

AGENDA

	Item	Purpose	Paper	Action
1.	Apologies			
2.	AOB			
3.	Minute of Previous Meeting – 04 August 2021	Approval	Attached	
4.	Matters Arising			
5.	Risk Registers	Update	Verbal	PA/EM
6.	Hamilton & Stirling Smart Working Projects	Approval	Attached	IA
7.	Support Staff Consultation	Update	To Follow	SD
8.	SCRA Business Plan	Update	Attached	LB
	Standing Items			
9.	Digital Programme a) RAVHI roll out – update b) Organisational Development/Support c) Digital Programme – 2021/22 Aims and Objectives d) CSAS Development Programme e) Additional Development Investment f) Digital Unit Restructure	Update Approval Note offline approval Approval Information Approval	Verbal Attached Attached Attached Attached Attached	PM LMcD LMcD LMcD LMcD
10.	Covid 19 a) Recovery Plan i. SCRA ii. Hearing System b) Public Health Scotland advice/assessment c) Covid 19 – Review of main issues/actions	Update Update Information	Verbal Verbal To Follow	SOM's SD PA
11.	Keeping the Promise a) The Promise Business Case b) Review Group update c) SCRA core group development	Approval Update Update	Attached Verbal Verbal	AH LB/AH LB/AH
12.	Practice and Policy a) General Update	Update	Verbal	AH
13.	Information Governance a) General Update	Update	Verbal	AH
14.	New Risks	Discussion	Verbal	All
15.	Forward Plan a) DDOC – 08/09 b) CELCIS Strategic Advisory Board – 10/09 c) YJIB – 15/09 d) ACR Act Programme Board – 16/09 e) Justice Board – 16/09 f) Keeping the promise – Core Group Meeting – 20/09 g) SCRA Board – 22/09 h) Digital Change Advisory Board – 23/09		Info	

	Item	Purpose	Paper	Action
	Date of Next meeting; Wednesday 06 October – Glasgow Training Room			

Scottish Children's Reporters Administration
Agenda of Executive Management Team Meeting
Held on Wednesday 04 August 2021 , by Teams

Present

Neil Hunter Principal Reporter/Chief Executive
Susan Deery Head of Human Resources
Helen Etchells Senior Operational Manager (West & North)
Paul Mulvanny Senior Operational Manager (East & Central)
Alistair Hogg Head of Practice and Policy
Ed Morrison Head of Finance & Resources
Pamela Armstrong Governance Officer (minute)

	Item	Timescale	Action
1.	Apologies Lawrie McDonald Lisa Bennett		
2.	AOB None		
3.	Minute of Previous Meeting – 07 July 2021 Agreed		
4.	Matters Arising Covered within agenda		
5.	<p>Data Quality The Quality Assurance Manager introduced the report which will be presented to the August Audit & Risk Committee.</p> <p>Noted:</p> <ul style="list-style-type: none"> • Risk associated with orders and non-disclosure. • The record of proceedings. • Reporter interaction with CSAS decision making screens. • Action and improvement plan. <p>Discussion:</p> <ul style="list-style-type: none"> • We are entering new phase around QA which is more interactive and dynamic and this is reflected in the management action plan. It stands beside the service in terms of encouraging improvement through data quality and sustainable improvement. • It is important to emphasise the context, the change to a new system is a big change, especially during a pandemic. 		

	Item	Timescale	Action
	<ul style="list-style-type: none"> • The report is positive and shows trends are in right direction. A pattern can be seen as people become familiar with the new system. • Tools provided to localities to allow them to self-monitor means anomalies can be picked up quickly. • The report compares well to previous case sampling studies on quality of decision making. • Investigative actions are new and aim to focus minds on what is a proportionate and investigative decision. It has not as yet been used as envisaged. And that is something to focus on in the future. It is something that we need and we should be asking Reporters to spend time on. If it is not adding value it may be worthy of further review. • Action & improvement points should be controls as opposed to specific action points. 		
6.	<p>Cleaning Arrangements EM introduced the report recommending we continue current arrangements. In the future we need to consider there is a requirement to continue with the current arrangement however it too early at the moment. There will come point in time where this can potentially be stepped back.</p> <p>Agreed.</p>		
7.	<p>Glasgow 4th Floor EM provided a verbal update</p> <ul style="list-style-type: none"> • Glasgow LMT have been asked to pull together a representative team. • Property have spoken with space solutions who have been engaged to support the project and asked to set out a timetable of scoping meetings with stakeholders. This will be conducted during the last quarter of the financial year. • Michelle Hamilton will represent the group of Head Office users. • PA to be included in discussions regarding EMT requirements for a corporate space. 		
8.	<p>2021/22 Revenue and Capital Forecasts EM provided an update</p> <ul style="list-style-type: none"> • Potential for underspends across HO teams. • Teams are asked to be realistic, not too pessimistic or optimistic. • We need focus on projects already in the plan and are not seeking to introduce or develop new projects. 		

