

AGENDA

	Item	Purpose	Papers	Owner
1.	Apologies			
2.	Any Other Business			
3.	Minute of the Last Meeting	Approval	Attached	NH
4.	Matters Arising			
5.	Board/Committee Governance			
5.1	AAC – Planning Agenda	Info	Attached	NH
5.2	Board Development day - Reflections	Discussion		NH
6.	Reports			
6.1	Hearing Centre Improvements – Next Phase	Approval	Attached	PM
Standing Items				
7.	Finance and Resource			
7.1	General Update	Info	Verbal	RMack
8.	Information Governance			
8.1	General Update	Info	Verbal	AH
8.2	Breach Reporting - August	Noting	Attached	AH
9.	Practice and Policy			
9.1.	General Update	Info	Verbal	AH
10.	Digital Programme			
10.1	General Update	Info	Verbal	DC
11.	Programme Board			
11.1	General Update	Info	Verbal	LB
12.	New Risks			
12.	Discussion			
13.	Forward Plan Justice Promise Routemap - 06/11 Digital CAB – 10/11 Health & Wellbeing Group – 11/11 Glasgow Hearing Centre Opening – 12/11 Race & Ethnicity Group – 13/11 National Partnership Forum – 18/11 SCRA Accountability Meeting – 20/11 National Providers Network Meeting – 20/11 Health & Safety Committee – 24/11 SCRA AAC – 25/11 Programme Board – 27/11	Info		
	Date of Next Meeting Wednesday 3 December – Lanarkshire/Dumfries & Galloway, Hamilton Office			

Present

Neil Hunter (NH)	Principal Reporter/Chief Executive
Helen Etchells (HE)	Senior Operational Manager (North)
Ross Mackenzie (RMackK)	Head of Finance & Resources
Douglas Cameron (DC)	Head of Digital
Lisa Bennett (LB)	Head of Strategy & OD
Paul Mulvanny (PM)	Senior Operational Manager (East & Central)
Alistair Hogg (AH)	Head of Practice & Policy
Susan Deery (SD)	Head of HR
Lynne Hobbs	Locality Reporter Manager, Central
Pamela Armstrong (PA)	Governance Officer, Minute

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1.	Apologies None		
2.	Any Other Business None		
3.	Minute of the Last Meeting The minutes were reviewed and will be amended accordingly.		
4.	Matters Arising Change Programme - Discussion on the lessons learned from the first major cycle of change, with an emphasis on the need for increased engagement with Locality Reporter Managers (LRMs) and UNISON at key stages, as the tests of change envelope and as data emerge. EMT acknowledged that there was scope for misunderstandings in the previous approach, particularly around engagement with UNISON. The pre-Strategic Programmes Group phase was identified as an area which could be strengthened further, and LB will consider how best to take this forward. Also discussed was the need for a closure report and a workshop to reflect on the key successes and lessons learned and plan forward into the current and future cycles of change.	Nov 25	LB
5.	Board Governance		
5.1	Board Meeting Sept 25 – Review of issues and forward planning The Board meeting was detailed, with significant reports being approved, with particularly positive feedback on the annual report and accounts. The equalities mainstreaming report was well received and this will flow into the Board Development Day as they		

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	<p>have expressed an interest in the EHRIA process. Progress was made towards finalising the Children's Reporter job description and person specification, with Board wholehearted approval for the recommended option in the business case. SD and NH are in discussion with SG on final stages. NH intends to focus on this in the next Team Brief.</p> <p>EMT reflected on the evolving Committee structures and the gradual maturation of arrangements and clarity and efficiency of reporting and information flow. The importance of Board members having contact with staff as part of their assurance process was discussed and an emphasis on planning and structuring visits alongside, HE and PM to ensure useful engagement and feedback.</p>	<p>Immediate</p> <p>As required</p>	<p>SD/NH</p> <p>HE/PM/PA</p>
5.2	<p>SCRA Board Development Day – Planning</p> <p>The Board Development Day is scheduled for early November. Key topics will be the business plan, equalities impact assessment, and internal Board effectiveness audit, with time reserved for Central locality to present their work and challenges.</p>		
6.	<p>CHS-SCRA shared services MOU</p> <p>RMacK introduced the draft Memorandum of Understanding between Children's Hearings Scotland and Scottish Children's Reporter Administration for the provision of shared services</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • External audit had identified weaknesses in the current arrangements, highlighting the importance of having a signed MOU to outline cost-sharing and budgetary commitments. • EMT reviewed the indicative costs and agreed that while the current arrangements were acceptable, there was room for improvement in recognising the increased workload for payroll services. <p>Agreed:</p> <ul style="list-style-type: none"> • A revised MOU to be prepared for the next financial year, considering the change in service demands and costs. 	<p>Mar 26</p>	<p>RMacK</p>

