

**AGENDA**

|     |   | Paper             | Action       |
|-----|---|-------------------|--------------|
| 1.  | <b>Apologies</b>  |                   |              |
| 2.  | <b>AOB</b>  |                   |              |
| 3.  | <b>Minute of Previous Meeting 08 May 2019</b>                                   |                   |              |
| 4.  | <b>Matters Arising</b>  |                   |              |
| 5.  | <b>Delegated Authority – For Approval</b>                                       |                   | <b>EM</b>    |
| 6.  | <b>Kilmarnock Property Upgrade – For approval</b>                               |                   | <b>EM</b>    |
| 7.  | <b>Glasgow Property Project</b>   | <b>Verbal</b>     | <b>EM</b>    |
| 8.  | <b>Glasgow Rent Review – For approval</b>                                       |                   | <b>EM</b>    |
| 9.  | <b>Lerwick – Option to renew lease</b>  | <b>Attached</b>   | <b>EM</b>    |
| 10. | <b>Building a Trauma Aware and Informed Organisation</b>                        | <b>Attached</b>   | <b>LB</b>    |
| 11. | <b>Board Reports Review</b>   |                   | <b>All</b>   |
|     | <b>Standing Items</b>   |                   |              |
| 12. | <b>Digital Strategy Update</b>  |                   |              |
| a)  | Organisational Readiness update   | <b>Verbal</b>     | <b>TP/SD</b> |
| b)  | Data Warehouse discussion and action plan update                                |                   | <b>LB</b>    |
| 13. | <b>Information Governance Update</b>  | <b>Verbal</b>     | <b>AH</b>    |
| 14. | <b>Practice and Policy</b>  | <b>Verbal</b>     | <b>AH</b>    |
| 15. | <b>New Risks</b>  | <b>Discussion</b> | <b>All</b>   |
| 16. | <b>Forward Look</b>   |                   |              |
|     | <b>Date of Next meeting;</b><br>Wednesday 03 July 2019 at Ochil House, Stirling |                   |              |



**Scottish Children's Reporter Administration  
Executive Management Team  
Minute of Meeting held on  
Wednesday 08 May 2019 at Ochil House, Stirling**

**Present:**

Neil Hunter (**NH**) – Principal Reporter/Chief Executive  
 Susan Deery (**SD**) – Head of HR  
 Lisa Bennett (**LB**) - Head of Strategy and OD  
 Alistair Hogg (**AH**) – Senior Operational Manager  
 Ed Morrison (**EM**) – Head of Finance and Resources  
 Tom Philliben (**TP**) – Senior Operational Manager  
 Malcolm Schaffer (**MS**) – Head of Practice and Policy

**In attendance:**

Pamela Armstrong (**PA**) – Governance Officer – Minutes

|           |  | <b>Timescale</b>                                     | <b>Action</b>                          |
|-----------|--|--|--|
| <b>1.</b> | <b>Apologies:</b><br>Lawrie McDonald – Head of Digital   |  |  |
| <b>2</b>  | <b>AOB</b><br><b>New Email domain</b> - Scottish Government have asked us to stop using the scra.gsi.gov.uk domain by the end of June 2019. As a result we need to move to a new email domain. EMT have asked that the IT team pursue the use of the scra.gov.scot domain name. EMT to be kept up to date offline.   |  | <b>LMcD</b>                            |
| <b>3.</b> | <b>Minute of previous meeting on 10 April 2019.</b><br>Agreed as accurate  |  |  |
| <b>4.</b> | <b>Matters Arising</b><br><b>Staff Pay</b> – SD has received approval from Scottish Government to move forward with the 2019/20 pay offer. A JNCC will be arranged in the next couple of days.<br><br><b>Sustainability Review</b> – This will be taken to the May National Partnership Forum for discussion with UNISON.<br><br><b>Joint Investigative Interviews – Transmission from Police Scotland to SCRA</b> – An approach has been agreed at the April EMT meeting. Regular liaison sessions will be put in place with Senior Officers. | <b>immediate</b><br><br><br><br><br><b>immediate</b> | <b>SD</b><br><br><br><br><br><b>NH</b> |