	Item	Timescale	Action
9.	<p>2022-23 Planning EM provided a verbal update.</p> <ul style="list-style-type: none"> A meeting is arranged tomorrow with Scottish Government Finance and Sponsor teams to discuss what do we need 2022/23. 		
10.	<p>Learning & Development SD introduced the report asking EMT to approve the resources required to develop, lead and co-ordinate SCRA's organisational Learning and Development Strategy.</p> <p>Noted:</p> <ul style="list-style-type: none"> It has been 5.5 years since SCRA had a specific L&D post that focused on workforce learning and development for SCRA. Since that time, we have relaunched our approach to L&D with a commitment to continue to provide quality learning opportunities/events for all staff, as well as communicating an expectation that staff take responsibility for their own learning and development. Given the current resources and work pressures, this area of support and wellbeing has not been prioritised in the way that we would wish. SCRA's current Business, People and Operational Plans rightly focus on bringing learning and development to the forefront as part of our support, inclusion and wellbeing strategies and SCRA is keen to respond in meeting the ambitions of these plans. We know that our commitment to Keeping the Promise brings with it additional workforce supports and developments, some of which have already commenced such as trauma informed workforce developments, coaching and mentoring programmes and inclusive (leadership) behaviours, but we know we will need to reshape, review roles, upskill and provide opportunities for growth and development for staff over the coming years so that they can respond to the changes that reform is likely to bring. The HR Managers (both currently employed on a 0.5 fte basis) will be asked to act up by 0.5 fte each to fill the other half of each HR Manager post. An internal/external recruitment exercise to recruit to the resultant HR BP vacancy left by the HR Managers will be progressed as well as a ring fenced recruitment exercise with the HR Assistants to convert one post from Assistant to HR BP. All of these arrangements will be in place until 31/3/23. A review of these arrangements will take place in the 1st quarter of 2023 to evidence the value add of this 		

	Item	Timescale	Action
	<p>structure before any longer term decisions on resources are taken.</p> <ul style="list-style-type: none"> • Early discussions with UNISON have taken place on the need to secure resources to focus on learning and development across the organisation. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the resources required to develop, lead and co-ordinate SCRA's organisational Learning and Development Strategy. 		
11.	<p>Quarterly Establishment SD introduced the paper and advised it will come to EMT quarterly to allow EMT to note the status of the establishment. The report does not capture all VH team still sitting within localities.</p>		
Standing Items			
12.	<p>Digital Programme</p> <p>a) RAVHI</p> <ul style="list-style-type: none"> • Rollout progressing. Staffing has been a significant challenge with issues around trying to resource from localities. There is a need to move to external recruitment. • There is a potential difficulty with lap tops. We need to ensure there are enough devices available for any new staff. <p>b) 2021/22 Aims and Objectives</p> <ul style="list-style-type: none"> • LMcD to send aims and objectives to EMT offline <p>c) CSAS plus sprints</p> <ul style="list-style-type: none"> • LMcD to issue paper offline. <p>d) Standard Operating Model (SOM) Rollout</p> <ul style="list-style-type: none"> • What do we need in terms of transitional support? 	<p>Aug 21</p> <p>Aug 21</p> <p>Sep 21</p>	<p>LMcD</p> <p>LMcD</p> <p>PM</p>
13.	<p>Covid 19</p> <ul style="list-style-type: none"> • There is the opportunity to maintain digital hearings. As restrictions are lifted we still need to consider only having people in buildings who need to be in the building. • The agile working policy is in place and we can operate fully with a mix of office and home working. • From Monday 09 centres move to 1m distancing as default. 		

	Item	Timescale	Action
	<ul style="list-style-type: none"> • Staff should continue to use facemasks when moving around hearing rooms and offices. • If able to maintain 1m distancing then facemasks can be removed however we are recommending the use of face coverings as a collective. • By sticking to 1m distancing it means staff won't be impacted by track and trace. • We are required to keep foot fall in hearing centres managed in terms for managing ventilation. • Signage, guidance, risk assessments etc. are being considered. • SD will draft all staff communication and update FAQ's on Connect. • LRM calls are scheduled. 	Aug 21	SD
14.	<p>Keeping the Promise AH provided a verbal update.</p> <ul style="list-style-type: none"> • Working group ToR have been produced and will be issued offline. • Working Group Chair has been appointed. • SCRA will be a vibrant participative partner and will engage proactively. • AH will be SCRA officer representative. • SCRA Board representative is Suzie Vestri supported by Tam Baillie and Michelle Miller. • Job description for Programme Lead is complete. The recruitment strategy for that and Operational lead have been agreed. We need to consider if any reshaping is required to support new roles. 		
15.	<p>Practice and Policy AH provided a verbal update;</p> <p>a) General Update</p> <ul style="list-style-type: none"> • Coronavirus Act – The Practice team are working on guidance with will clarify transition arrangements. <p>b) SCRA Position Paper - FGDM</p> <ul style="list-style-type: none"> • Awaiting feedback from CHS. Once received the finalised paper will be issued offline for EMT approval. Consultation had been internal and external and the paper has been well received by the FGDM steering group. Feedback welcomed by EMT. 	Sep 21	AH

	Item	Timescale	Action
16.	<p>Information Governance</p> <p>AH provided a verbal update;</p> <ul style="list-style-type: none"> • Ayrshire breach - formal complaint received from carers. • IG team are conducting analysis of the last 2 years ND breaches. • The newly formed ND group will be an advisory group and will be open to suggestions of any changes that localities and others feel will be helpful in minimising breaches. The ND Group will report to EMT and will use IG leads as a filter ahead of EMT. • IG team low in terms of capacity. AH considering additional capacity. 		
17.	<p>New Risks</p> <p>While no new risks were identified it is important to be aware of developing Covid risks.</p>		
18.	<p>Forward Plan</p> <p>A summary of key meetings over the next month was reviewed.</p>		
	<p>Date of Next meeting;</p> <p>Thursday 02 September, by MS Teams</p>		



