Present

Neil Hunter	Principal Reporter/Chief Executive (Chair)
Lisa Bennett	Head of Strategy and Organisational Development
Susan Deery	Head of Human Resources
Ed Morrison,	Head of Finance and Resources
Helen Etchells	Senior Operational Manager (West & North)
Alistair Hogg	Head of Practice and Policy
Ian Allen	Head of Property (Item 8)
Pamela Armstrong	Governance Office (Minute)

	Item	Timescale	Action
1.	**Apologies** Lawrie McDonald Paul Mulvanny		
2.	**AOB** EMT to complete register of interest and related party transaction forms.	**Immediate**	**EMT**
3.	**Minute of Previous Meeting - 3 March 2021** Agreed		
4. a)	**Matters Arising** **Standard Operating Model** - SD to issue latest version of the document to EMT. Workshops are planned to conclude the standard operating model. Activity and conversations ore on going and is discussed at the fortnightly CSAS meetings.		**SD**
b)	**Operational Plan** – The plan is in its final form and has been folded down into locality plans. A high level of consultation has been done with LMT's. Locality priorities have been added into to individual locality plans. LRM's have welcomed opportunity to have a forward look and start planning for the future.		
c)	**2021/22 Business Plan** - Structural changes have been made to the plan which was presented in draft form to the March Board. EMT noted the final version of the plan.		
d)	**Virtual Hearings** – Discussions are ongoing regarding how to plan the way out of the pilot and how to take forward. Mainstreaming back to localities is the preferred option. Do we require resource to support this activity and if so how do we resource? Outlook for evaluation will be		

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	end of April. Workshop to decide how to operate post June to be held in mid-May.	**May 21**	**EMT**
e)	**CHSRG** Report to Social Work Scotland C&F Standing Committee – AH will consider how best to progress further via existing SWS links		
f)	**Review of Board meeting 25 March 2021** - NH reviewing the meeting with Chair and will feedback observations. Consider offering the Board an hour to discuss the data report and recovery, possibly during the April development day.		
g)	**SOM** Reviews – On track to be presented to the June 21 Board.		
h)	**Budget** – We have been asked by SG to confirm what our final spend will look like, with a prospect of further handback. Planning will need to be as rigorous as possible next financial year.		
i)	**External Audit** – A query has been raised relating to drawing down in advance of need. EM will discuss with the Auditor ahead of the next Audit & Risk Committee.	**May 21**	**EM**
5. a)	**Internal Audit Recommendations** **Review of tracker** The latest status of the tracker was reviewed. Any updates to actions and recommendations to be sent to EM ahead of the formal Audit and Risk Committee review.	**May 21**	**EMT**
b)	**Review of tracking process** PA introduced the report recommending EMT approve the proposed changes to the timeline and procedure for the reporting of Internal Audit recommendations to EMT. **Noted:** • Internal audit actions to be reviewed and updated quarterly by EMT in March, June, September and December. • The status of actions will be provided to the Governance Officer, using a designated Teams channel, by an agreed date. • An up to date version of the internal audit tracker will be presented at the April and October EMT meetings. **Issues arising during discussion:** • Recommendations should be reasonable and achievable.		

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	Agreed: • To approve the proposed changes to the timeline and procedure for the reporting of Internal Audit recommendations to EMT.		

6.	**Case Sampling – Data Quality and interaction with CSAS**
	LB introduced the report providing detail of the data quality exercise.
	
	Noted:
	• With the implementation of a new system comes a great opportunity to consider data quality at the earliest point – as new cases and entries to the system are being made. An opportunity to look at the way that we interact with the system, develop materials to train users and in the development of operational guidance to promote desired or best practice.
	• This exercise will test the data quality of selected sets of data in CSAS, along with looking at data recording and Reporter interaction with the system
	• There will be 3 layers to the exercise, each with a particular approach, aim and methodology;
	  ○ The aim of the first layer is to identify, understand and address risk in the areas of orders, and non-disclosure.
	  ○ The second layer will focus on the data in the record of proceedings, which the reporter completes in a hearing. The accuracy and completeness of this record has data implications for any further proceedings and for statutory obligations which flow from the hearing
	  ○ The final level will be a light touch analysis of how reporters are interacting with new parts of the system, particularly around investigation and decision making. There will be a reflection in the reporting of this part that current interaction with these parts of the system is likely to be impacted by the unique pressures caused by two lockdowns and subsequent recovery.
	
