

AGENDA

		Paper	Action
1.	Apologies		
2.	Smarter Working LINK here to UKG source document on SMART working (reference only – please don't print as circa 59 pages)	Presentation Shona Adam – Scottish Futures Trust	
3.	AOB		
4.	Minute of Previous Meeting 07 August 2019		
5.	Matters Arising a) Staff Pay b) Glasgow Staffing c) E-mail domain name		
6.	Adoption of the Place Principle		
7.	Property Reports a) Kilmarnock Property Project – to note offline approvals b) Glasgow Property Project – to approve revised scope and budget		
8.	Equalities and Inclusion a) SCRA Equality Action Plan 2020-23 b) SCRA equalities and human rights impact assessment - process and quality assurance		NH/SD
9.	Review of September Board Reports		
	Standing Items		
10.	Digital Programme a) Organisational Readiness update b) CHS/SCRA Senior Team workshop outputs c) Technical Assurance Framework – Healthcheck outcome d) Data Migration programme e) DDOC/DDB f) Capacity planning		TP/SD NH NH NH TP/SD

	g) Communication and Operational update		
11.	Information Governance <ul style="list-style-type: none"> • General Update • ICO decision 		AH AH
12.	Practice and Policy <ul style="list-style-type: none"> a) ABC/XY Case b) ACR 	Verbal	AH
13.	New Risks	Discussion	All
14.	Forward Look <ul style="list-style-type: none"> • CHIP – Home CSO seminar – 9/9 • Management Development Session – 11/9 • Equalities Network Development Day – 18/9 • Meeting Crown Agent – 23/9 • Youth Justice Board – 24/9 • Health and Safety Committee – 25/9 		
15.	Date of Next meeting; Wednesday 02 October 2019 at Ochil House, Stirling		



Present:

Ed Morrison
Neil Hunter
Tom Philliben
Alistair Hogg
Susan Deery
Paul Mulvanny
Helen Etchells
Pamela Armstrong - Minute

Apologies

Lawrie McDonald
Lisa Bennett

		Timescale	Action
1.	AOB		
a)	<p>Amendments to Children's Hearings procedural rules</p> <p>An email has been received from Scottish Government regarding possible changes to procedural rules required as a result of changes to the age of criminal responsibility and family law bill. This provides SCRA with an opportunity to work with Scottish Government on a number of positive fronts, informed by operational and practice experience. AH to send a list of items that can be considered for change to EMT and to engage with TP/HE and PM on cross-locality conversation.</p>		AH
b)	<p>Glasgow Staffing</p> <p>LSM Secondment will be extended until the end of March 2020. Accreditation Manager secondment may be extended beyond October 19. A further update will be given at the end of August.</p>	Aug 19	SD
2.	MOLM		
	Agreed as accurate		

<p>3.</p>	<p>Matters Arising</p> <p>E-mail Domain. The Communications Team have identified a number of options. There is no time line for the change to be implemented. Further updates will be provided as available.</p> <p>Sustainability HN and SD are doing further work on key roles and this will be brought to the September EMT meeting.</p> <p>Staff Pay A further pay remit will be submitted to the pay policy team. Updates will be provided as available.</p>	<p>Sep 19</p>	<p>NH/SD</p>
<p>4.</p>	<p>Space Utilisation</p> <p>EM introduced the report, highlighting upcoming major lease events and our requirement to consider current and future space utilisation in these locations.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • It is essential to work with teams as early as possible. • The relationship between HO and Locality staff needs to be considered. • Smarter working principles need to align to the business model and are required to be future proof. • The HR team are working on a smarter working principles protocol and will circulate the draft prior to the September EMT meeting. <p>Agreed:</p> <ul style="list-style-type: none"> • To move ahead with feasibility studies for Hamilton and Ochil. • HR and Property teams to work together and report to EMT as required. • Feasibility Study terms of reference to be circulated to EMT 	<p>Sep 19</p>	<p>SD</p> <p>EM</p>