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service Susan Deery
Date 30th August 2021
Report Author Susan Deery

Recommendation:

1. To note the progress of the support staff role consultation exercise and agree next stages

Reason for Report: Noting and approval

Resource Implications: Potential Job Evaluation Process

Strategy/Service Plan People Strategy

Implications n/a

Consultation: UNISON

EHRIA Duties: tbc

Document Classification: *[Not protectively marked]*

Support Staff - Role Consultation

1. Background

- 1.1 The People Plan for 2021/22 recognised that following the implementation of CSAS, the role of Support Administrator may have been impacted by the efficiencies brought about by the new system and that postholders may have some additional capacity now available to them.
- 1.2 The Head of HR, in partnership with UNISON, held an initial consultation exercise with postholders and their line managers, to identify if indeed the role had been impacted, to what extent and how any capacity may be used to develop a broader and more varied role for postholders whilst at the same time supporting our corporate parenting commitments and setting our administrative function up well to support our ambitions of Keeping the Promise.
- 1.3 There were 8 sessions for Support Administrators (SA's) to attend, 2 for LSMs and two for LRMs. In one SA session, no participants attended. In total, 49 (42%) SA's, 7 (28%) LSMs and 8 (32%) LRMs, attended across the 12 sessions.
- 1.4 It is intended to hold a second set of consultation sessions with participants to feedback from the first round and to discuss any potential changes to the role of Support Administrator.

2. Feedback

- 2.1 The feedback has formed into themes, based on the topics and prompts for discussion during the consultation sessions. These are outlined below.
- 2.2 **Does your current job description still reflect the role of SA?**
 - Mostly although Pre-hearing visits didn't take off
 - Don't import referrals
 - Don't do joint referrals
 - Wording is paper dominant rather than digital dominant
- 2.3 **Has CSAS affected your role, in terms of function and/or giving you more capacity?**
 - Work is still so busy but we are doing things differently
 - The time spent on mailboxes and virtual hearings has filled any capacity brought about by CSAS
 - There is some concern that there is less and less available for SA to do.
 - Although we like CSAS we are not yet feeling any efficiencies in CSAS
 - Not all staff can use all parts of CSAS – some localities have not fully trained staff on all parts of the role and therefore we can't do the job end to end and neither can we provide cover for our colleagues

- Some tasks in CSAS are quicker but the our processes still require a degree of preparation to do them
- The LSMs believed that there will eventually be efficiencies brought about by CSAS as they see less tasks required by SAs
- The LRMs would like to see a workload formula introduced for SAs similar to that of Reporter
- Staff felt that the timing to change a JD was wrong given the amount of change that already happened.

2.4 What would you like to see in any revised JD?

- Retain Pre-hearing visits
- Time for training recognised
- Digital role not just an administrator any more
- Variety of work – not just data entry into CSAS
- Flexibility to work from home (tasks that support that) - autonomy
- Option/choice to not undertake any pastoral/corporate parenting/f2f work and concentrate on purely administrative/CSAS functions.
- Face to face with panel members/families – provide more pastoral/welcoming/caring approach to families
- Need rounded skill set for cover purposes e.g. everyone trained on full role
- Better response/liaison with Reporters – sometimes you have to wait a number of days for Reporters to respond to any queries which impacts on role
- Recognise that SA's cover for reception and that SA Reception roles are undertaking an increased level of CSAS data entry
- Need to reflect email culture
- SA to update contacts – no need for Reporters to do that
- Phoning social work to arrange dates for hearing reviews for CSOs
- Court applications then pass to Reporter

2.5 What development do you/would you need for your role?

- Training required for hardware e.g. set up laptops/monitors/hearing room technology
- Hybrid hearings are challenging to facilitate when connections don't work
- Digital upskilling
- Support staff network opportunity
- Career pathways to Assistant Reporter and the training to support this.
- Legislative/practice training for SA so that they can understand process

3. Conclusions

- 3.1 Support Administrators are still finding workload to be particularly high. This is due to the fact that they are not all yet fully conversant with CSAS (for a number of reasons – e.g. types of work they are focusing on, training opportunities for all aspects of CSAS) but the majority find the system much better to work with and see its capabilities. It is anticipated that the standard operating model may improve this position for some teams. Therefore, the

question about capacity was a bit too early for them and any thought of change to the role too soon would not be helpful. They did however recognise that virtual hearings (e.g. the current work of the RAHVI team) would likely be mainstreamed in localities in due course and they expect involvement in that process, with training.

- 3.2 The majority of participants welcomed the discussion around broadening and enriching the role to include a pastoral/corporate parenting approach before, during and after virtual/hybrid/face to face hearings. They recognised a change in skill set and noted that where they do provide reception cover, they tended to enjoy that. There were a number of participants who would clearly find that role challenging and we should ensure that, where this becomes the SA role, some participants could continue to be purely focused on administrative skills.
- 3.3 It was clear during discussions that there is less dividing the role of SA and Support Assistant (Reception) (SAR). Where the SAR is not only employed at an Outreach Hearing Centre, they have invariably increased their interaction with CSAS and the input of referrals. Additionally, SA find themselves covering reception more – with some enjoying the engagement element of that more than others.
- 3.4 Unsurprisingly, learning and development opportunities (except on CSAS) have been limited and staff would like to see more options available.

