AGENDA

	Item	Purpose	Papers	Owner
1.	**Apologies**			
2.	**Any Other Business**			
3.	**Minute of the Last Meeting**	Approval	Attached	NH
4.	**Matters Arising**			
5.	**Dumbarton Upgrading & Smart Working Project**	Approval	Attached	RMack
6	**Draft Business Plan 2026/27**	Approval	Attached	AMacD
7.	**World Cup Bank Holiday**	Update	Attached	SD
8.	**Nominations for Associate Assessors**	Discussion	Verbal	NH/HE/PM
9.	**The Champions Project Business Case**	Approval	Attached	SD
10.	**Board/Committees**			
	a) February AAC – Reflections	Discussion	Verbal	RMack
	b) February PPC – Reflections	Discussion	Verbal	LB
	c) February WGC – Reflections	Discussion	Verbal	SD
	d) March Board			
	i. Agenda	Review	Attached	EMT
	ii. Budget Monitoring Report	Review	Verbal	RMack
	iii. Draft budget	Review	To follow	RMack
	iv. Environmental update report	Review	Attached	RMack
	e) April Board Development Day – Planning	Discussion	Verbal	NH
Standing Items				
11.	**Finance and Resource** a) General Update	Update	Verbal	RMacK
12.	**Information Governance** a) General Update	Update	Verbal	AH
13.	**Practice and Policy**			
	a) General Update	Update	Verbal	AH
	b) Child Sexual Exploitation – announcement of public Inquiry	Discussion	Verbal	AH/NH

14.	**Human Resource** 　　a) General Update 　　b) Job Evaluation Reviews 　　c) Long Service Awards	Update Approval Discussion	Verbal Attached To follow	SD SD SD
15.	**Digital Programme**	Update	Verbal	DC
16.	**Programme Board**	Update	Verbal	LB
17.	**New Risks**	Discussion		
18	**Forward Plan** 　　a) Secure Unit Consolation – 05/03 　　b) CELCIS Strategic Advisory Board Meeting – 06/03 　　c) Youth Justice Improvement Board – 10/03 　　d) Children's Hearing Redesign Board – 11/03 　　e) Children in Police Custody National Working Group – 16/03 　　f) SCRA Board – 18/03 　　g) 'Leading anti-racism practice in health and social care' with Professor Laura Serrant – 30/03	Info		
	Date of Next Meeting Wednesday 01 April 2026, Ochil House, Stirling			

AGENDA

	Item	Timescale	Owner
1.	**Apologies**		

2.	**Any Other Business**
	Mandatory Training
	
	• SD presented a paper outlining a new approach to defining and managing mandatory training. She explained that expectations and follow-up practices currently vary across training areas. The proposed framework distinguishes between:
	   o Statutory mandatory training (e.g., health & safety, information governance)
	   o Role-specific mandatory training (e.g., reporter practice training)
	• SD recommended a 90% completion target within required timescales, allowing 10% flexibility for absence, turnover, or other justified reasons. She also stressed the importance of structured follow-up, with subject matter experts continuing to lead on compliance. Persistent non-engagement may lead to capability or conduct processes.
	
	Issues arising during discussion:
	• The Professional Development Award (PDA) should be explicitly included as mandatory training, as it is a contractual requirement (to be completed within two years, or three for part-time staff or exceptional circumstances).
	• RMack highlighted the need for the Staff Code of Conduct and employment contracts to clearly set out mandatory training expectations. Contract wording may require refinement. An Equality Impact Assessment will also be undertaken with advice from the Equality Lead.
	
	Agreed:
	• EMT endorsed the proposed approach for submission to the Audit and Assurance Committee.
	