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| 5. | <p><b>Hearing Room Improvement Update</b><br/>EM introduced the report recommending EMT;</p> <ul style="list-style-type: none"> <li>• Consider the options for completing the delivery of new-style hearing rooms across the country.</li> <li>• Utilise the 2019/20 budget of £50k to upgrade 4 hearing rooms (Ayr, Aberdeen 2, Dundee 1 &amp; Arbroath).</li> <li>• Consider undertaking procurement exercises to establish frameworks for the delivery of the furniture, works and consultancy services to complete the upgrading of all Hearing rooms within a 4-5 year period.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• Utilise the 2019/20 budget of £50k to upgrade 4 hearing rooms (Ayr, Aberdeen 2, Dundee 1 &amp; Arbroath).</li> </ul>   |  |  |
| 6. | <p><b>Minor Works</b><br/>EM introduced the report asking EMT to:-</p> <ul style="list-style-type: none"> <li>• note the contents of the report and</li> <li>• approve the programme of priority works.</li> <li>• note the budget pressures identified and the proposal to manage the expenditure within overall Property budgets.</li> </ul> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• Within the capital budget for 2019/20 there is provision for £100K of expenditure on Minor Works. This budget line is intended for small works or minor improvements that are approved through the capital bid process and do not normally require a formal business case.</li> <li>• The Minor Works programme is primarily focused on work that has been identified during the course of repairs and maintenance activities and have been determined to require improvement, upgrading or replacement.</li> <li>• It is expected that the 2019/20 Minor Works budget will be fully spent across the various priority works identified.</li> <li>• Whilst higher than the allocated budget, some additional budget capacity to meet these costs are anticipated through 1) capital carried forward from 18/19 along</li> </ul> |  |  |

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|    | <p>with 2) an expected underspend from within the wider Property programme.</p> <ul style="list-style-type: none"> <li>• During the course of each financial year, it is inevitable that expenditure will be required to address emerging faults or incidents. In the event of significant pressures emerging consideration will be given to whether the works prioritised can be deferred into next financial year.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To approve the programme of priority works subject to SOM review and approval.</li> </ul>  |  |  |
| 7. | <p><b>Future of Connect</b></p> <p>NH introduced the report advising EMT on issues around the future of the SCRA Shaprepoint site (Connect).</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• SCRA's intranet Connect was launched in April 2010. It was developed following a scoping exercise with external consultants in 2009. This was part of SCRA's Modernisation Programme.</li> <li>• The site is hosted on SCOTS and maintained by the Press and Communications Team. The site was updated once in 2014, when iTECS updated the system from Microsoft Sharepoint 2003 to 2010.</li> <li>• Over the years Connect has grown and been customised and we use all the available functionality. SCRA has one of the biggest Sharepoint sites on the SCOTS network.</li> <li>• iTECS have advised that the SharePoint server will be switched off in January 2020 as it is at the end of life. iTECS have no immediate plans to replace the platform with a newer, supported version of SharePoint. Therefore, Connect will no longer be available via this Sharepoint platform and an alternative solution is required.</li> <li>• An estimated cost of £20k has been assessed as likely</li> </ul> |  |  |

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|           | <ul style="list-style-type: none"> <li>• A further report with options and costings will be submitted for consideration as soon as possible.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• The Comms and IT Team to further explore options and consider opportunities.</li> <li>• Further report to be brought to a future EMT meeting.</li> </ul>   |  | <b>MMcI/DR</b> |
| <b>8.</b> | <p><b>Audit &amp; Risk Committee – Agenda</b><br/>The agenda for the Audit and Risk Committee on 16 May was reviewed.</p>   |  |                |
| <b>9.</b> | <p><b>Property KPI Update</b><br/>EM introduced the report recommending the revised Property KPI alongside the existing KPI for an initial period to test its suitability and whether the expected benefits are achieved and to alter the frequency of reporting on the Property KPI from quarterly to annually.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• SCRA’s Property team currently produces a single KPI, used for both quarterly internal reports and as part of the externally published annual report.</li> <li>• The existing Property KPI no longer provides reliable and meaningful data to inform decisions and record the performance of SCRA’s estate.</li> <li>• The current Property team KPI is a measurement of how the property estate as a whole performs against a range of measures based on Property Standards.</li> <li>• The original Property KPI attempted to allocate a percentage score against both offices and hearing centre accommodation although there were different considerations for each of these properties.</li> <li>• Going forward it is proposed to focus the Property KPI on our operational hearing centres and make use of more standard measures to look at the office accommodation and the estate as a whole.</li> </ul> |  |                |

