunities Policy – complete • Equalities and Inclusion Strategy and Outcomes 2018-21 • Management Guidance on Menopause, • Autism – Arranging a Hearing, • Supporting Carers in the Workplace • Supporting Mental Health in the Workplace <p>HR Policies developed or updated in 2018</p> <p>-All policies were updated to meet GDPR requirements</p> <ul style="list-style-type: none"> • Capability procedure – complete • Excess Travel Costs Policy – complete • Maximising Attendance and Framework Strategy – complete • Recruitment and Selection Policy – in progress • Dignity at Work Policy– in progress • Flexible Working Policy – complete • Travel Policy – complete • Disciplinary Policy – complete • Management Guidance on Court Cover – in progress • Volunteering Policy – complete <p>Health & Safety Policies</p> <p>The following policies were reviewed in 2018:-</p> <ul style="list-style-type: none"> • Display screen equipment regulations • New and expectant mothers guidance • Sharps and bodily fluids policy • Manual handling policy <p>Fire documentation</p> <ul style="list-style-type: none"> • Fire safety policy • Fire safety guidance • Short fire risk assessment blank template • Short fire risk assessment work examples • Eye test policy • First aid policy • Policy statement and risk assessment summary • No smoking policy • Substance misuse policy • Lone working policy • Incident reporting documentation • Incident reporting policy 		
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	<ul style="list-style-type: none"> • Incident reporting guidance • Incident reporting form <p>Practice Direction updated or published in 2018</p> <ul style="list-style-type: none"> • Practice Direction 30 Local Authority Duties • Practice Direction 9 Children in Custody • Practice Direction 5 Receipt and Registration of Referrals • Practice Direction 1 Practice Principles • Practice Direction 3 (re inviting to hearings) <p>Issues arising during discussion</p> <ul style="list-style-type: none"> • The criteria is being used by the organisation to update current policies is based on both cyclical review and changes to statutory requirements or responding to known organisational/operational needs that arise. • HR and Health and Safety policy reviews are agreed in partnership with UNISON • Reflecting upon current SCRA policies and the policies of outside organisations is undertaken from time to time to ensure we reflect contemporary practice, policy and social developments • Partnership work and agreement is key to the change in policies. <p>Noted</p> <ul style="list-style-type: none"> • The Board note the programme of policy development and updates undertaken In 2018 • The Board agree that the current approach is in line with the Board requirements and agreements on policy development outlined in paragraph 2.5. • The Board agreed scheduled plans for 2019 and the proposed delegations for approval • 		
14.	<p>Digital Strategy Update</p> <p>NH updated the Board with SCRA's ongoing development work to progress the CHS/SCRA core systems and applications programme, updates the Board on the recent alpha boundary decisions of the Digital Delivery Board, the corresponding improvement plan recently agreed between CHS/SCRA and the supplier.</p>		

	<p>A further update will be made to the Board in June 2019</p> <p>Issues arising during discussion</p> <ul style="list-style-type: none"> • Recognising and factoring in the fact that SCRA and CHS are at different stages in organisational development. • Looking at Business readiness to align both organisations in the development stages and optimise state of preparedness for go live and from there to using digital as a transformative enabler. <p>Noted</p> <ul style="list-style-type: none"> • The Board noted the content of the report • the significant progress made in relation to core systems and applications since November 2017 • The Board noted the proposals to align and sequence activity on digital hearing rooms, engagement and participation and panel community devices. • The Board noted the proposal linked to the D1 assessment recommendations • The Board noted the current strategic programme risks and corresponding mitigations. 	<p>June 2019</p>	<p>NH</p>
<p>15.</p>	<p>Strategic and Operational Risks</p> <p>This report provides an update to the Board on the Strategic and Operational Risk Registers. The Risk Registers were last reviewed by the Audit and Risk Committee at the 22 November 2018 meeting and the Board at its meeting on 20 June 2018.</p> <p>Strategic Risk Register</p> <ul style="list-style-type: none"> • Proposal to remove Risk 2. • Move ahead with frame work in risk 3– if deployed correctly potential to close off risk. • Resources have been added as a new risk and is identified in risk 7. <p>Updates to the Operational Risk Register have been reviewed by the Executive Management Team and will</p>		

	<p>be considered at the next meeting of the Operational Group. The review took account of the national priority activities to support a safe and effective service with a particular focus on issues of immediate risk and delay.</p> <p>Issues arising during discussion</p> <ul style="list-style-type: none"> • The first phase of GDPR training with all available staff has been concluded <p>Noted</p> <p>IN reviewing the strategic and operational risk registers the Board note positive approach to scanning for, assessing and mitigating risk to the extent that some risks are being successfully closed.</p>		
<p>16.</p>	<p>New risks No new risks identified.</p>		
<p>17.</p>	<p>Next Board Meeting – Wednesday 23 January 2019, 10.30am.</p>		