	Disclosure Scotland PVG Scheme.
	• SD provided an update on forthcoming changes to the Disclosure Scotland PVG Scheme. Disclosure Scotland will move from		

	lifetime PVG membership to a five-year rolling renewal system. The first group affected will be individuals who originally joined the scheme in 2011.		
	• SCRA has not yet received full details on how the renewal process will operate, including how organisations will be notified or what documentation will be required. SD noted that the change will introduce ongoing, recurring costs, as PVG checks will now take place periodically rather than only at recruitment or when issues arise. These costs will recur annually once the renewal cycle begins. **Issues arising during discussion:** • EMT highlighted the importance of ensuring staff records—especially legal names and current addresses—are accurate to prevent delays. • SD advised that staff will be asked to log into their Disclosure Scotland accounts and update their personal information. • SD to provide a further update to EMT once Disclosure Scotland confirms the renewal process and timelines.		
3.	**Minute of the Last Meeting** Approved as an accurate record.		
4.	**Matters Arising** The EMT reviewed matters arising from the previous meeting. **Review of Reporter Job Description** • SD advised that several LRMs had formally requested a review of their grading position, relating to previously discussed anomalies. She confirmed she will carry out a full assessment of the request and report back to EMT with her recommendations. NH noted the importance of ensuring any review remains consistent with agreed principles.		
5.	**Draft Business Plan 2026/27** • AMacD and LB provided an update on the development of the Draft Business Plan for 2026/27. AMacD outlined the purpose and structure of the plan, noting its focus on clarity, accessibility, and alignment with the final year of the current corporate plan. The presentation-style format—including a plan-on-a-page and visual quarterly delivery mapping—has been positively received.		

	- Initial feedback from internal leads (Practice, Digital, HR and UNISON) has already informed updates to mission delivery content, digital timelines, and inclusion of impact assessments within the delivery framework. Further refinement will follow EMT comments. - The plan will be issued to localities later in the week with accompanying planning guidance and templates. LRMs have been advised to plan on an 80% staffing capacity assumption due to operational pressures. EMT agreed that locality planning should remain light given the scale of organisational change expected in 2026/27. **Issues arising during discussion:** - Adjustments to the introduction to reflect progress through the Promise period, modernisation of core roles, themes from the staff survey around workload and resilience, and reference to SCRA's 30-year anniversary. - Consideration of terminology changes within the delivery framework, such as replacing "quality" with "improvement." - NH confirmed the draft will be submitted to the Sponsor Team ahead of the February PPC meeting and will feature as part of the next Accountability Meeting. - EMT members to provide final comments on the draft business plan, including introduction, role modernisation references, and terminology adjustments.		
6.	**Room Booking System** - RMack presented a paper in response to an internal audit recommendation regarding the room booking system. Internal audit had asked SCRA to consider whether improvements were needed, particularly around monitoring actual desk usage versus booked usage. After review, RMack confirmed that the current system works effectively as a practical desk-allocation tool rather than a monitoring mechanism. - While occasional issues arise—such as staff not following booking protocols—these are managed locally and do not indicate system failure. EMT agreed that introducing a system capable of tracking attendance or no-shows would create unnecessary administrative burden without clear organisational benefit. The existing system is low cost, well understood, and fit for purpose.		

	• RMack confirmed that this decision supports closure of the associated internal audit action. **Agreed:** • RMack to confirm EMT's decision to retain the current room booking system and communicate this to Internal Audit (Audit Scotland) to close the audit action.		
7.	**Head of Practice recruitment plan** NH updated EMT on preparations for recruiting the new Head of Practice & Policy, aiming to align the timetable with AH's expected departure in late May/early June. A refreshed recruitment pack is being developed, including an updated job description and person specification, which has not been reviewed for several years. EMT input was sought on the scope, priorities, and clarity of senior responsibilities. Areas highlighted for review included public affairs, parliamentary engagement, research oversight, complaints, the Victim Information Service, and how to capture the full breadth of the role. **Issues arising during discussion:** • EMT considered whether the current portfolio should remain as is or be adjusted. • The SIRO (Senior Information Risk Owner) role was discussed; AH confirmed that it remains appropriate for SIRO responsibilities to sit within the Head of Practice & Policy portfolio due to its alignment with information governance and policy. • Early recruitment planning is underway, including external advertising and potential involvement of an external panel member (e.g., Fiona Dyer). Engagement with the Our Hearings, Our Voice group will also be explored for candidate assessment. A draft recruitment timeline will be refined to avoid unsuitable periods (e.g., Easter). **Agreed:** • EMT members to provide commentary and proposed amendments to the Head of Practice & Policy job description. • Finalise the job description and recruitment pack, incorporating EMT feedback. • Engage with Our Hearings, Our Voice regarding potential participation in the recruitment process.		EMT SD SD/LB
8.	**Case Sampling Programme** • LB introduced a paper from the QA Manager outlining proposed topics for the annual Case		

