Present:

Lisa Bennett - Head of Strategy and Organisational Development
Susan Deery – Head of HR
Lawrie McDonald - Head of Digital
Alistair Hogg – Senior Operational Manager (North and West)
Tom Philliben – Senior Operational Manager (East and Central)
Malcolm Schaffer – Head of Practice and Policy
Ed Morrison – Head of Finance and Resources
Neil Hunter – Principal Reporter/Chief Executive

In attendance:

Collette Cairns – Personal Information Officer

Apologies:

None

		Timescale	Action
	Data Protection – Role Specific Training Collette Cairns presented the role specific training on staff records to EMT. This training is key for all staff and follows a recent ICO recommendation in focus on specific roles within SCRA. Topics covered included:- • Data Protection • Legal Context • Records retention • Paper and Electronic records • Personal data • Sharing staff information • Breaches • Screen Security • Data Subjects rights and Subject Access Requests **Issues arising for further review and action:** • Management Induction – ongoing basis • Trade Union Induction – ongoing basis		

	• Application of records management to electronic records – specifically shared drives and whether more secure and less distributive/controlled alternatives and options for moving away from shared drives • Ongoing development of IAO role • Opportunities on CSAS posy MVP for document management functionality within Office 365 suite		
	AOB		
2.	**Matters Arising**		
(a)	**VER update** – SD circulated a confidential paper updating on offers made and accepted and timescales for departure. EM queried on opportunities for increasing savings profile for 2019/20. Based on existing duties SD was of the view that dates had been pulled forward as far as possible. Key was to demonstrate the re-investment in front line services		
(b)	**Pay** Currently awaiting final advice from pay policy on affordability and impact on paybill.		
3.	**Minute of Previous Meeting 06 March 2019** P7. – TP sought clarity on 'positivity' in relation to Organisational Readiness – The reality is that OR remains extremely challenging, but that the challenge is being tackled with positivity.		
4.	**Perth 1st floor letting – Formal approval** Report proposes letting of the first floor of Belhaven House, Perth to Team Magnus Ltd. and had been previously circulated**.** Approved		

5.	**Arbroath MOTO renewal** Formal approval to renew the MOTO agreement with Scottish Courts and Tribunal Service. Previously circulated. Approved		
6.	**QA Case sampling action plan** LB had circulated the document in advance. Review of QA action plan and focus on actions 6, 9, 10 and 11 for review and update LB/MS/AH/TP will examine specific updates to ensure a clear update on actions underway, pending and re-prioritised. Data report for action 13 to be actioned by LB/DL	**Immediate** **Immediate**	**LB/TP/AH** **LB/DL**
7. **(a)** **(b)** **(c)**	**Audit and Risk Committee** **Agenda** (ARC 16 May 2019) Noted **Annual Report** – EM will progress with PA **Internal Audit tracker** • 55 cumulative recommendations from BDO over last 2 years • 21/55 implemented to date • 4 superceded • 30 remain outstanding and require update from leads • Need for focus and completion in the next few days by all leads, mainly on provision of evidence on tasks known to be completed that will effect closure We need to ensure meaningful organisational learning from IA exercises and more fully equip SCRA managers to engage meaningfully in the IA process, ensure that the recommendations are achievable and meaningful and work to a more devolved arrangement between IA and individual	**Immediate** **immediate**	**all** **all**

	EMT leads, ensuring less labour intensive need for coordination by EM.		
8.	**Sustainability Review** NH acknowledged AH's recent successful application to the Head of Practice and Policy role on MS's retiral. This necessitated some planning to ensure appropriate operational cover on commencement of new duties on 1/6/19.		
(a)	**SOM role** NH's intention was to take this opportunity to complete outstanding elements of the longstanding SOM review. • SOM have not been able to fully fulfil their strategic functions • Recommendations requires to bottom out the number of SOM's required and what support arrangements to help them fulfil their function was now required. • Tactical and strategic role SOM – balance has been hampered by day to day operational pre-occupations • Need to learn lessons from past – distance from CEO/PR is a risk that needs to be mitigated • Operational Group –hasn't performed function consistently and grouping around senior operational management could take another form • Need to create a circumstance over the piece where senior operational role(s) are able to operate more strategically • Need to emphasise devolution/autonomy and decision making in any management support role • Locality model – needs firming up on accountability and sharpness of decision making **Agreed**		
	To appoint SOM temporary to March 20, subject to internal review of SOM role. NH/SD to provide briefing on direction of travel on operational management capacity/role/function in support of SOM role	**w.b 15/4**	**SD/NH**