	Issues arising during discussion:
	• This is a helpful and useful exercise which fills the void until localities are in a position to be able to resume case sampling work.
	• This exercise provides really useful and relevant information with no impact on localities.
	• LB to consider the most appropriate way to keep EMT up to date on any finidngs.		

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	Agreed • EMT agreed with the proposed approach.		

7.	**Corporate Procurement Strategy**
	EM Introduced SCRA's Corporate Procurement Strategy, covering the period 2020-23.
	
	Noted:
	• This is the second year of the Corporate Procurement Strategy covering the period 2020-23, which aligns it with SCRA's Corporate Plan 2020-23.
	• The main changes to the Strategy were:
	   o Update the accountability section in the Foreword to include SCRA's Board.
	   o To update the Strategic Context.
	   o To reflect a more inclusive approach to procurement throughout the Strategy
	   o To review and update our key priorities including the use of Fair Work First criteria and Ensuring Inclusive Procurement.
	   o To reflect the call to action on Climate Change throughout the Strategy
	• The updated Strategy is required to be published and a copy sent to the Scottish Ministers.
	• The Strategy will also be sent to all Delegated Purchasers, the Contracts Review Group and will be placed on the Procurement page of Connect and SCRA's website so that they are accessible to SCRA staff at all levels of the organisation and also to external readers and suppliers.
	• The Procurement Officer has been working with the Inclusion & Diversity Manager to further understand how we can ensure an inclusive approach to procurement and will now integrate some of the actions required into our procurement processes.
	• The Procurement Officers will work with the Head of Property to implement the actions required to assist SCRA to meet its net zero targets.
	
	Issues arising during discussion:
	• EMT acknowledged the hard work of the team in the creation of the document, particularly section two, strategic context.
	
	Agreed:
	• To approve SCRA's revised Corporate Procurement Strategy in line with the Procurement Reform (Scotland) Act 2014 (the Act) which further aligns SCRA with Scottish Public Sector best practice.		

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8.	**Vulnerable Witness Accommodation Requirements** IA Introduced the paper asking EMT to; • Note the most recent approach by Scottish Courts regarding the use of SCRA space as Vulnerable Witness accommodation and the more detailed requirement now set out. • Consider the level of support that SCRA can provide to our partner agency. **Noted:** • Scottish Courts requirement for use of SCRA space, as outlined, is more involved than had originally been thought when this matter was last considered by EMT. • SCRA's own space and operational requirements, taking into account coronavirus and need for social distancing, are expected to increase potentially meaning that there is less flexibility to offer accommodation to partner agencies. • Details of the proposed Vulnerable Witness management arrangements have been requested but are not available at this time. Some difficulties have been reported around the use of space and impact on staff on previous occasions **Issues arising during discussion:** • SCRA are prepared to be flexible but cannot affect core business.		
9.	**Draft Agile Working Policy** SD Introduced an early draft of the policy, setting out; • Policy Vision • Policy Statement • Policy Development • Benefits of Agile and Smarter Working • Agile Working Arrangements • Principles of the Policy • Responsibilities • Property Development • Inclusion & Diversity • Complaints **Issues arising during discussion:** • The draft policy will be taken to the April HR Sub Group, followed by the consultation process with LRM's and LSM's. • It is hoped that some of the principles will be adopted while the framework is being concluded. • SOM's will assist localities with culture change. There is a lot of work that will require to be done with managers regarding direction of travel, challenges in supporting and supervising staff, etc.		