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|            | <ul style="list-style-type: none"> <li>Project work undertaken as a part of the capital programme determines whether adjustments to how properties are scored by the KPI. Due to the lead times involved with project work, quarterly updating of the KPI is too frequent and it is proposed to move to an annual reporting basis.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>While EMT welcomed the paper, discussion centred around the following; <ul style="list-style-type: none"> <li>Are the weightings correct?</li> <li>Can we link back in with service users to confirm their views of the property?</li> <li>There is a potential impact on SCRA in relation to discussion with key partners, for example, Panel Members and there is a need to factor this in</li> </ul> </li> <li>There is an expectation that LRM's will take some responsibility for working locally with partners on overall progress.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>To approved the revised Property KPI alongside the existing KPI for an initial period to test its suitability and whether the expected benefits are achieved.</li> <li>To alter the frequency of reporting on the Property KPI from quarterly to annually.</li> </ul> |                  |           |
| <b>10.</b> | <b>Protected Time – EMT</b><br>Future monthly EMT meeting to be extended to the full day to accommodate full team discussions.   | <b>Immediate</b> | <b>PA</b> |
|            | <b>Standing Items</b>  |                  |           |
| <b>11.</b> | <b>Digital Strategy Update – Organisational Readiness</b><br>TP and SD provided a verbal update.<br><br><b>Noted:</b><br>Business Readiness meetings continue to take place. The main issue is locality capacity to provide resource to test and become familiar with the system. Managers are being asked to take   |                  |           |

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|            | <p>their own responsibility for planning time release and tie in with SOM's if not able to accommodate.</p> <p><b>Agreed:</b><br/>Check with all localities what their plan is to release capacity.</p>  |  | <b>SOM's/SD</b> |
| <b>12.</b> | <b>Information Governance</b>  |  |                 |
| <b>a)</b>  | <p><b>Care Inspectorate – Transfer of Information</b><br/>MS advised that an agreement has been reached between SCRA and the Care Inspectorate. A member of the IG team will send information to the Care Inspectorate and they will send on to Inspectors involved in fieldwork.</p>  |  |                 |
| <b>b)</b>  | <p><b>IG Update</b><br/>MS introduced the Breach report which will be taken to the Information Governance Leads group.</p> <p><b>Noted:</b><br/>EMT are happy to note a continued downward trend in breaches.</p>  |  |                 |
| <b>13.</b> | <b>Practice &amp; Policy</b>   |  |                 |
| <b>a)</b>  | <p><b>Court Management Network - Draft Minute</b><br/>MS introduced the draft minute and reports from the recent Court Management Network. The minute covered the following;</p> <ul style="list-style-type: none"> <li>• Data Reports</li> <li>• Locality Use of Weekly Reports</li> <li>• Health and Wellbeing Survey</li> <li>• Delay</li> <li>• Locality Updates</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Reports highlight locality issues i.e. frequency of callings, can help with identifying patterns and assist with guidance and training.</li> <li>• The information was felt to be rich with relevant detail and helpful in gauging a sense of issues from across the country</li> </ul> |  |                 |

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| b)  | <p><b>PACE Resource Demands</b><br/>MS provided a verbal update on new ways of working that are creating potential heavy resource demands.</p> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• Determine which localities are working on the new phase of the PACE rollout.</li> <li>• Follow up with CELCIS on the changes and impact of the new programme on LRM's</li> </ul>                           |  | <p><b>SOM's</b></p> <p><b>AH</b></p> |
| c)  | <p><b>Feedback on Trainee Reporter Interviews</b><br/>MS provided a verbal update.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• Corrinne Carson and Emma Maidens have been appointed as Trainee Reporters. .</li> <li>• Support for the Accreditation Programme is required, especially in assessor time, particularly when considering the expansion in numbers of Assistant Reporters.</li> </ul> |  |                                      |
| 14. | <p><b>New Risks</b><br/><b>Digital Capacity</b> – the amalgamated locality risk to be tracked through the Operational Risk Register.</p>   |  |                                      |
| 15. | <p><b>Forward Look</b><br/>The forward plan was reviewed.</p>  |  |                                      |
|     | <p><b>Date of next meeting</b><br/>Wednesday 05 June 2019 ay Ochil House, Stirling</p>   |  |                                      |

