

SMT – 1 May 2018

Key discussions and decisions

Attendance

Elliot Jackson (EJ), DCE
Susan Deery (SD), Head of HR, SCRA

Franck David (note taker)

Ed Morrison (EM), Head of Finance, SCRA

Christine Mullen, (CM) Operations Manager

1. Welcome & apologies

- Apologies: Boyd McAdam (BMcA), NC/ CEO, Lynne Harrison, (LH) Business Manager and Lawrie McDonald (LMcD), Joint Head of IT.

2. Review of key points of the last meeting (03.04.2018)

SMT approved the key points of its April meeting, subject to minor amendments, and agreed to publish them on the CHS website subject to identification of relevant exemptions under the Freedom of Information Act.

3.1 Matter arising

- Property – EJ and LH went to visit Thistle House (Haymarket) to check floor space regarding a possible relocation to these premises. Thistle House is currently occupied by the Mental Welfare Commission for Scotland (MWC). The building offers good potential in terms of location, accessible access, collaborative and shared space, large boardroom, interview rooms, reception. There may be slight issues re. heating/ air conditioning as windows are locked and there is restricted car park. A meeting on 1 May with Scottish Futures Trust and MWC will discuss options to move forward including costs and building a business case for the relocation. The Business case will include the option to remain at Ladywell House. SMT noted that the MWC are constrained by time. Form (design consultants who carried out a space planning and workspace analysis for CHS) will provide a 3D floor plan.
- Training contract – there will be one bidders' day as opposed to two as originally envisaged.
- Digital impact – The Boards of CHS and SCRA will consider the digital delivery plan in June. A stakeholder group will be managed in the context of the delivery plan to provide some overview of where the plan is re. core hearings systems.
- CHS total Reward Statement - The HR/ OD Lead has drafted the Statement which will be discussed at the next team huddle before being posted to colleagues. The Statement

gives an overview of the benefits associated with working at CHS e.g. cycle to work scheme, season tickets advance.

- PVG policies – CM had reviewed the PVG toolkits which will be checked again by the Recruitment & Retention Lead.
- Volunteer Week - the purpose of the event is to launch Volunteer Week at the Scottish Parliament on Wednesday 30 May with the support of the Minister for Childcare and Early Years. Unfortunately, no suitable venue could be identified either at the Scottish Parliament or at proximity. However, the focus should remain on Volunteer Week and a number of options are still feasible e.g. seeking the Minister’s attendance at the Area Conveners Liaison Group meeting in June, link Volunteer Week to the Year of Young People, engagement work with volunteers.
- CHS’ 5th birthday – BMcA and LF to meet media planning to celebrate CHS’ 5th birthday.
- Social Impact Pledge – SMT discussed this last year and recognised the value and benefits of signing up the Social Impact Pledge particularly in the areas of Our Hearings Our Voice, providing opportunities for volunteering and engagement with children and young people for corporate parenting.
- Honours – SMT agreed in April to remind ACs once a year at the Area Conveners Liaison Group meeting to identify and nominate individuals in their area for the Honours. SMT discussed that the Queen’s Awards for volunteering were wide ranging throughout the UK and that a Scottish Group existed that could be used to recognise volunteers in Scotland.

Decisions—

SMT agreed—

1. property move:

- **To bring a proposal to the Board strategy session in May**
- **To develop and submit a business case to the Board in June**
- **To consider, and work on, the impact of travel on staff through the travel policy**

2. PVG toolkits:

- **that the Recruitment & Retention Lead will check the accuracy of the toolkits**

3. Volunteer Week:

- **that EJ, LH and LF will refocus CHS’ activities around Volunteer Week**
- **that LF will book a venue well in advance of Volunteer Week 2019**

4. CHS’ 5th birthday:

- **that BMcA and LF will discuss media planning to celebrate CHS’ 5th birthday.**

5. Social Impact Pledge

- **that the Quality and Performance Lead will take this forward.**

6. Honours

- **that FD will post the Honours guidance onto CHIRP (ACLG workspace)**
- **that CM will explore whether there is scope to use one of the Scottish groups linked to the Queen’s Awards.**

3.2 Finance

- Volunteer expenses could be substantially less this year than previous years. The £52k underspend reported to the Board in March is likely to increase. A more definite figure will not be known until w/c 28 May (per adult timetable) but it is likely that the underspend could be as high as £100k. SMT will prepare plans in the event of there being additional resource available from carry-forward in 2018/19, and prepare a narrative for SG should they seek to restrict resource available for carry-forward.
- The revised profiling of spend will aid budget monitoring and SMT's decision-making in 2018/19. It is hoped that the profiling will reinforce to SG that CHS' spend profile is heavily in arrears and assuage concerns they may have mid-year that CHS will underspend.