4. Recommendations

- 4.1 That the Head of HR and UNISON take forward the second consultation sessions with SA to provide feedback and consult on a revised draft job description (attached at Appendix A).
- 4.2 That we seek to conclude the consultation by the end of the calendar year and in advance of any mainstreaming of virtual hearing in Localities (revised JD to go to December Job Evaluation Committee).
- 4.3 That a similar consultation exercise on the role of the Support Assistant (Reception) be undertaken throughout the Autumn on the back of the feedback of that role change.

Appendix A**REVISED - JOB DESCRIPTION****1. JOB TITLE HEARINGS SUPPORT ADMINISTRATOR****2. JOB PURPOSE**

Deliver exceptional support to the Reporter in the administration and management of face to face and virtual hearings. Support children, young people and their families to attend and participate in their hearings to ensure that their experience of their Hearing is as good as it can be, and in line with our commitments to Better Hearings, Corporate Parenting and The Promise.

3. ORGANISATIONAL POSITION

Immediate Line Manager: Locality Support Manager

Peers: Support Administrators
Support Asst (Reception)

Management Responsibilities: None

4. DIMENSIONS

Working across Locality teams , ranging from 4 to 25 people.

5. PRINCIPAL ACCOUNTABILITIES

- Provide support to Reporter staff, ensuring the delivery of an effective, sensitive and customer-focused service.
- Working collaboratively across the Locality, use SCRA's case management system (CSAS) to support the processing of referrals in line with the service operating model, including creating and maintaining accurate records (including a record of support contact with children, young people and their families and other relevant parties), notifying face to face and virtual hearings, prepare and issue letters, hearings papers and other communications/documentation for the Locality.
- Process and prioritise locality work queues ensuring that all work is processed in accordance with agreed statutory and organisational timescales.
- Support delivery of organisational compliance with non-disclosure conditions in line with SCRA policy and practice by, for example, double-checking the redaction of documentation held
- Protect the integrity of information held by the organisation, in line with General Data Protection Regulations and internal policies and procedures
- By appointment, support and conduct child and family pre-hearing visits, providing information as to room layout, attendees and general hearing process.
- Assist the Reporter to ensure positive, effective communications and engagement with children, families and other relevant parties/ agencies, dealing efficiently and effectively with telephone and personal callers, providing factual information regarding hearings where appropriate.

- Liaise with partner agencies to support the effective flow of information to support the hearings process and provide an effective service to children and families

New Section

- Understand the structure of a case record to ensure appropriate actions are taken in regard to incoming mail/documentation.
- Provide a dedicated support service to either a virtual or face to face hearing by:
 - Liaising directly with the hearings Reporter prior to the Hearing to identify any particular needs to ensure full participation by all attendees.
 - Ensuring that all equipment is ready and fit for use, including conferencing units, participation technology, toys/books etc. and that any issues that arise can be resolved quickly including identifying IT or connection issues
 - Ensuring that the physical or virtual hearing room is ready for all participants, including ensuring that all participants are able to use the technology (testing in advance where required), are aware of facilities available to them and that they have had the opportunity to advise of any particular needs
 - Liaise directly with children, young people and their families in the waiting/hearing rooms to ensure that any questions or requests can be resolved by the most appropriate person.
 - Work with children, young people and their families in promoting the use of feedback following hearings using the technology available.

6. QUALIFICATIONS, TRAINING, EXPERIENCE, KNOWLEDGE AND SKILLS

- Educated to Higher level or equivalent
- Good administrative skills
- Competent in the use of Microsoft Office applications
- Ability to produce accurate work
- Ability to prioritise and work to deadlines
- Good communication skills, oral and written
- Good interpersonal skills with an open and empathetic approach to the needs of our service users.
- Sensitivity to the needs of children and young people
- Flexible, adaptable and able to work under pressure
- Ability to work on own initiative
- Ability to work as part of a team

7. COMMUNICATIONS

Internal: Locality Team Staff.

External: Children and families, panel members, staff in other agencies.

8. PRINCIPAL CHALLENGES

To accurately produce work to tight timescales and adapt to changing priorities. To provide a sensitive, customer-focused service.



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service Paul Mulvanny, Senior Operational Manager

Date 24th August 2021

Report Author Paul Mulvanny

Organisational Development

Recommendation:

- 1. To discuss and approve the development of an organisational structure (resource) to support organisational development.**

Reason for Report: Development of strategy, seek approval for funding and to support CSAS development, the Standard Operating Model and Operationalisation of The Promise.

Resource Implications: Additional resourcing required to support organisational change and development.