**SCOTTISH CHILDREN'S REPORTER ADMINISTRATION**  
**Building a Trauma Aware and Informed Organisation**

**Report Author:** Patricia Stevenson

**Date:** 30<sup>th</sup> May 2019

**Recommendations:**

1. EMT adopt this proposal to:
  - a. Develop and provide a programme of training for staff on the impact of adversity in childhood
  - b. provide wrap-around support to case-holding employees to recognise the potential vulnerability to vicarious or secondary trauma and to proactively work with employees to ensure that they receive access to the services that they need.
2. Locality Reporter Managers and the Practice Manager receive training and guidance on supporting employees vulnerable to secondary trauma.
3. All managers undertake an annual wellbeing review with staff and that guidance is developed to support that process.
4. Access to Vicarious Trauma Support is assessed by the manager in discussion with the employee (Option 2) at a potential cost of £5.3k per annum.

**Reason for Report:** For EMT Approval

**Resource Implications:** The costs for training and support have been factored into the budgets for 2019/20

**Strategy:** Sustainability

**Consultation:** Executive Management Team

**Equalities Duties** Equality Impact Assessment to be completed

**Document Classification:** Not Protectively Marked

# **Building a Trauma Aware and Informed Culture**

## **An Approach**

### **1. Introduction**

As a Corporate Parent, SCRA recognises the importance of understanding the impact of trauma on the young people and families that we work with.

Ongoing research on Adverse Childhood Experiences (ACES) is helping us to recognise the long-term effects on learning, behaviour and the health of young people and their families from these early experiences. This research helps inform the development of trauma informed practice to support young people and their families as well as enabling SCRA to play our part in preventing and reducing adversity and the negative outcomes associated with it.

Research has also highlighted that professionals who work with people who have experienced trauma or who read traumatic material are vulnerable to secondary trauma.

Employees involved in casework will often be witness, read or hear stories of traumatic events that have happened to children, young people and their families that they work with. This may make them vicariously vulnerable to trauma.

This paper outlines how SCRA can respond to these risks by flexibly and proactively providing learning and development as well as individually focussed and adapted support. The proposal is informed by good practice and the services provided by similar organisations.

### **2. Proposed SCRA Approach**

SCRA aspires to be an organisation whose culture enables our employees, through education and support, to practice and process work with an awareness of the impact of trauma on children, young people and their families as well as on themselves and their colleagues.

This proposal comprises two strands:

- Development & Training
- Focus on employee wellbeing and support

#### **Development & Training**

This would include:

- Locality based training for all staff to raise awareness of the impact of adverse childhood experiences for children, young people and their families as well as on staff and colleagues
- Ongoing training for staff involved in casework
- Training for managers to develop their skills. as well as an understanding of the supports which would help them to recognise and support staff who are vulnerable to vicarious or secondary trauma.

## Focus on wellbeing and support

After the initial training on adverse childhood experiences and the impacts, the next stage would be to focus on employee's wellbeing and support so that employees will be better informed and supported to continue to support children and young people.

In focusing on employee's wellbeing SCRA proposes to provide wrap around support to employees vulnerable to vicarious or secondary trauma - which comprises the following elements.



- **Supervision** - Through supervision, Managers will provide on-going health and wellbeing support, exploring any wellbeing issues arising from work and specific cases within the employee's caseload. There are a number of ways that managers will be able to support employees which includes; managing caseloads, reflective practice, coaching and mentoring as well as accessing supports through the Employee Assistance Programme. Managers will adapt the supports based on the needs of the employee.
- **Peer Supervision** – A reciprocal arrangement in which peers work together for mutual benefit where developmental feedback is emphasised and self-directed learning and evaluation is encouraged.
- **Case De-briefing** - Case de-briefing will be offered to all case-holding employees involved in hearings or court that are complex or emotionally demanding. It is proposed that this can be provided by Locality Reporter Managers or Senior Practitioners, with guidance developed to support that process.
- **Annual Wellbeing Review** - Within the supervision cycle, managers will undertake an annual wellbeing review with the aim of understanding an individual's needs and providing tailored support where necessary,, again with clear guidance developed to support the process.
- **EAP Vicarious Trauma Review** - As part of the annual wellbeing review, or in relation to specific cases, where it is identified that an employee needs further support, it is proposed that there will be the option to make a referral for Vicarious Trauma Support. An initial resilience building session to explore the type and impact of the case(s) would be arranged and, where recommended by the counsellor, on-going support sessions would take place at 6 monthly intervals for a specified period.