Decisions—

SMT agreed to—

- 1. inform the Chair of the underspend at the June Board Strategy meeting**
- 2. Prepare options to address the 2018/18 underspend**
- 3. note the update.**

3.3 Shared services CHS/ SCRA & invoicing

- Although relevant at the time of their creation, some core charges have not been used during 2017/18 and should be removed from the invoices for that period.
- The daily rates for the support provided was reviewed two years ago.

Decisions—

SMT agreed to—

- 1. remove from the core charges and future core service provision the items relating to senior management review and corporate learning and organisational development**
- 2. continue discussions re. the level of finance support required**
- 3. confirm the shared service arrangements outlined in the Memorandum of Understanding and to approve the latter.**

3.4 Public Services Reform Act (PSRA) Statements

- Ross Mackenzie confirmed:
 - that the PSRA statement was not part of the year-end publications and not subject to statutory deadline for publication.

- that the variation in who has received payments over £25k could stem from timing of payments of invoices or payment of multiple invoices at once.
- the £48k savings re. training contract (2016/17 statement).

Decisions—

SMT agreed—

1. that RM would

- **adjust wording around “Communications team”, e.g. replace with “function” (2017/18 statement)**
 - **clarify wording around payments – that these can cover multiple invoices (both statements)**
 - **adjust wording around contract “renegotiation”, e.g. “contract substantially reviewed” (2016/17 statement)**
 - **confirm whether the 2016/17 GIA was £3.8m or amend if not the case (2017/18 statement)**
 - **add total efficiency savings once known/agreed (2017/18 statement)**
 - **reference volunteers in the narrative around hospitality (in both statements)**
 - **adjust the wording around “CHS has opted to exclude”**
 - **investigate the ICT efficiencies figure to include, and seek, sign-off from the Joint Head of IT (2017/18 statement)**
- 2. to approve the 2016/17 statement for publication and the approach for the 2017/18 statement in light of the points discussed above.**

3.5 Internal Audit (IA) – Volunteer Communications

- The audit was carried out in February 2018 and made a number of recommendations that SMT accepted e.g. development of a control version schedule template for CHS policies, staff induction to include training on the communications and engagement strategy, social media guidelines.

Decision—

- 1. SMT agreed to approve the management’s response.**

3.6 IA – General Data Protection Regulations (GDPR)

- SMT has had a series of meetings with the internal auditors which have been helpful to provide a better understanding of CHS e.g. how it operates, capacity issues. This has enabled the auditors to consider SMT’s comments and management response under a new light. Recommendations now include scope to monitor the process to achieve implementation date.

Decision—

- 1. SMT agreed to bring the audit on GDPR Readiness to the June Audit and Risk Management Committee meeting.**

3.7 CHS ICT support contract

- The soft launch of the ICT support service to the panel community will be on 8 May.
- The Business Support Team has been trained by Leidos to use ServiceNow, an online platform to raise ICT incidents and requests. This tool will provide statistics on the number and type of issues received and dealt with, timescales for resolution, etc.
- The self-help guidance has been drafted and now needs to be signed off.
- The initial contract with Leidos had a ticket limit linked to a surcharge however, Leidos has notified CHS that they will rescind both. The £21k provision allocated for the surcharge will remain until formal confirmation that the ticket limit and the surcharge no longer apply.
- Leidos will deal directly with Brightwire for any issues relating to the CHS corporate website, CHS Recruitment website and CHIRP.

Decisions—

SMT agreed to—

- 1. retain the budget allocated to the ticket surcharge until confirmation by Leidos that it no longer applies**
- 2. note the update.**

3.8 Business case proposition to SG

- CHS' intention is to become more of a focus for SG in terms of receiving resources to deliver national outcomes.
- There is some uncertainty as to whether the recommendations that will come from the independent review of care will be sufficiently peripheral to CHS' key priorities and agenda i.e. hearings, panel members, to attract funding from SG.
- Areas for a business case relate to chair training, PPAs, Better Hearings (the latter covers many key issues but it is unsure whether it can deliver the relevant changes that are required without adequate resources).

Decision—

- 1. SMT agreed to prepare business cases to take opportunity of a potential SG funding in May.**

3.9 Draft Biodiversity report

- The report is produced every three years. The current version is late and should have been published in January this year.
- The draft report is light touch and adopts a format that focuses on “what we did, what we will do”.
- SMT was of the view that the report should focus more on biodiversity issues rather than environmental ones as is currently drafted and that it would be benefit from a short business statement to clarify its scope and reporting requirements.

Decision—

- 1. SMT agreed to consider an updated report at its June meeting.**

3.10. Digital impact - synergies

- LH and SD have been attending the SCRA/CHS leadership meeting to progress work on the organisational readiness and workforce development work streams as part of the digital programme. The success of the two workstreams is very much linked to a culture change that LH and SD are addressing.
- There is a risk that the volume of work attached to the work streams takes over business as usual.

Decision—

- 1. SMT agreed to note the update.**

3.11. Infomercials

- Two infomercials have been created to support and encourage panel members and ASTs to use panelpal/ digital tools as part of a pack for CHS and ASTs. The infomercial highlights the benefits of panelpal e.g. streamlined rota management , accurate record of hearings.