	Sampling Programme, developed through consultation with EMT, the Practice and Quality Network, programme leads, and consideration of upcoming legislative and operational changes. The programme requires four sampling exercises per year. • The Practice and Quality Network recommended five topics. EMT agreed these could be accommodated by merging the F-grounds language review into the wider established grounds exercise, keeping the programme within the four available slots. A proposed timeline was also presented to avoid clashes with training and operational demands, and EMT was asked to approve both the topics and schedule before submission to PPC. **Issues arising during discussion:** • HE noted that additional internal assurance work may arise from the Family C learning review, especially concerning decisions not to convene hearings. She recommended an initial scoping exercise before deciding if a full sampling exercise is needed. LB confirmed that the programme can be adjusted mid-year if required. • PM highlighted the longer-term need to move towards more automated or broader quality-assurance methods beyond manual sampling. This was acknowledged but does not affect this year's programme. **Agreed:** • Finalise the 2026–27 Case Sampling Programme, incorporating the merged F-grounds element into the established-grounds exercise.		QA Manager
9.	**Board/Committees** EMT reviewed upcoming Board and Committee activity. • January Board: NH reported that the January Board meeting covered the budget position, public service reform, and the staff survey. He noted that Board challenge had been limited, and further clarification will be sought from the Sponsor Team through follow-up correspondence from the Chair. • Audit & Assurance Committee (February): The agenda is confirmed and includes internal audit reports, the annual external audit plan, and the six-monthly Information Governance report. Preparations are on track. External Audit will identify the new finance system as a		

	significant audit risk. The updated mandatory training paper will be submitted. • Planning & Performance Committee (PPC): The agenda will include the current year's business plan, the draft 2026–27 business plan, a sustainability/bridge planning deep dive, and case sampling items. Time management will be important due to the agenda volume. • Remuneration & Nominations Committee: The agenda will cover the workforce plan, a health and safety paper, whistleblowing policy update, employment legislation update, and a succession planning update for the Head of Practice & Policy role. The committee may also consider a revised name ("Workforce Governance Committee"). • NH advised that Board member Lynne Clow will step down, resulting in two vacancies. The Chair is working with the Public Bodies Unit on recruitment. • The March Board and April Board Development Day are forthcoming priorities, with locality-based planning for the March Board still being finalised.		
10.	**Finance and Resource** • RMack reported a delay in finalising the year-end forecast due to data quality issues linked to the Reporter job description implementation. These are being resolved, and while some costs are slightly higher than anticipated, the overall forecast remains broadly consistent with earlier projections. RMack noted that a higher level of in-year spend is preferable to an underspend. • There are no concerns about the current-year capital position. The property team has shifted away from requiring all major projects to complete within a single financial year. Upcoming major projects—Glasgow, Dundee and potentially Edinburgh—will span year-end boundaries to support smoother delivery and reduce pressure on capital planning. • RMack also provided an update on the new finance system, which is scheduled to go live in the next five to six weeks. Acceptance testing and staff training are planned. The system is expected to be more intuitive than the existing FPM platform. The only outstanding issue relates to extracting historic data from the current supplier, who has proposed a costly legacy extension that SCRA		

	does not consider appropriate; alternative options are being explored. • Finally, RMack advised that External Audit intends to classify the finance system implementation as a significant audit risk due to its proximity to year end. This may increase audit activity and could affect audit fees.		
11.	**Information Governance** • AH presented the six-monthly Information Governance update to EMT. Overall performance remains stable and positive, with a reduction in non-disclosure breaches during the reporting period. AH will add a short additional update before the report goes to the Audit & Assurance Committee to reflect ongoing changes to non-disclosure processes. • There has been a high number of Subject Access Requests (107), though many relate to historic cases for which SCRA no longer holds records. AH confirmed that this volume aligns with wider national trends and is not the result of coordinated batch requests from solicitors. **Issues arising during discussion:** • EMT discussed a UK Supreme Court appeal concerning data breaches involving letters sent to the wrong address, even where envelopes were not opened. AH advised that the eventual judgment could have implications for how future claims are handled, but the decision is still pending.		
12.	**Practice and Policy** • AH reported that routine Practice and Policy work has been relatively quiet, with current priorities focused on the passage of the Promise Bill and preparations for implementation of the Children's Care and Justice Act (CCJA). Ongoing work includes updating Practice Directions, developing training materials, and progressing Victim Information provisions. • In recent weeks, activity relating to the Bill has increased significantly, with a high volume of parliamentary amendments and frequent engagement from the Government sponsor team. Several amendments—covering grounds decision timescales, FGDM, permanence, infant safeguarders, and advocacy—have operational implications and require close monitoring. AH noted that some amendments		

