

AGENDA

|                       | Item   | Purpose          | Paper  | Action                  |
|-----------------------|--|------------------|--|-------------------------|
| 1.                    | Apologies  |                  |  |                         |
| 2.                    | AOB  |                  |  |                         |
| 3.                    | Minute of Previous Meeting – 02 September 2021   | Approval         | Attached   |                         |
| 4.                    | Matters Arising  |                  |  |                         |
| 5.                    | Stirling Hearing Room Extension  | Approval         | Attached   | EM                      |
| 6.                    | Hamilton Lease Extension   | Approval         | Attached   | EM                      |
| 7.                    | Arbroath Tenancy Renewal   | Approval         | Attached   | EM                      |
| 8.                    | Business Plan  | Update           | To follow  | LB                      |
| 9.                    | Data   | Information      | Presentation   | DL                      |
| <b>Standing Items</b> |  |                  |  |                         |
| 10.                   | <b>Digital Programme</b><br>a) RAVHI update<br>b) Digital CAB  | Update<br>Update | Verbal<br>Verbal   | SD/HE<br>LMcD           |
| 11.                   | <b>Covid 19</b><br>a) Recovery Plan<br>i. SCRA, Q3 and Q4<br>ii. Hearing System  | Update           | Verbal   | HE                      |
| 12.                   | <b>Keeping the Promise</b><br>a) Hearing System Working Group (HSWG)<br>b) Keeping The Promise Programme Board   | Update<br>Update | Verbal<br>Verbal   | LB/AH<br>LB/AH          |
| 13.                   | <b>Practice and Policy</b><br>a) General Update  | Update           | Verbal   | AH                      |
| 14.                   | <b>Information Governance</b><br>a) General Update   | Update           | Verbal   | AH                      |
| 15.                   | <b>New Risks</b>   | Discussion       | Verbal   | All                     |
| 16.                   | <b>Forward Plan</b><br>a) Operating Model (with CHS SMT) – 04/11<br>b) NPF – 09/11<br>c) SCRA/SG Accountability Meeting – 09/11<br>d) Board Development Day – 11/11<br>e) Health & Wellbeing Group – 16/11<br>f) Audit & Risk Committee – 18/11<br>i. Annual report on actions<br>ii. Joint inspections<br>iii. Case Sampling<br>iv. Risk Report<br>g) Digital CAB – 29/11 | For info         | Attached<br><br>Attached<br>Attached<br>Attached<br>Attached | LB<br>LB<br>LB<br>PA/EM |
|                       | <b>Date of Next meeting;</b><br>Wednesday 01 December, Bell Street,<br>Glasgow   |                  |  |                         |

## Present

|                                 |   |
|---------------------------------|---|
| Neil Hunter ( <b>NH</b> )       | Principal Reporter/Chief Executive - Chair  |
| Alistair Hogg ( <b>AH</b> )     | Head of Practice and Policy                 |
| Ed Morrison ( <b>EM</b> )       | Head of Finance & Resources                 |
| Lisa Bennett ( <b>LB</b> )      | Head of Strategy and OD                     |
| Susan Deery ( <b>SD</b> )       | Head of Human Resources                     |
| Helen Etchells ( <b>HE</b> )    | Senior Operational Manager (West & North)   |
| Paul Mulvanny ( <b>PM</b> )     | Senior Operational Manager (East & Central) |
| Lawrie McDonald ( <b>LMcD</b> ) | Head of IT – By Teams                       |
| Pamela Armstrong ( <b>PA</b> )  | Governance Officer - Minute – By Teams      |

|    | Item   | Timescale | Action |
|----|--|-----------|--------|
| 1. | <b>Apologies</b><br>None   |           |        |
| 2. | <b>AOB</b><br>None   |           |        |
| 3. | <b>Minute of Previous Meeting – 02 September 2021</b><br>Agreed  |           |        |
| 4. | <b>Matters Arising</b><br>Covered within agenda  |           |        |
| 5. | <p><b>2022/23 Budget Planning</b></p> <p>EM introduced the report. The purpose of this report is to present an updated Financial Strategy for the period 2022/23 to 2026/27 following a review by the Head of Finance &amp; Resources in conjunction with EMT. The Strategy is essentially a 5 year Financial Plan based on funding requirements and includes a number of funding scenarios with potential options to address funding gaps.</p> <p>Briefing papers submitted to Scottish Government finance were also reviewed.</p> <p><b>Noted:</b><br/>The report focuses on the following:</p> <ul style="list-style-type: none"> <li>• Development of the financial strategy</li> <li>• Financial strategy objectives <ul style="list-style-type: none"> <li>○ Objective 1 – To achieve long term financial sustainability.</li> <li>○ Objective 2 – To take a medium to long term view of investment in our key resources and capabilities and new developments.</li> </ul> </li> </ul> |           |        |