Strategy/Service Plan People and Operational Plans

Implications

Consultation: Principal Reporter, Head of HR, SOM and UNISON

EHRIA Duties: To follow

Document Classification: *[Not protectively marked]*

1. Background

2. The organisation readiness team was a group of staff whose role was to support the design, build and roll out of the new case management system CSAS. Over time it developed to include a wide range of staff including Senior Operational Management and the Head of HR providing strategic leadership. On the ground work detailed work was carried out by a seconded LRM, the digital delivery officer, a seconded LSM, the Training Lead (CSAS), a seconded reporter and another seconded LSM. The latter two joined the team having been both digital leads that demonstrated an aptitude for the new system and have been the mainstay of delivery of training and support to teams throughout the go-live period.
3. The deployment of CSAS has now been completed as MVP (minimum viable product) and has been in operation in the live environment for almost a year. A structure to support future development is now in place including a change control board and dedicated staff to support user engagement for future development. This sits within our IT/ Digital Delivery structure and some of the staff involved in this were previously in the OR team.
4. We have also developed a Standard Operating Model (SOM) to support the best and consistent use of CSAS across the organisation. This includes clear instructions on case processing, CSAS user guides, FAQs and helpful and handy hints for its best use. The concept of a Standard Operating Model is one that requires additional development, it should remain a dynamic and encompasses more than beyond case processing in CSAS. In its next phase needs to focus on service delivery and effective office management. Additionally, with the developments expected around implementing the Promise we need to support operational change as new ways of working will be introduced to meet the organisations policy objectives.
5. Our Standard Operating Model will require continuous development. It needs to remain dynamic to reflect changes in legislation and practice as they arise. The SOM encompasses more than case processing in CSAS. In its next phase it needs to focus on service delivery improvements and effective office management. The developments expected around implementing The Promise will require us to support operational change as new ways of working will be introduced to meet the organisation's policy objectives.
6. With CSAS now being established there is no need for an organisational *readiness* approach, it has successfully delivered that function. However, there remains a need for an operationally driven approach to improve service delivery through supporting future technical and practice developments, updating and improving the standard operating model and improving our efficiency effectiveness and productivity within our operational teams.

7. Organisational Development (or Support)...Current and Future Needs

8. There remains a need to support front line operational staff to deliver an effective service through:
- Training and support in the use of CSAS.
 - Testing new developments in the case management system.
 - Working collaboratively with localities to identify process improvements.
 - Supporting, updating and continuously developing the Standard Operating Model.
9. In addition, with the establishment of a robust and dynamic Internal Design Team within the IT structure there is a need to have a consistent and high quality operational interface to support future developments. One of the key learning points from the early CSAS development is that operational user input is essential for requirement gathering and leads to improved development outcomes. Additionally there remains a need to develop clear operational guidance and training to support new functionality in CSAS.

10. Current Gaps

Digital Skills in Localities

11. Digital skills and knowledge is not evenly spread throughout the organisation. The digital leads group that previously existed did have a wide organisational footprint but only a limited amount were able to purposefully contribute. There is a need to develop a group of at least one or two individuals within each locality who would support ongoing engagement with IT development and additionally could contribute to process development. As well as developing a new and robust group of Digital Leads they will require ongoing support and development to be able to deal with the future challenges the organisation faces and to support our digital development journey. The organisation needs to provide support to upskill and enable this function.

Help Desk

12. With the realignment of some roles in the OR team there is insufficient capacity to provide operational support for CSAS. The IT helpdesk is still in place to deal with bugs etc. It may be that by developing core digital leads in localities this may no longer be a requirement or indeed the 'digital leads' could support this functionality through leads/ process network. Some leadership/management would be required to collate common themes and identify appropriate responses e.g. training, raising an IT/ development issue. An operational support/ development role is required to support users, collate feedback and use that knowledge to improve service delivery and CSAS development.

SOM and CSAS HUB

13. There is an ongoing requirement to update and amend the guides and training materials that are stored on the CSAS Hub. Similarly the S.O.M. will require

continuous updating as we refine and develop our systems, policies and processes.

14. The Promise

15. SCRA is committed to implementing the outcome of the care review over the years ahead. This will inevitably involve system and process changes affecting how we deliver our service. The standard operating model provides a platform from which to undertake development activity that is in line with the aspirations of the Promise to deliver a bespoke and child focused service. We need to develop the best model for hearing delivery. This requires operational development work that looks at how we arrange hearings, Court and potentially referrals too, and makes best use of our case management system to enable this and operationalise our policy and practice developments.

16. Effective Office Management

17. CSAS presents SCRA with an opportunity to optimise how we effectively handle administration within our localities and offices. Aligned with ever improving tools to support remote and flexible working, this allows us to ensure that we are making the most effective use of staff to deliver the core service. Many of our administrative functions have evolved to meet 'local' administrative needs and practices. These need to be reviewed and standardised to improve operational efficiency. The standard operating model offers clarity on which roles are best placed to undertake certain activity but this is a dynamic process that in reality should be under regular review to improve productivity.

18. Discussion/ Proposal

19. To support and optimise the Standard Operating Model we require the ongoing support of some key members of the OR team who have been instrumental in its development and supporting its implementation. This is necessary to update and support the model and materials based on user feedback and the introduction of new CSAS functionality.

20. Additionally, the Standard Operating Model provides an opportunity to develop better office processes to support service delivery. One approach to this could be the development of the model office focusing on how we best use staff and CSAS and other digital resources, for example our printing structure. This is a piece of work that would require operational development/ support.