5.	<p>2019/20 Finance Outturn period 3</p> <p>EM introduced the draft report which was reviewed by EMT ahead of the September Board. EMT to provide any further comments to EM as soon as possible.</p>		All
6.	<p>Draft Accounts and Draft Annual Audit Report</p> <p>EM introduced the draft report which was reviewed by EMT ahead of the August Audit and Risk Committee.</p>		
7.	<p>Risk Register Review</p> <p>The Strategic and Operational Risk Registers were reviewed.</p> <p>Agreed:</p> <ul style="list-style-type: none"> • Ensure assessment of all identified new risks has been completed and all outcomes of the assessment identified and documented. • Interim reviews to be set up. • Risk Registers to be reviewed at October meeting. 		All PA PA
8.	<p>CSAS Accreditation Policy</p> <p>AH introduced the CSAS Accreditation Policy, which is included within the SCRA & CHS Information Risk Management Policy.</p> <p>Noted:</p> <ul style="list-style-type: none"> • The purpose of the policy is to define SCRA's and CHS's strategic approach to accreditation / re-accreditation of their Core Systems and Applications Solution (CSAS) and ensure ownership from the business. • The document sets out SCRA's and CHS's approach to accredit CSAS taking into consideration the business environment in which both SCRA and CHS operate, the need to reduce costs by using new technologies, our risk appetite and the technical skills of our workforce. 		

	<ul style="list-style-type: none"> It defines the conditions for re-accreditation and includes the requirements of the Risk Management & Accreditation Document Set (RMADS). <p>Agreed:</p> <ul style="list-style-type: none"> Section 6, CSAS Date Sets to be reviewed by EMT to ensure the list is complete Approved, subject to final ownership. 		All
9.	<p>UNCRC Consultation</p> <p>AH provided a verbal update on Children's Rights: Consultation on incorporating the United Nations Convention on the Rights of the Child into our domestic law in Scotland.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> The deadline for response to the consultation is 14 August. If incorporated, there is a potentially big impact to SCRA and the wider Hearings System. One example being the definition of a child, which is up to 18 years old. <p>Agreed:</p> <ul style="list-style-type: none"> Details of the consultation and draft response to be shared with the Board Chair and Tam Baillie, Board Member 	ASAP	AH
10.	<p>Corporate Planning engagement</p> <p>Deferred to September meeting</p>		
11.	<p>Staff Survey 2019</p> <p>NH introduced the report asking EMT</p> <ul style="list-style-type: none"> To decide whether to have a Staff Survey in autumn 2019 To decide whether to launch the current survey or develop a new survey To approve timescales and communication plans <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> There is an opportunity to keep comparability but evolve the questionnaire, rather than revamp it. 		

	<p>Agreed:</p> <ul style="list-style-type: none"> • Proceed with 2019/20 staff survey • Retain key areas of current measurement to ensure year on year comparability • Include questions as suggested by the Equalities Network • Consider if high-level H&W questions can be incorporated into the 2019 survey. • Consider the addition of high-level questions on digital and managing change. This will also help to set a baseline. • Instigate development/refresh of staff survey as suggested – but for delivery in 2020/21 		<p>NH/MMcI</p> <p>SD/MMcI</p> <p>SD/TP/MMcI</p> <p>All</p>
12.	<p>Future of Connect – SharePoint</p> <p>NH introduced the report on SCRA SHAREPOINT SITE (CONNECT), detailing the following;</p> <ul style="list-style-type: none"> • Background • Recommended solution • Costs • Building the new site <p>Agreed</p> <ul style="list-style-type: none"> • EMT approve the recommended solution to build a new SharePoint site for January 2020. • EMT approve the costings to iTECS for the new site/servers etc. and for the additional member of staff. 		
13.	<p>Digital Programme</p> <p>A Digital Programme presentation will be given to EMT in the afternoon and will cover this agenda item. A further update will be provided at the next meeting.</p>		
14.	<p>Information Governance</p> <p>a) General Update</p> <p>The 6 monthly Information Governance report which will be taken to the August Audit & Risk Committee was reviewed by EMT. There are no concerns.</p>		