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| <ul style="list-style-type: none"> <li>○ Objective 3 – To align the financial strategy with other strategies.</li> <li>● Strategic Environment <ul style="list-style-type: none"> <li>○ COVID-19 and recovery</li> <li>○ Legislative change</li> <li>○ The Promise</li> </ul> </li> <li>● Expenditure profile and financial position</li> <li>● 2121/22 budget</li> <li>● Forecast budgets 2022/23 to 2026/27</li> <li>● Savings and efficiencies</li> <li>● Scenario planning</li> <li>● Capital</li> <li>● Service change and resilience</li> <li>● Links to other strategies</li> <li>● Financial risks</li> </ul> <p>Financial sustainability over the term of the Financial Strategy will require continued in year support from Scottish Government for new and unforeseen budget pressures, around 4% increases in annual revenue funding, delivery of efficiencies from major programmes, clear outcomes from the work on service change and resilience, continuing capital investment in infrastructure and ongoing vigilance from budget holders, supported by Head Office business partners.</p> <p>The next 18 months will see a transition from pandemic recovery to business as usual at the same time as preparing the organisation and wider hearings system for the significant changes in the policy and legislative landscape that will take place over the course of the five year Financial Plan.</p> <p>Discussions are underway with Sponsor Team to ensure a good, shared understanding of SCRA’s corporate and financial objectives for 2022/23 and the period to 2026/27. It is hoped this will build on the very productive dialogue that led to the increased revenue funding in 2021/22.</p> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>● SG are supporting the approach but have asked us to consider what would be the consequences of not being able to achieve expectations.</li> <li>● SCRA will at some time require to future proof the estate.</li> <li>● The strategy is fully supported by the Board.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>● To approve the updated Financial Strategy 2022/23 – 2026/27.</li> </ul> |           |        |

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|----|---|-----------|--------|
| 6. | <p><b>2022-23 Budget Guidance</b><br/>EM advised that 2022/23 budget guidance and timetable will be issued to for offline approval. There are no significant changes to the guidance.</p> <p><b>Noted:</b><br/>The key assumptions at this stage of the 2022-23 budget planning process are:</p> <ul style="list-style-type: none"> <li>• no increase in Establishment;</li> <li>• no increase in non-establishment FTEs;</li> <li>• an increase in employer’s national insurance costs;</li> <li>• a pay award in line with current pay policy guidance;</li> <li>• a general savings target of 2%; and</li> <li>• any inflationary pressures to be offset by efficiency savings.</li> </ul>   | Immediate | PA     |
| 7. | <p><b>North of Scotland Review</b><br/>HE introduced the report detailing the scope of the review, the process of review and the information which has been considered for decision making.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The intention of this review is to find a model for the provision of Children’s Hearings in the north of Scotland which meets the needs of children and families and which is sustainable now and for the medium to long term. By undertaking this review in 2021, it has been possible to include the impact of the pandemic on how we work and deliver our services, particularly our increased reliance on digital connectivity. Our ability to work effectively while remote, including our ability to learn and develop, to be part of teams, to connect to the wider organisation and the increasing quality of experience provided by virtual hearings all have a place in describing service delivery now and in the future.</li> <li>• In addition, SCRA has a commitment to deliver the commitments in the Promise and although that 10 year journey has just begun, we are beginning to articulate and understand what that means for service delivery. At its most basic, we know that we will be increasingly delivering a bespoke service to all children and young people as they engage with the Hearing System. The commitments in the Promise must form the basis for planning for all service delivery.</li> </ul> <p><b>Agreed:</b><br/>To approve the recommendation that Orkney and Shetland will be supported and resourced from the Grampian Locality, subject to approval of detailed costs.</p> |           |        |