	appear to be based on misunderstandings of existing processes or contain drafting issues. • AH confirmed he is maintaining clear communication with Government officials to ensure SCRA is kept informed of proposals affecting the Reporter role or the hearings system. The parliamentary committee process is ongoing, with hearing redesign elements expected to be considered next week.		

13.	**Digital Programme**
	• DC reported that a pre-SPG session had taken place, providing a detailed overview of progress across the non-disclosure digital workstreams. He confirmed that multiple strands of work are progressing well, supported by strong collaboration between the digital, change and OD teams.
	• Two emerging issues were highlighted:
	    ○ System integration issue: One of the 15 required integrations has encountered a problem. A fix has been identified, and work is underway to determine any impact on timelines.
	    ○ Microsoft data centre capacity constraints: The Microsoft UK South data centre is currently experiencing reduced capacity due to global chip shortages, which may affect deployment of SCRA's digital solution. Mitigations include submitting infrastructure requirements early and maintaining alternative communication channels with Microsoft.
	• DC noted that the Non-Disclosure Steering Group will meet the following Monday, followed by an SPG update session, which will provide further detail on progress and risk management.
	
	Issues arising during discussion:
	• NH queried the nature of the Microsoft capacity issue. DC explained that global chip shortages are limiting UK data centre expansion until around October. He confirmed that SCRA has not yet been blocked from deploying components, but larger-scale deployments may be more susceptible to capacity limits.		

14.	**Programme Board** • LB provided an update on Programme Board activity. The upcoming meeting will be *paper-light*, focusing on brief progress updates,		

	with a full set of programme papers scheduled for the March cycle.		
	• DC reported continued progress across the non-disclosure workstreams involving digital, OD and change teams. One integration issue has been identified, and although a fix is available, the team will assess any resulting time impact. A risk has emerged regarding limited hosting capacity in Microsoft's UK South data centre, and mitigation work is underway. Further updates will be provided through forthcoming Non-Disclosure Steering Group and SPG meetings.		
	• LB highlighted that recent SPG workshops and programme sessions have been constructive, with good cross-team collaboration and preparations underway for the March Programme Board. NH also noted ongoing joint digital investment work with CHS.		
15.	**New Risks** No new risks were formally proposed for inclusion in the Strategic Risk Register. However, during earlier discussions, NH informally highlighted a geopolitical risk relating to potential disruption of global microchip supply chains in the event of international conflict. This was raised as an example of a wider external risk with potential implications for digital infrastructure and business continuity, particularly considering the current Microsoft data-centre capacity constraints.		
16.	**Forward Plan** • The EMT reviewed the forthcoming programme of organisational activity. NH noted that early to late February will be a particularly busy period, with a concentration of governance, operational and workforce events.		
	• Preparations for the Challenge Review and 2026/27 budget planning are underway and will remain priorities throughout February. Other key upcoming activity includes the next Programme Board, the Audit & Assurance Committee, and the Accountability Meeting with the Sponsor Team.		
	• NH also advised that work on data reporting for Police Scotland is nearing completion, although challenges remain around information-sharing agreements.		
	• The EMT acknowledged several additional upcoming events, including the National Partnership Forum, further hearings redesign engagements (including a stakeholder session on 25 February), the Digital CAB in early		

	March, and continued collaboration with CHS on joint digital investment.		
	Date of Next Meeting Wednesday 04 March 2026, Ayrshire locality, Kilmarnock Office		