(b)	**Business Managers** Recent review of job description and evaluation outcome. Business Managers undertaking further work on job description on key tasks that have organisational value and align to SOM review. AH/TP will keep under review and link with SD.	**As required**	**TP/AH**	
(c)	**CHS recruitment** Agreed to monitor impact on SCRA in terms of loss of experience and listen carefully to feedback on concerns/perceptions about SCRA's own grading and job evaluation/reward structure which is already emerging from within staff group.			
9.	**Digital Update**			
(a)	**Senior (CHS/SCRA) session output -7/4/19** EMT welcomed the session which was in depth, constructive and challenging. A number of issues have emerged • risks and changing relationships in the CHS and SCRA partnership • the need for clarity on risk ownership (e.g. ownership of CSAS/data/security/governance and contracts) and accountability as well as the future elective and/or legal underpinnings of this EM will commence work on progressing how CHS and SCRA should approach these issues and will consider how best to secure the necessary capacity and expertise. Follow up session to be arranged asap to go into required detail on section 3 and 4 which we didn't get to and a recap of progress on section 2. NH will ask PA to co-ordinate with LMcD and NMcL (CHS) on dates.	**immediate** **immediate**	**EM** **NH/PA**	
(b)	**Organisational Readiness** TP updated. Some changes in leadership and oversight may be required to reflect the stage of development and risk Support for product owner and alignment to overall OR programme is being assessed			

(c)	**Joint Investigative Interviews – transmission from Police Scotland to SCRA** MS circulated a paper from Practice Team highlighting proposals for • SCRA to move to a practice whereby we provide parties to proof proceedings as a matter of course with a copy of a recorded JII where that JII is evidence, bringing SCRA's approach into line with that currently taken by COPFS. • ,this would mean providing each party with an encrypted memory stick which contains the recorded JII(s). This will require each locality to have an adequate stock of memory sticks to enable it to happen. This could mean the purchase of up to 228 memory sticks of an agreed specification and security. • The operational preference is for JII evidence to be downloaded to SCRA systems Noted that this an interim solution following phasing out of CJSM networks by UKG and whilst Justice Digital Evidence Vault development is ongoing. The risks are self-evident and a longer term solution has a degree of urgency. This was regarded as a critical issue to ensure safety and understanding. EMT approved:- • Further work on the operational and practice framework • Further work on the security and data protection arrangements and direction that require to be in place • Full assessment of the issues of downloading to SCRA systems and inappropriate access/use • The need for centralised purchased of devices of an agreed specification and possible centralised tracking of USB sticks MS to keep EMT updated on progress and provide any further reports as necessary	**May EMT**	**MS**

10.	**Output of LRM/Locality recording sessions**		
	The report provides an Improvement Plan for the recording within our systems of our decision-making and of the information which we receive		
	Fort six operational managers attended and contributed to the events as well as representatives of EMT, of the Quality & Performance Team, of the Practice Team and of the Information Research Team		
	The focus for the days was to work together to provide the material for an improvement plan by combining the collective experience and expertise of operations and support services		
	Feedback has been collated and sent to all of the attendees to kick-start the improvement process and the sharing of ideas. This extensive feedback and the evaluations were collated and presented to a meeting of EMT members and others to form the basis for an Improvement Plan.		
	Actions which managers intended to take themselves these were:- • supports to staff including increased teamwork as well as emotional and environmental supports, • local sampling, process review, and increased training and team meetings specific to these issues. • working with external partners to better share responsibility and develop good practice across the partnership board. • Work with internal partners was seen as critical to influencing factors out-with local management control such as developing the most supportive version of our new I.T. system		
	Agreed		
	PQN to be asked to take forward development and delivery of action plan to progress to completion and to update EMT as required	**April 19**	**LB/MS**
11.	**Hearing Rooms Improvement Plan**		
	To be recirculated to EMT to note changes in approach and seek EMT approval	**immediate**	**EM**

12.	**New risks** • CSAS ownership and accountability • Joint future partnership with CHS on CSAS (finance/legal/IG) Agreed that balanced assessment of risks and mitigations would flow from work being commenced by EM at item 9(a)		
13.	**Date of Next meeting** **8 May 2019*** Note – this clashes with LRM improvement event		