21. As well as operational development support being required around the SOM it is likely that we will have to support operational change around developments that will come from The Promise. We need resourcing to translate the policy/ practice changes into operational practices.

22. To support these activities I propose that we continue with the secondment for a prolonged period (2 years) of the Reporter and LSM who are currently delivering the roll out of the SOM.

23. There is an additional requirement to develop digital skills/ operational expertise within localities. Not all CSAS users have the same knowledge/ understanding of the system and locality operational processes. We need to ensure that each locality has at least two individuals who have an enhanced knowledge of the key digital processes in the locality. These individuals would also play a key role in supporting the work of the digital planning and engagement team. A learning point from the development and roll out of CSAS was that user engagement greatly enhanced the system development but that not all of the 'digital leads' were able to contribute to the same level.
24. The organisation needs to consider a wider upskilling approach to support better digital and/or customer care skills. We have a need to develop super users/ digital leads that could also be part of a development pathway that could be supported through training and development.
25. To support the skilling up of our staff in their digital/ operational skills we require resourcing to support this activity and the organisational development/ support roles would be a key enabler to increase the organisations digital skills. Creating a strong group of Digital Leads/ Champions could also act as a structure/ grouping that can purposefully engage with the Digital Development Team to support ongoing system development and improvement.
26. The organisational development role would also fit within the structure being developed to *operationalise* The Promise. We are looking for an LRM to support this activity and line management could sit within this role and report to a Senior Operational Manger.

27. Conclusions

28. The success of our operational readiness team was based on staff with an expert knowledge of the business, and how best to deliver the service, working in tandem with colleagues in our digital team. As we move beyond the delivery phase of CSAS we need to build on the lessons learned and continue to support operational staff in the use of the case management system. We also have an opportunity to support and improve business process, by optimising how users interact with the digital tools available to them. The organisational support/development resourcing would be instrumental in establishing digital leads in localities who could take on more complex CSAS tasks and would be an excellent group to engage with digital testing. This work has align with the objectives of The Promise and instrumental in supporting operational change to implement the expected policy/ practice changes that will be driven from the care review.
29. To achieve this I would recommend extending the current arrangements for the seconded Reporter and LSM who have demonstrated leadership and direct support to localities throughout roll out of both CSAS and the Standard Operating Model to consolidate the operational development/ support role. A realistic time scale would be two years which would allow their respective localities the opportunity to backfill posts and maintain operational stability.



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service Paul Mulvanny, Senior Operational Manager

Date 24th August 2021

Report Author Paul Mulvanny

Organisational Development

Recommendation:

1. To support the establishment of a group of change champions within and across all localities to support ongoing organisational development

Reason for Report: To develop an operational structure to support organisational and digital development within operational teams.

Resource Implications: Suggesting a responsibility payment for designated change champions.

Strategy/Service Plan People and Operational Plans

Implications

Consultation: EMT and informal discussion with UNISON Branch Sec

EHRIA Duties: To follow

Document Classification: *[Not protectively marked]*

1. Introduction

Change (Digital) Champions

2. To support CSAS in its design and development a group of Digital Leads was established to help with gathering requirements for the system, testing functionality and supporting roll out to the organisation when it went live.
3. This group was for the most part made up of volunteers from across a range of roles and localities within the organisation and brought a variable mix of skills and knowledge to the table. Their contribution was of great importance to the build and roll out of CSAS and as we move on to a more consistent phase of system (and organisational) development we need to ensure that staff within the organisation continue to support future change and development within CSAS but also in a wider organisational development context.
4. The previous structure of Digital Leads had many strengths however in reality there was not an even level of contribution. Factors affecting that were availability, knowledge of role, digital skills, creativity and confidence. A smaller group emerged as the CSAS project progressed who played a larger role at both a national and local level. Many localities saw staff step up and take on leadership roles in the roll out of CSAS who had not been part of the original leads group and their contribution greatly helped with the successful adoption of the new system. In other localities the absence of 'leads' was a major barrier to the roll out of CSAS.
5. To support the future development of CSAS, the Standard Operating Model, and indeed practice and process changes around The Promise, we need a similar grouping of staff to the digital leads group but that has learned from the lessons around that structure. This group could support the development work around CSAS by contribution to: requirement gathering, testing new functionality and supporting the roll out of new functionality in their localities. The same people would be key to the ongoing development of the Standard Operating Model and supporting organisational change around The Promise.
6. Learning from our original Digital Leads experience indicates that the best contribution came from *leads* that had an enhanced level of digital skills, time to engage with the process and were committed to improvement and change. Most localities have surfaced these individuals but by providing some structure to the selection of leads we can provide a base level of resource to support change and development for the future.

7. Proposal

8. To support the ongoing development of CSAS, the SOM and the work of The Promise we need to establish lead(s)/ champions within localities that have dedicated time to devote to organisational development/ change. In addition the

champions also would require to have the relevant skills and knowledge to meet the challenge of organisational development.

9. I would suggest that at a minimum each locality identifies one such person, but it would be better to have two to provide some operational resilience.

10. Their role would be:

- - To support future development of CSAS through working with Organisational Support/ Development and Digital Engagement.
 - Support the further development of the Standard Operating Model.
 - Support the development of effective office working.
 - Support the operationalisation of developments in the Promise
 - Support other staff in their localities with upskilling on CSAS/other digital skills?
 - Support basic operational fixes around CSAS
 - Support the development of new ways of working.