Decision—

- SMT agreed to note the update.**

3.12. Panel member profile

- A meeting took place between Beth-Anne Logan, Laura Conachan (Area Convener, Aberdeen), Lynne Harrison and Louise Farmer to discuss Panel Member Profiles. Panel Member Profiles support CHS' commitment to improving the experiences of children and young people going through the Children's Hearings System. They also support the Better Hearings work in the Year of Young People.
- Panel Member Profiles were piloted in Aberdeen with 59 Panel Members and seven PPAs taking part (57% of all Panel Members and 100% of all PPAs in Aberdeen).
- Over 76% of children, young people and families told CHS that they found the Panel Member profiles to be helpful.
- During the trial, some Panel Members expressed concerns that too many personal information would be on display ahead of a hearing and that these might be used adversely on social media. This feedback was taken into account and it was agreed that instead of their picture, panel members could opt to have a Bitmoji instead (cartoon avatar) indicating their first name and general, non-personal information such as interests/hobbies.
- Generating the profiles would be resourced at the local level with each AST determining their own approach.

Decisions—

SMT agreed to—

- 1. support the roll out of panel member profiles led on by ASTs with the expectation that that all ASTs will have rolled out the profiles by the end of the Year of Young People 2018.**
- 2. launch panel member profiles at the June ACLG.**

3.13 Launch of two new social media profiles

- CHS currently has Twitter and LinkedIn accounts and does not use any other social platforms to engage with its community and/or the wider public. Last year, CHS trialed a Facebook page during the recruitment campaign but closed it down near the end of the campaign.
- To ensure that CHS is reaching as wide an audience as possible it is important to have a range of different social media platforms. Facebook and Instagram are free and would complement CHS' current Twitter and LinkedIn pages.
- Whilst it is never certain to mitigate against negative comments on social media there are a number of actions that CHS can take to show due diligence in dealing with any issues that may arise e.g. producing and reviewing social media policy. All content would be managed by the Communications & Engagement Lead.

Decision—

1. SMT agreed that CHS will have a Facebook and Instagram accounts managed by the Communications & Engagement Lead.

3.14. Pay and benefits

- A pay proposal was presented to the Board on 20th March which agreed that pay should be improved, particularly the maximum points. The increasing of grades and a three year multi-year deal were being sought as part of these improvements. The proposal was submitted to Scottish Government Pay Policy (PP) Team who were supportive in principle but asked that the option to apply a higher percentage uplift to the maximum of the grades be considered rather than the “shifting” up of the grades as initially proposed. The PP Team queried whether the proposal was affordable and asked CHS to consider a two year deal.
- SMT have considered the model and in the current structure believe this is affordable and would meet the expectations of staff in terms of restorative benchmarking as well as reaching the maximum of the grades within an appropriate timescale.

Decision—

1. SMT agreed to approve a two year pay deal with the commitment to uplift all maximum points by 4%.

3.15. Staffing

- Although a number of candidate were interviewed for the post of Information Governance Lead this did not lead to any appointment. The post has been re-advertised and applications have been coming in. In the meantime, the SCRA Information Governance Officer (IGO) will step in as a Data Protection Officer (DPO) and provide emergency back up until the post is filled. The IGO will be the DPO for the digital programme for both CHS and SCRA.
- A candidate of very high calibre has been interviewed for the post of Practice and Policy Lead. This individual is the preferred candidate.
- Laura Conachan (Area Convener for Aberdeen City) will join CHS in a project role to work on a support model for Area Conveners and a Code of Conduct.

Decision—

1. SMT agreed that CM would contact the Robertson Trust to enquire whether, as part of their internship programme, there would be an opportunity for two young

people to fill the posts of Communications Assistant and HR Assistant for a fixed period.

3.16. Our Hearing Our Voice

Decision—

1. SMT considered and noted an update on the work of OHOV over the past four weeks.

3.17 CHS' approach to risks

- Internal Audit facilitated a workshop on risks for the Board and SMT in February 2018. The Board was keen to explore opportunities that could further enhance CHS' practice in relation to the effectiveness of control measures and the benefits of the inclusion of a target risk. The Board recommended that any approach to reviewing and developing risks management should be phased over a period of time and be proportionate to the size of, and resources within, CHS.
- EJ, LH and FD met with the Chair of the Audit and Risk Management Committee in March and agreed a number of steps to start the process.
- SMT was of the view that staff supervision meetings would provide a good opportunity to discuss risks in the members of staff's area of expertise. However, linking risks to each staff's job objectives was not necessarily obvious.

Decisions—

SMT agreed—

- 1. To present a report at the June ARMC meeting setting commitments to review risk management over a phased period**
- 2. to continue to explore how to link risks to staff's objectives.**

4. Accountability & Partnerships

- CHIP meeting coming up
- Kilbrandon again (21 May)

5. Next meeting: Tuesday 5 June 2018.