b)	ICO AH provided a verbal update on a breach incident in which the ICO have advised no further action is required. AH to check if the Information and Research Manager is responding to the findings.		AH
15.	Practice and Policy		
a)	Lapsed Orders Some localities have confirmed action has been taken. All other localities will be asked to provide a response.		AH
b)	ABC and XY Cases Both cases are scheduled to be with the Supreme Court in November 2019. A further update will be provided at the next meeting.		AH
c)	ARC A review is scheduled for the end of August and will be chaired by the Minister and attended by the Head of Practice and Policy.		
16.	New Risks None identified. All previously identified EMT and Board new risks to be collated to ensure they have been adequately assessed, discharged as fully managed or escalated to appropriate organisational level.	Aug 19	PA
17.	Forward Look The forward plan was reviewed including the August Audit & Risk Committee agenda.		
	Date of Next meeting 04 September 2019 at Ochil House, Stirling		

Cabinet Secretary for Communities and Local
Government
Aileen Campbell MSP



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To Chief Executives of all NDPBs and
Agencies

Adoption of the Place Principle

August 2019

Dear Chief Executive,

I am writing to provide you with a copy of The Place Principle (see Annex A) and to encourage you to adopt this, as the Scottish Government has done.

In adopting the Place Principle we aim to break down organisational boundaries and maximise the impact of our investment and resources by working together, across policy areas and interests, to focus on what matters in the community and place we are working and investing in.

Scottish Ministers believe adopting the Place Principle will support our collective effort to deliver the National Performance Framework's shared purpose for Scotland of creating a more successful country through increased wellbeing, and sustainable and inclusive economic growth at a local level.

Adoption of the Place Principle by all public service delivery partners will help us to collectively achieve more for people and communities. It also provides communities and partners with a simple mechanism by which to hold people to account over decisions taken about the way resources, services and assets are directed and delivered.

Successful implementation requires a more joined-up and collaborative approach to services, land and buildings so that we maximise the impact of our collective energy and resources. The principle requires collaboration, long term visioning and alignment of local policies and investments.

I am asking all public bodies and agencies to adopt and embed the place principle as the way they do business. I am keen to hear more about, and learn from, what you are doing locally in this space.

I know there are many great examples across Scotland of place-based working. By the end of the summer I will launch a new website for Place, featuring the Place Principle, the place standard tool and case studies of innovative place based approaches in a variety of settings and scales. The aim is that this will provide a means by which we can share experience and practice as well as access supports.

Should you require further information please access the [Place Principle factsheet](#) alternatively please contact david.cowan@gov.scot or iain.murray@gov.scot in the Regeneration Unit.

Thank you for your support.

A handwritten signature in black ink that reads "Aileen Campbell". The signature is written in a cursive, flowing style.

Aileen Campbell

Annex A

What does the Place Principle say?

We recognise that: Place is where people, location and resources combine to create a sense of identity and purpose, and is at the heart of addressing the needs and realising the full potential of communities. Places are shaped by the way resources, services and assets are directed and used by the people who live in and invest in them.

A more joined-up, collaborative, and participative approach to services, land and buildings, across all sectors within a place, enables better outcomes for everyone and increased opportunities for people and communities to shape their own lives.

The principle requests that: All those responsible for providing services and looking after assets in a place need to work and plan together, and with local communities, to improve the lives of people, support inclusive and sustainable economic growth and create more successful places.

We commit to taking: A collaborative, place based approach with a shared purpose to support a clear way forward for all services, assets and investments which will maximise the impact of their combined resources.



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

EQUALITIES AND HUMAN RIGHTS IMPACT ASSESSMENT

PROCESS AND QUALITY ASSURANCE

**Accountable
Director:**

Susan Deery

Date:29/08/2019

Report Author: Karen Wallace and Melissa Hunt

Recommendation:

- 1. To approve the re-designed process for carrying out an Equalities and Human Rights Impact Assessment (EHRIA) within SCRA**
- 2. To approve the EHRIA quality assurance model - the Equalities Review Group (ERG)**
- 3. To approve the training package which has been developed to launch the EHRIA**
- 4. To approve recruitment of SCRA staff to the Equality Review Group**

Reason for Report:

SCRA has a duty to implement impact assessment in relation to our work and has recognised that impact assessment has the potential to add improvements to both the work of SCRA and the experience of children and families and other professionals who work with us in the Children's Hearing System.