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	• Key drivers include increased productivity, work/life balance and staff welfare. • EMT consider the policy as potentially "transformational" • A further update will provided at a future EMT meeting.		
10.	**CMS Decommissioning – Final Data Retention** NH introduced the report advising the de-commissioning of CMS and all of its associated infrastructure will be complete by the end of Apr 21. **Issues arising during discussion:** • Various iterations of the report have previously been reviewed by EMT. • LB to provide suggested wording for the data section of the report. • In line with UNCRC legislation, SCRA will be required to make a future decision on over 18's and the retention of data up to the age of 19.		**LB**
11.	**Evaluation of the Covid-19 Shortened Report Template.** AH introduced the report, recommending EMT approve a short targeted piece of evaluation which will have an impact across the service (in that we are asking people to complete a short survey response and to facilitate the cascade of surveys across partners, if that is appropriate / required). **Noted:** • In response to the swift move to virtual hearings necessitated by the Covid 19 pandemic and the need to manage the size of documents available to panel members and families, a shortened report format was drawn up during the first lockdown in 2020 by the CHIP Learning and Development Co-ordinator, which SCRA made available for the use of all local authority social work departments from April 2020. • This shortened template required relevant content to be taken from the much larger Integrated Child Assessments / Plans / GIRFEC reports that have been developed within different local authority areas over the last few years. **Issues arising during discussion:** • This proposal supports work done to date on Better Hearings, Time and Quality Standards and feeds into The Promise. • AH to consider the best locus for this piece of work to be conducted e.g. CHIP, SCRA directly or with a partner agency such as CELCIS.		**AH**

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12.	**Digital Programme**		
a)	**CSAS Transition programme** NH/SD have been joining regular CSAS calls. There is a commitment to maintain L&D across teams.		
b)	**CSAS plus sprints** Currently in sprint 4. Further work will be done throughout April. A critical aspect is the efficient re- allocation of work/workload.		
c)	**CSAS – Gaps left by retiral of Product Owner** NH/LMcD considering bringing forward the 2021/22 digital team structure proposal. This will inform a discussion around product ownership.		
d)	**Change Control/Future Governance** Plan will be taken to the DDB and DDOC for approval.		
e)	**Change Control Board Arrangements** There is a gap around post MVP delivery arrangements.		
f)	**DDB/DDOC** Meetings scheduled in April.		
13.	**Covid 19** An update will be given at the EMT Recovery Meeting.		
14.	**Keeping the Promise** Discussion focussed on the following elements:- • The Plan 2021-24 • Core statutory partners group • Support and capacity • SCRA internal Team **Issues arising during discussion:** • NH/LB/AH attended a meeting with SG Sponsor team. It was helpful to get a perspective from the policy team. • UNISON intend to consult with members on issues including The Promise, UNCRC the impact of CSAS, etc. • A paper will be brought to the next EMT meeting.	**May 21**	**NH/AH/LB**
15.	**Practice and Policy** AH provided a verbal update. • Work is ongoing on Siblings preparation. Materials have been issued to LRM's and senior practitioners. Work will be done on guidance and materials that can be used with LRM's and engagement with LA's. At the last accountably meeting SCRA were asked to provide assessment of number of siblings likely to attract participation rights, in order to assess impact on advocacy services. AH advised we can can provide a starting point but impossible to provide a reasonable		

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	estimate. It is important to keep to a strict interpretation of rules. • Tripartite meeting with SCRA, COPFS and Police Scotland has been scheduled.		
16. a) b)	**Information Governance** **General Update** AH/NH/PM and LMcD attended a Cyber Security workshop on behalf of EMT which highlighted some actions which will be taken forward. **February Breaches Report** AH introduced the report advising that during the month of February SCRA had 22 breaches. 21 of these breaches involved records held on CSAS, two were Non-Disclosure cases, one of which was reported to the ICO.		
17.	**New Risks** None identified		
18.	**Forward Look** A summary of key meetings over the next month was reviewed.		
	Date of Next meeting; Wednesday 05 May by Teams		