



SCOTTISH

**CHILDREN'S REPORTER**  
ADMINISTRATION

**Scottish Children's Reporter Administration**  
**Executive Management Team**  
**11 March 2020**

**Present:**

Paul Mulvanny	Senior Operational Manager (East and Central)
Lisa Bennett	Head of Strategy and Organisational Development
Ed Morrison	Head of Finance and Resources
Neil Hunter	Principal Reporter/Chief Executive (Chair)
Alistair Hogg	Head of Practice and Policy
Tom Philliben	Senior Operational Manager (East and Central)
Helen Etchells	Senior Operational Manager (West and North)
Susan Deery	Head of Human Resources

		<b>Timescale</b>	<b>Action</b>
<b>1.</b>	<b>Apologies</b>  Lawrie McDonald		
<b>2.</b>	<b>AOB</b>  a) <b>VER business case</b> - still not approved by SG Pay Policy team resulting in a very tight turnaround when communicating to staff. Further updates will be provided when available.		
<b>3.</b>	<b>MOLM</b>  Agreed as accurate.		
<b>4.</b>	<b>Matters Arising</b>  a) <b>Feasibility Study</b> – Consideration to be given to all options for Hamilton House, as presented in the January report to EMT.  b) <b>2019/2020 Forecast - Court Costs</b> – AH advised the 19/20 forecast has not changed and this will be kept under review.		<b>AH</b>
<b>5.</b>	<b>Operational target setting</b>  LB introduced the report, asking EMT to; <ul style="list-style-type: none"> <li>• Approve the change in indicator</li> <li>• Provide a steer around the two operational targets.</li> </ul>		

	<p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The Corporate Plan is due to be published on 6<sup>th</sup> April 2020 and will set out the organisational aims and objectives for the next three years.</li> <li>• Part of the plan is the section on performance. This sets out the high level organisational targets that are then reported through the OPR and annual report. SCRA will continue to report on these indicators through this process.</li> <li>• We have agreed indicators around budget, property and absence but require to update the operational targets and agree the indicators.</li> <li>• A meeting has been held between the performance partners and two of the SOMs to look at performance measures and as a result propose that: <ul style="list-style-type: none"> <li>○ We drop the indicator 'Initial hearings proceeding to disposal' and replace this with 'Percentage of Hearings deferred' as this is easier to understand, more accurate to measure and draws sharper focus to the issue.</li> <li>○ Given the context of the year ahead, a steer from EMT would be helpful to inform the discussions with localities around the targets for 50 working days and 20 working days</li> </ul> </li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The introduction of CSAS is likely to adversely impact performance over 2 quarters. The Data Manager is asked to run figures on what that impact would look like, by locality.</li> <li>• There is merit in setting lower targets, recognising a tough year (CSAS, potential illness)</li> <li>• Can we consider a tolerance approach, reflecting quality and internal issues?</li> <li>• This will be reviewed at future EMT meeting as the plan progresses.</li> </ul>		<p><b>LB</b></p> <p><b>LB</b></p>
<p><b>6.</b></p>	<p><b>Draft digital strategy</b></p> <p>LB provided a verbal update.</p> <ul style="list-style-type: none"> <li>• Digital strategy forms part of the corporate plan. Work has started in the outlining of plans for the next few years. This has been discussed at meetings with SCRS and CHS senior teams.</li> </ul>		

	<ul style="list-style-type: none"> <li>• CHS/SCRA planning cycles are aligned. The plan will be high level with the development of objectives to follow.</li> <li>• While there is the need for an overarching strategy, there will be alignment to SCRA's corporate plan.</li> <li>• Work will continue with SCRA/CHS joint strategy. Eventually investment opportunities will be developed individually.</li> <li>• This will be reviewed at future EMT meeting as the plan progresses.</li> </ul>		<b>LB</b>
7.	<p><b>PPN – Update</b></p> <ul style="list-style-type: none"> <li>• HE advised that the PPN has been refreshed in light of new 3 year corporate plan. Changes to the remit have been agreed and will be published on Connect.</li> <li>• Meetings will be quarterly, HE/EM to discuss provisional dates. There is scope for remits of the PIN &amp; Operational Group to come together, cutting down in duplication of discussion.</li> <li>• The PPN will have a strong operational focus across the whole organisation.</li> <li>• A Risk workshop facilitated by BDO (Internal Audit) will be held at the next meeting. HE will bring draft work plan back to a future meeting for EMT review and comment.</li> </ul>		
8.	<p><b>Outreach Hearing Centre Review</b></p> <ul style="list-style-type: none"> <li>• HE introduced the paper asking EMT; <ul style="list-style-type: none"> <li>• To consider the assessment of options for OHC's.</li> <li>• To note the work done by LRMs in working with partners to bring about improvements and resolve outstanding issues and to thank them for the progress to date.</li> </ul> </li> </ul> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• In November 2019, Head of Property provided an update to EMT on the current position with Outreach Hearing Centres (OHC) to consider whether we should continue with the current approach or look at alternative options.</li> <li>• Following an initial review of the ratings and frequency of use, 5 OHC's were confirmed as being within the scope of this review; Banff,</li> </ul>		