The relevant duties are:

The **Public Sector Equality duty** under the Equality Act 2010 which came into force in April 2011

The **duty under part 1 of the Children and Young People (Scotland) Act 2014** - Children's rights impact assessment and reporting

Human rights impact assessment has been recognised in Scotland as adding value to the work of public services and is included in SCRA's approach as our public service provision is focused on and impacts on people and their lives in a very real way.

Resource Implications: Not applicable

Strategy: Within approved plans

Consultation:

- Human resources
- SCRA staff (including property / research & information / procurement / reporters / participation)

Equalities Duties: An EHRIA has not yet been completed but should be. The whole package has been designed to increase awareness and consideration of protected characteristics and human rights / children's rights across all the work that SCRA is involved in

Document Classification: Not protectively marked

1. Introduction

- 1.1 Impact assessment is a powerful method of assessing a proposal in the context of the intended (and unintended) impact that proposal may have. SCRA works with vulnerable children and families across Scotland and it is right that we consider our work within key frameworks that highlight potential vulnerabilities (the protected characteristics embedded in the [Equality Act 2010](#), as well as frameworks which assert the rights of all people (human rights under the [Human Rights Act 1998](#), the European Convention on Human Rights ([ECHR](#)) and children's rights as detailed in the United Nations Convention on the Rights of the Child ([UNCRC](#))).
- 1.2 In 2020 SCRA's reporting duty under Part 1 of the Children and Young People (Scotland) Act 2014 will come into force in relation to UNCRC. SCRA have also recently responded to the Scottish Government consultation in relation to incorporation of UNCRC into Scots domestic law and has supported full incorporation. Consequently we need to be considering how we work within the framework of UNCRC and if we are working within a rights framework for children, then we should also be working within a rights framework for our staff and for the adults to whom we deliver a service. One way of consistently working to consider human rights is to develop our approach to impact assessment – so that we consider equalities and human rights in an integrated way.

2. Background

- 2.1 SCRA has had a process for the completion of Equalities Impact Assessment (EIA) for a number of years. (<http://sgsharepoint/sites/connect/layouts/OSSSearchResults.aspx?k=Equality%20Impact%20Assessment&cs=This%20Site&u=http%3A%2F%2Fsgsharepoint%2Fsites%2Fconnect>)
It has not embedded across the organisation. Since 2012/2013 there have been only five completed EIA's and no full impact assessments have been deemed necessary. None of the preliminary assessments have been published externally. (<http://sgsharepoint/sites/connect/ab/ed/Equality%20Impact%20Assessments/Forms/AllItems.aspx>)
The ECHR has made it clear that public sector organisations will be held to account where they fail to publish comprehensive impact assessments.

2.2 SCRA is now well placed to support and implement an ambitious and progressive integrated approach to impact assessment, which will consider equalities, human rights and children's rights including the socio-economic duty an integrated approach – the Equalities and Human Rights Impact Assessment (EHRIA). This integrated assessment will also be subject to rigorous and consistent quality assurance processes through a new Equality Review Group (modelled on SCRA's successful Research Ethics Committee) which will review all completed EHRIA's and approve them for publication.

3.

3.1 **The proposed Equalities and Human Rights Impact Assessment (EHRIA)**

All of the materials referenced throughout this paper can be found in the zip file at Appendix 1.

A new integrated approach has been developed. We have streamlined the EHRIA form as well as developing the areas that are considered within it.

The EHRIA form is accompanied by detailed guidance on completion of the form; and some of that guidance is also included within the form at the moment. Once the approach is embedded on SCRA the detailed guidance within the form may no longer be required.

The form is also accompanied by guidance and an 'Evidence Finder' on Connect (or SCRA's equivalent sharepoint site) and this guidance will be managed / kept up to date through the work of the Equality Review Group.