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7.	<p>Stornoway - Lease renewal and sub-letting RMacK introduced the Stornoway Lease renewal and sub-letting paper.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The premises are well-suited for the organisation's needs, providing good office accommodation in a central location. • The discussion also covered the sub-letting of the first floor in Dalkeith to Citizens Advice, which was seen as a positive development. The sub-letting arrangement includes a modest rent and shared costs, which will be beneficial for both parties. There was a brief reflection on the long-term suitability of the Dalkeith building, acknowledging its substandard condition but recognising the need for local service delivery. <p>Agreed:</p> <ul style="list-style-type: none"> • To enter a new 10-year lease of the premises. • To agree to the submission of a business case to Scottish Government (Scottish Government approval is required to the proposed lease renewal). 		
8.	<p>Learning Plan SD introduced the mid-year update on SCRA's Learning Plan for 2024 – 27.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • EMT discussed the importance of next phase of trauma training and organisational development, which remains operationally and strategically critical. • Discussion took place on the possibility of amendments to existing labelling, with a proposal to replace “elective/low/medium/high” with clearer terms such as Must/Should/Recommend, and to visually flag mandatory/core training. • The EMT also discussed capturing experiential and on-the-job learning, with Learning Nexus proposed as the platform. Practical issues such as the EDI -e-learning deadline were addressed, with an extension to March agreed. Following staff turnover , a review of the HR team structure will be brought to the next EMT. 	Nov 25	SD

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9.	<p>Employee Benefits SD introduced the Salary Sacrifice Electric Vehicle Scheme proposal.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • EMT agreed the scheme supports sustainability and staff wellbeing but noted risks around pensionable pay, statutory pay, and early exit liabilities. • It was agreed that the scheme should initially be restricted to permanent staff and that provider contracts must include early exit protection and robust payroll integration. • Clear pre-signing communications, including worked examples, will be essential. • The EMT concluded that the scheme is worthwhile, provided mitigations are in place. • An Equality Impact Assessment will be completed, and further provider checks and payroll confirmations will be undertaken before implementation. <p>Agreed:</p> <ul style="list-style-type: none"> • To provide approvals to progress towards implementing a salary sacrifice scheme for Electric Vehicles, enhancing SCRA's Sustainability Programme, whilst offering staff electric vehicles at a reduced cost. This will be progressed via the HR Sub Group. 		
Standing Items			
10.	<p>Finance and Resource</p> <p>RMacK provided a verbal update:</p> <ul style="list-style-type: none"> • Property, including the need to clarify design standards for reception areas and means of egress, currently under discussion in Dundee. Risk assessments will be carried out for each premises and incorporated into the review. • EMT noted Eddie Patterson's forthcoming retirement and agreed that options for future property support should be developed, taking account of automation and process savings. Nicola Green is acting as Finance Manager, and the finance team is reviewing business partner arrangements. • The current year forecast remains largely unchanged, with refreshed figures to be presented at the next cycle. • The EMT approved a one-off £300 donation to a training provider to preserve a key relationship following scheduling issues. 		

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<p>11.</p> <p>a)</p> <p>b)</p>	<p>Information Governance</p> <p>General Update</p> <ul style="list-style-type: none"> No specific update <p>Breach Reporting – June</p> <ul style="list-style-type: none"> The discussion on breach reporting emphasised the importance of updating records with information received to prevent breaches. The systematic challenges of maintaining accurate records were acknowledged, with occasional errors in updating addresses being an issue. The cultural emphasis and staff diligence on information accuracy and security was acknowledged, highlighting the journey the organisation has been on to improve this critical aspect. The June breach report served as a reminder of the need for continuous improvement and vigilance in handling information. The discussion also touched on the broader implications of breach reporting and the need for comprehensive training and awareness across the organisation. Additionally, the handling of a recent FOI request related to equalities, and the decision-making process was discussed. 		
<p>12.</p> <p>a)</p>	<p>Practice and Policy</p> <p>General Update</p> <p>AH provided the following verbal update;</p> <ul style="list-style-type: none"> CCJA - The organisation's readiness for implementation was highlighted, with plans and training materials in place. The challenges of social work capacity were discussed, acknowledging the significant burden on children and families services. The conversation touched on the strategic fixes needed to address these challenges, including digitisation and improving information accuracy. 		
<p>13.</p> <p>a)</p>	<p>Digital Programme</p> <p>General Update</p> <p>In the absence of DC, NH provided the following verbal update;</p> <ul style="list-style-type: none"> The Digital Programme discussion covered several key areas, including capital investment, the management model, and Microsoft licensing changes. Cyber security - An open invitation has been issued to keep the Board updated on any issues or developments. Regular updates on cyber 		

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	security will be provided to ensure the Board is informed and reassured about the organisation's preparedness and response to potential threats.		
14. a)	Programme Board General Update LB provided the following verbal update: <ul style="list-style-type: none"> • The recent Programme Board focused on the progress and status of various projects. Key points included the transition from project work to operational rollout, the involvement of Project Managers, and the need to prepare for upcoming legislative changes. Multi-agency collaboration was highlighted, including CHS, social work, and COSLA, with detailed planning for hearings. 		
15.	New Risks The discussion on new risks focused on the need to review and update the strategic risk register. The conversation highlighted the importance of ensuring that action plans and timelines are up to date and that risks are allocated to different subcommittees. The goal is to maintain coherent ownership of strategic risks at the EMT level while ensuring disaggregation at the committee level for the purposes of assurance.		
16.	Forward Plan The forward plan discussion briefly highlighted the upcoming Board Development Day in November, and various events and meetings scheduled for October. These include the Ministerial Summit on Public Services Reform, the Justice Board meeting, and a CCJA roundtable on movement restriction conditions.		
17.	Date of Next Meeting Thursday 6 November – North Strathclyde, Greenock Office		