11. I don't think the requirements to fulfil this role fits within a particular grade, indeed the group as a whole would benefit from drawing across all operational roles. The key requirements are technical competence, adaptability and an openness to embrace and support change.

12. To support the role within localities these roles need to be sufficiently well resourced to provide sufficient time for meaningful engagement and could include an additional responsibilities payment to provide recognition that the work they are undertaking, is beyond the standard requirements for their job. Formalising and rewarding the role also provides a selection criteria to ensure that the individuals with the requisite skills are acting as locality champions. The question of backfilling the core resource does arise, however, the operational efficiencies gained by supporting organisational development may offset the draw on the core staffing role.

13. This group could be supported by the Operational Support/ Development staff and the Digital Engagement team. Leadership could also be provided through the LRM appointed to support the operational work of the Promise and Senior Operational Manager programme/ project support.

14. Recommendation

15. To support the establishment of a group of change champions within and across all localities to support ongoing organisational development.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

SCRA Digital Department Business Planning for Period 2021/22

Accountable Director: Lawrie McDonald **Date:** 4th August 2021

Report prepared by: Lawrie McDonald

Recommendations/Approvals/Noting:

1. EMT for noting proposed planning for the period 2021/22 covering the planned focus of SCRA digital Unit in the period;
2. EMT invited to advise if they believe anything is missing from this planning in terms of Aims, objectives or budget allocation?;

Reason for Report: To share with the EMT the planning detail for the digital programme for the period 2021/22.

Resource Implications: Main costs and budget profile identified in the main body of the report.

Strategy: Annual Digital Business Plan 2021-22.

Consultation: Extensive consultation with all those affected by the proposed planning and work allocation.

Equalities Duties: An Equalities Impact Assessment has not been completed at this time.

Document Classification: Not protectively marked

1. Introduction

We briefed the digital delivery oversight committee (DDOC) on the need to focus resources and business planning in the period 2021/22. The detail was based on an approach for consolidating capacity, improving organisational maturity and sustainability in this period. While planning in the shape of digital strategies the digital journey from 2022 to 2025.

The detail contained within this document will form the digital department management planning for the period 2021-22. At a digital objective highest level, responsibility for delivery of the objective will be assigned. It will then be for that responsible staff member to refine as per the process laid out in this paper the required granular detail of any planning required including identification of the objective deliverables required. In addition it will be the responsibility of the assigned objective lead to provide the digital programme director with monthly updates against the objectives assigned to be included as part of a wider planning package detail that goes to the SCRA EMT.

Although there is not a direct link in most instances between the department digital programme budget allocated and the individual objectives assigned. The budget profile detail is provided as part of this planning document in appendix A below. Appendix B contains the high level timeline for delivery of the aims and objectives progress against which will be reported by those assigned.

It was felt this period should be used to optimise the digital investment of the last three years and set in place the key building blocks for future digital success. We discussed the following words as prompts for our more detailed discussion on the short, medium and longer term digital goals.

- Optimisation
- Partners
- New Services
- Skills
- Standards
- Research
- Governance

This discussion and further follow up ones with the CHS/SCRA executive teams have led us to develop a generic set of aims and objectives for digital in the planning period 2021/22. It should be noted we are proposing to review these generic aims and objectives as two individual organisations with specific needs/capabilities and competencies and not at this stage through the lens of a purely ongoing joint strategic/tactical approach. The concept behind this is the view that both organisations need to look internally using environmental scanning techniques while using this set of aims and objectives in the period to assess their individual journeys as well as that of the wider service.

The theory is this will encourage a wider profiling of stakeholders using techniques such as RACI framework to help determine strategy for future relationships with partners and stakeholders. The next step after agreement is that independently if CHS/SCRA wish to pursue the aims and objectives laid out here will be refinement of the detailed business planning and budget needs to deliver against the 2021/22 digital priorities within the context of each organisation. This detailed planning will cover items framed specifically within the context of each organisation items such as: -

- Refined description and purpose of the individual aims and objectives;
- The budget and resource implications required to deliver the aims and objectives;
- Key deliverables for each of the high level aims and objectives;
- Planned strategic approach to the delivery of the aims and objectives including assigned accountability and scope of autonomy for the delivery;
- Timelines with key sign posting dates in the form of activity milestones.
- Identification of aim and objective linkages to other organisational strategies, planning and key organisational deliverables for the period 2021/22

2. Aims (Proposed High level Aims for the period 2021/22)

1. Maximising the benefits from the delivery of the CSAS MVP;
2. Digitally Enabled Service Redesign;
3. Strong Digital Governance and Ownership;
4. Managing the Digital Supply Chain;
5. Building on Relationships in a Digitally Enabled Context.