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| 8.                    | <p><b>Board Member Induction</b></p> <p>PA introduced the timetable of introductory meetings for the two newly appointed SCRA Board members.</p>  |           |        |
| <b>Standing Items</b> |   |           |        |
| 9.                    | <p><b>Digital Programme</b></p> <p><b>RAVHI roll out – update</b></p> <p>HE/SD provided a verbal update on the rollout of RAVHI</p> <ul style="list-style-type: none"> <li>• There is a desire for the model to go back to localities.</li> <li>• Core of the model is about customer care and providing a platform to connect.</li> <li>• RAVHI will be built into the SOM at some point.</li> <li>• There is a significant increase in the number of hearing s which the virtual team have some level of involvement in.</li> <li>• LMcD advised technology in hearing rooms is as good as it can be. There are some aspects that can be improved by some process changes for example testing technology ahead of the meeting.</li> <li>• There is more work to be done developing user knowledge and understanding.</li> <li>• Review of RAVHI Core Group meeting to be arranged with SD/NH/PM/LMcD</li> </ul> <p><b>Digital CAB</b></p> <ul style="list-style-type: none"> <li>• LMcD advised the Digital CAB meeting will be held monthly.</li> <li>• The group have agreed layers of responsibility and devolved responsibility fir decision making.</li> </ul> | ASAP      | PA     |
| 10.                   | <p><b>Covid 19 Recovery</b></p> <p>EMT agreed the discussion would be taken into an afternoon session, focusing on feedback given to the SOM's on the LRM update call, including;</p> <ul style="list-style-type: none"> <li>• Adapting to the use of CSAS</li> <li>• Implementation of the SOM</li> <li>• Labour intensity of ND (practice &amp; Process and technology)</li> <li>• Scene of isolation</li> </ul> <p>An update will be provided at the next meeting.</p>   |           |        |
| 11.                   | <p><b>Keeping the Promise</b></p> <p><b>Review Group update</b></p> <ul style="list-style-type: none"> <li>• LB/AH have attended the first meeting of the Hearing System Working Group (HSWG)</li> <li>• The focus of the group was on information gathering. The Chair also set out expectations on the direction of travel for the group.</li> </ul>  |           |        |

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|     | <p><b>SCRA core group development</b></p> <ul style="list-style-type: none"> <li>• The Keeping the Promise Programme Board meet again later this month.</li> <li>• Gordon Main, OHOV will attend the Programme Board moving forward.</li> <li>• Programme Manager interviews commence 18<sup>th</sup> October.</li> </ul>   |           |        |
| 12. | <p><b>Practice and Policy</b></p> <p>AH advised the Supreme Court has ruled that certain parts of both Bills (United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill and the European Charter of Local Self-Government (Incorporation) (Scotland), are not within the legislative competence of the Scottish Parliament.</p> <p>SCRA's position on children's rights hasn't changed. We support incorporation and we are working towards making that a reality with our Rights, Inclusion and Corporate Parenting Strategy.</p>   |           |        |
| 13. | <p><b>Information Governance</b></p> <p>AH introduced the September 2021 breach report.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• 23 data breaches were reported with 20 (85%) of them being caused by SCRA.</li> <li>• There were 10 breaches of Non-Disclosure Orders or Rule 16 measures, 8 were caused by SCRA meaning 40% of SCRA's breaches in September were of Non-Disclosure measures.</li> <li>• 3 breaches were reported to the ICO, these were all breaches of NON Disclosure measures.</li> <li>• There has been an increase in SCRA breaches of Non-Disclosure measures. Between April and September 2021 there were 21 SCRA breaches of Non-Disclosure measures. In the same period in 2020, there were six; and in 2019 there were 15.</li> <li>• The main lesson from breaches in September is therefore the need to take extra care when dealing with Non-Disclosure cases. This is especially so for documents that are not in the HIP as they are not subject to the same checks, and for Records of Proceedings as names of those attending are auto-filled. There is also need for checks to make sure redactions have 'stuck' and cover all the area of text.</li> </ul> |           |        |
| 14. | <p><b>New Risks</b></p> <p>None identified</p>  |           |        |
| 15. | <p><b>Forward Plan</b></p> <p>A summary of key meetings over the next month was reviewed.</p>   |           |        |

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|--|--|-----------|--------|
|  | <b>Date of Next meeting;</b><br>Wednesday 01 December, Bell Street, Glasgow. |           |        |