	<p>Girvan, East Kilbride, Dunoon and Kirkintilloch.</p> <ul style="list-style-type: none"> <li>• EMT requested active management of the live issues in Dunoon and Girvan and set the target of mid-2020 to effect improvements or to agree with key partners to accept the status quo in Girvan, Banff, Barrhead, Kirkintilloch, Dunoon and East Kilbride.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To approve the recommendations.</li> <li>• EMT recognise the volume of work done by LRMs in working with partners to bring about improvements and resolve outstanding issues and thank them for the progress to date.</li> <li>• A further update will be given to EMT at its June meeting.</li> </ul>	<b>Jun 20</b>	<b>HE</b>
<b>9.</b>	<p><b>March Board Reports</b></p> <p>Board reports were reviewed and any further comments to be sent to the report author.</p>		
<b>10.</b>	<p><b>Internal Audit Tracker</b></p> <ul style="list-style-type: none"> <li>• The tracker was reviewed and will be brought to the April meeting for a further review.</li> </ul>	<b>Apr 20</b>	<b>EM/PA</b>
	<p><b>Covid-19</b></p> <p>NH has assured SG Sponsor team we are continually reviewing the SCRA business continuity programme.</p> <ul style="list-style-type: none"> <li>• The BCP currently allows SCRA to operate at 50% staff capacity.</li> <li>• SD advised during peak holiday times, generally 25% of staff are on leave.</li> <li>• Staff will be continue to be directed to official medical advice, issued by Scottish Government, with links posted on Connect.</li> <li>• There is an opportunity to improve estate in terms of cleanliness e.g. deep cleaning, cleaning own workstation's etc.</li> <li>• Justice Board confirmed partner agencies have their own business continuity plans in place.</li> <li>• Managers need to consider staff vulnerabilities i.e. heath issues, caring responsibilities.</li> <li>• Consideration will be given to temporary changes to the Flexi policy</li> </ul>		<b>SD</b>

	<ul style="list-style-type: none"> <li>It is important to keep orders in place. Work is being done around legislative emergency provision.</li> </ul>		<b>AH</b>
<b>Standing Items</b>			
<b>11.</b>	<p><b>Digital Programme</b> NH provided a general update.</p> <ul style="list-style-type: none"> <li>The Digital First standard mandatory health check has been completed. Of the 22 domains that comprise the standard:- <ul style="list-style-type: none"> <li>4 were not assessed in this health check as they are considered not applicable</li> <li>16 were deemed met</li> <li>2 were deemed unmet</li> </ul> </li> <li>The Assessment team have been able to identify a number of key strengths in the approach taken by CHS/SCRA and Leidos</li> <li>The results and any remedial action will be passed to the assessment team as evidence of full compliance with the recommendation.</li> <li>The benefits realisation health check is complete and is seen as exemplary in terms of best practice.</li> <li>Product Delivery in terms of the agile sprint processes have now concluded for both SCRA and CHS services.</li> <li>There are a number of significant outstanding issues, mainly in relation to the SCRA case management service; <ul style="list-style-type: none"> <li>the volume of outstanding Severity 2 bugs</li> <li>the difficulties associated with implementing the CSAS SharePoint solution</li> <li>associated issues with the creation of Hearing Information Packs</li> <li>performance of the Raster Edge redaction and annotation tool</li> <li>the impact of the switch to the 'Unified Interface' on testing and familiarisation</li> <li>the impact of superimposing Role-Based Access Controls on to the solution as it is currently configured.</li> </ul> </li> <li>Collectively these issues are being badged under the heading of 'quality' and several remedial actions have been identified and are being progressed.</li> <li>Several meetings have taken place over January/February between Leidos and SCRA to</li> </ul>		

	<p>clarify the support and maintenance contract that will be put in place for transition to and post-delivery of MVP.</p> <ul style="list-style-type: none"> <li>The CSAS development programme is complete and we have entered a new phase of development-operations – which includes core testing, creation of feedback loops to the technical team on issues found, performance issues and unexpected functional issues.</li> </ul>		
<b>12.</b>	<b>Information Governance</b> No update		
<b>13.</b>	<b>Practice and Policy</b> No update		
<b>14.</b>	<b>New Risks</b> No new risks identified. .		
<b>15.</b>	<b>Forward Look</b> A summary of key meetings over the next month was reviewed.		
	<b>Date of Next meeting;</b> Wednesday 08 April 2020 at Ochil House, Stirling		