- **Personal Coping Strategies** - SCRA Mindfulness champions will be able to provide support to employees to explore how this may assist with employee's coping strategies.

### 3. Actions and Associated Costs

Management Training & Guidance - This approach places managers at the centre. There is a need to develop skills as well as provide them with supports which would enable them to recognise and support employees who are at risk of vicarious or secondary Trauma.

It is proposed that this could be achieved by:

- Providing training to Locality Reporter Managers and the Practice Manager as the risks in this staff group are assessed as more significant. The estimated cost of providing training is approximately £2k. An outline Programme is attached at Appendix 1.
- Developing guidance for all managers to support the wellbeing review process ,which includes information on the internal and external supports available.

Manager Supervision – in recognition of a managers role in recognising and supporting others experiencing trauma, ongoing supervision and/or peer support will be provided to support their own health and wellbeing.

Access to Vicarious Trauma Support - There are 2 options available in providing this support :

- 1) Provide access to Vicarious Trauma Support for all employees involved in casework. The associated costs would be :
  - An initial session for 170 employees would be £13.2k per annum.
  - Follow up support of up to 2 sessions for approximately 20% of employees would be £5.3k
  - The total cost of providing Vicarious Trauma Support for Reporter, Senior Practitioners and Assistant Reporters would be up **£18.5k per annum**.
- 2) Managers assess, in discussion with employees, the need for Vicarious Trauma Support. The estimated associated costs based on 20% of case-holding employees accessing the service would be:
  - An initial session for 34 employees would be £2.6k per annum.
  - Follow up support of up to 2 session for approximately half of those employees would be £2.6k
  - The total cost of providing Vicarious Trauma Support for Reporter, Senior Practitioners and Assistant Reporters on an assessed basis would be up **£5.3k per annum exclusive of VAT**.

EAP Awareness Raising – Raise awareness of the services provided by Employee Assistance Programme and the types of support that employees can access. The intention is that this would be provided by SCRA at Team meetings, via connect and the team brief.

#### **4. Recommendation**

It is recommended that:

- EMT agree this proposal to:
  - Develop and provide a programme of training for staff on the impact of adversity in childhood
  - provide wrap-around support to case-holding employees to recognise the potential vulnerability to vicarious or secondary trauma and to proactively work with employees to ensure that they receive access to the services that they need.
- Locality Reporter Managers and the Practice Manager receive training and guidance on supporting employees vulnerable to secondary trauma.
- All managers undertake an annual wellbeing review with staff and that guidance is developed to support that process.
- Access to Vicarious Trauma Support is assessed by the manager in discussion with the employee (Option 2) at a potential cost of £5.3k per annum.

Lisa Bennett, Head of Strategy and OD  
Patricia Stevenson, HR Manager

**Development Day for SCRA Managers  
Building a Trauma Aware and Informed Organisation**

- 10:00 Introduction – Safe Space (SCRA Led)
- 10:15 Raising awareness of trauma and secondary trauma (Celcis Led)
- Share understanding of Trauma
  - Causes and impact of childhood trauma
  - How trauma manifests itself
- 11:00 Break
- 11:20 Recognising and Supporting Trauma (Celcis Led)
- Recognising the impact of trauma, direct and secondary in ourselves and others
  - Dealing with the impact and supporting others
  - How does it feel to experience secondary trauma
  - Perceptions of others and other’s perceptions
- 13:00 Lunch
- 13:45 SCRA’s approach to managing trauma and secondary trauma (SCRA led)
- proactive and reactive support for staff
  - support for managers
- 14:00 Tools to develop resilience (SCRA/Celcis)
- Workshops on different techniques
    - Self-Assessment tools
    - Mindfulness
    - Mental Health First Aid
    - Employee Assistance Programme
    - Q&A
- 15:30 Next Steps/Roll out (SCRA led)
- 15:45 Close