- 3.2 The new EHRIA form should be completed in relation to **ANY new or revised policy, practice or procedure within SCRA**. This means that a number of SCRA staff may require to complete an EHRIA and that training in relation to EHRIA may need to cover a wide number of people and a large geographic area.
- 3.3 The EHRIA lead (the person with the responsibility for completing the impact assessment) should be identified within any work on a policy, practice or procedure at the earliest opportunity. This may be the person developing the policy, practice or procedure – but does not have to be.
- 3.4 Before any policy, practice or procedure can be put into place an EHRIA has to be completed and reviewed by the Equality Review Group. From the implementation of the EHRIA approach all new proposals should be accompanied by a reviewed and published EHRIA. From the implementation of the EHRIA all revised proposals should be accompanied by a reviewed and published EHRIA.
- 3.5 Members of the Equalities Network, sub groups, the Equalities Lead and members of the ERG will be trained and supported to offer advice and to answer questions available in relation to the EHRIA process. No-one should feel like they are completing the impact assessment in isolation.

4.

4.1 **The Equality Review Group (ERG)**

SCRA staff will invited via Connect to join the Equality Review Group. The terms and references of the ERG are included in Appendix 1. The ERG is modelled on SCRA's successful Research Ethics Committee and will be a virtual online review group.

- 4.2 In order to take account of SCRA's duty in relation to [Islands Impact Assessment \(Islands \(Scotland\) Act 2018\)](#) we would propose to have a member of SCRA staff from the Highlands and Islands Team sit on the ERG and be involved in every review of a completed EHRIA within the organisation.
- 4.3 There will be a lead reviewer and a 2nd reviewer for every EHRIA. The lead and 2nd reviewer will rotate for each EHRIA according to capacity within the ERG.
- 4.4 The lead reviewer will complete the Equality Review Group Template.
- 4.5 The completed template will be passed to the 2nd reviewer, who will add in any additional comments. The template will then be passed around the full ERG for final comments / agreement.
- 4.6 The lead reviewer will take responsibility for feeding back to the EHRIA lead - the EHRIA may be agreed in full and publication can follow; or there may be additional work required for it to be agreed. The lead reviewer will make clear what additional work the ERG requires to see and the timescale that an EHRIA lead will have to provide this. The EHRIA publication document is included in Appendix 1.
- 4.7 The ERG review should take three weeks from receipt of an EHRIA. Any additional work required will depend on the nature of the additional work, but the lead reviewer will negotiate timescales with the EHRIA lead.
- 4.8 The process is delineated in full in the SCRA EHRIA flow chart included in Appendix 1.

5.

5.1 **EHRIA Training and roll out**

There will require to be a phased roll out of the approach, which may be affected by the roll out of CSAS through 2020. We would propose to train headquarters managers in the first instance, before the end of 2019.

- 5.2 Once EHRIA training has been delivered there will be an expectation that this new approach will be followed in full, so SOM's / Head of Practice and Policy / Head of Strategy / Head of HR / Head of Finance will need to be aware of the training programme.
- 5.3 It might make sense for EMT to consider some promotion of the process across SCRA locality teams BEFORE training for localities begins – the process is 'user friendly' and it may be that some teams would want to use its benefits before they can be scheduled for training.
- 5.4 The training package, including pre-reading and the PowerPoint presentation is included in Appendix 1. The training has been trialled with a group of SCRA staff members with different roles. Feedback was very positive and improvements to the package were made. Additional changes can be made if EMT think it is necessary.
- 5.5 The EHRIA training takes a ½ day.

6. Conclusion & Recommendation

- 6.1 That the EHRIA form and guidance is approved for use by EMT. We would ask that the presumption that this form is used for all new or revised policies / practice or procedures is also approved.
- 6.2 That the constitution and the Terms of Reference of the ERG is approved by EMT and that recruitment to the ERG is supported and progressed. That EMT approves Karen Wallace and Melissa Hunt to deliver training as appropriate to recruited members of the ERG.
- 6.3 That the training package in relation to EHRIA is approved by EMT and that the roll out of the training to headquarters managers takes place before the end of 2019.

Karen Wallace – Equalities Lead
Melissa Hunt – Policy & Public Affairs Manager

Appendix 1:



EHRIA FORM AND
TOOLKIT.zip