3. Aims and Objectives for the Period 2021/22

3.1. Aim One - Maximising the organisational benefits from delivery of the CSAS MVP

3.1.1.Objectives

- We will ensure we have a process and capability for prioritising as well as filtering criteria for establishing a post MVP short term product requirements backlog, based on: -
 - Optimisation of the MVP delivered, enhancements to that MVP where it's felt the existing functionality can/should be improved;
 - Consolidation of the expensive CSAS supporting environments to reduce costs and complexity;
 - Maximisation of the CSAS platform cost base to ensure best value for money;
 - Completion of the data migration activity. Establish auditing to ensure the data held across SCRA complies with the SCRA data business rules and therefore subsequent compliance with GDPR and other legislative information governance needs;
 - Assess, develop and optimise CSAS platform stability, bug reduction and architectural efficiency;
- Undertake research and analysis to establish a product backlog for substantive future developments based on defining the digitally enabled service model. Given particular attention to research in this period for: -
 - The future of CSAS supported virtual hearing capacity and service model;
 - The analysis and assessment for the development of a Children and family hearings service digital engagement hub;
 - Developments required to support a standardised service operations model;
 - Supporting the need to track and assess the outcomes and impact on Children and their families entering the hearings service.

3.2. Aim Two - Digitally Enabled Service Redesign

3.2.1.Objectives

- Build on our digital research capability and its ability to define digital services and architectures so they may be introduced timely and safely;
- Establish our digital strategy where the child and their families are at the centre of the digital services redesign;
- Support digitally the development of an efficient and sustainable standard service operating model;
- Develop our digital knowledge and information capability to maximise the use of insights to improve the outcomes for children, young people and their families

3.3. Aim Three - Strong Digital Governance and Ownership

3.3.1.Objectives

- Create a team within digital unit that will support the requirements analysis and development of the organisational digital strategy as well as oversee its delivery for the period 2022/2025;
- Develop the organisational digital strategy for the period 2022/2025;
- Create a core service digital change management strategy that will support timely, risk free and efficient changes to the established digital architecture;
- Create an organisational digital development capability strategy that will blend project-based development within established business as usual constraints and capacity while maintaining required digital standards;
- Review and refine organisational digital governance oversight to support delivery of the 2022/25 digital strategy ensuring the investment in digital delivers the benefits defined;
- Towards the last quarter of period 2021/22 using our research and analysis for the product backlog to build a business case for Scottish Government to ensure funding is available on multi-year budgeting to support delivery of the 2022-25 digital strategy.

3.4. Aim Four - Managing the Digital Supply Chain

3.4.1.Objectives

- Review define and build the organisational digital team that will support delivery of the 2022-2025 digital strategy;
- Review our digital support and maintenance contracts to consider if all are currently meeting the modern needs of the organisation and are good value for money;
- Redefine and establish our preferred working relationship with our longer-term high value digital suppliers;
- Develop our strategy for the delivery of an individual role centred approach to digital training creating capacity, maturity and confidence in the use of digital across the organisation and beyond.

3.5. Aim Five - Building on Relationships in a Digitally Enabled Context

3.5.1.Objectives

- Build into the CHS/SCRA digital strategy for 2022/25 those partner initiatives relevant to our considerations. Maximising the collective effort across the children's hearings service and care for our children and young people;
- Develop and support the findings of the outcome of the "Care Review" and implementation of the "Promise" service review, re-design and delivery;
- Work with service partners such as Police, Fiscals, Care, and Local Authorities to achieve frictionless high quality, efficient digital insights to improve a joined up partner response to supporting the outcomes of children and young people.

4. Closing

This very short paper has been developed to help shape organisational thinking in terms of what it needs/wants the digital capacity to manage in the period 2021/22. It has been developed to assess the ambitions and wider planned place for digital in the delivery of the Children's Hearing Service. Planned well with a balanced sensible but yet ambitious program of activity will lay the foundations to maximise the use of the digital investment to date. As well as create organisational cost efficiencies and support the quality-of-service delivery. The digital planning for 2021/22 is intended as a period of consolidation, optimisation and foundations building for a strong and healthy service that can support the modern needs of Children young people and their families.

You are being asked to comment if you believe this planned approach aims and objectives for 2021/22 is balanced enough in terms of short-term ambitions while recognising the need to take stock and embed the new ways of working CSAS has delivered and take time to plan the next stages of the digital journey post 2022.

2021-22 Programme High Level Timeline

% Complete	Task Name	Duration	Start	Finish	Responsible
0%	Project Baseline	0 days	Fri 02/04/21	Fri 02/04/21	
0%	Aim One - Maximising the organisational benefits from delivery of the CSAS MVP	255 days	Fri 09/04/21	Thu 31/03/22	
0%	We will ensure we have a process and capability for prioritising as well as filtering criteria for establishing a post MVP short term product requirements backlog, based on: -	255 days	Fri 09/04/21	Thu 31/03/22	
0%	Optimisation of the MVP delivered, enhancements to that MVP where it's felt the existing functionality can/should be improved;	140 days	Fri 20/08/21	Thu 03/03/22	D Cameron
0%	Consolidation of the expensive CSAS supporting environments to reduce costs and complexity;	30 days	Fri 05/11/21	Thu 16/12/21	L McDonald
0%	Maximisation of the CSAS platform cost base to ensure best value for money;	20 days	Fri 17/12/21	Thu 13/01/22	L McDonald
0%	Completion of the data migration activity. Establish auditing to ensure the data held across SCRA complies with the SCRA data business rules and therefore subsequent compliance with GDPR and other legislative information governance needs;	175 days	Fri 09/04/21	Thu 09/12/21	C French
0%	Assess, develop and optimise CSAS platform stability, bug reduction and architectural efficiency;	20 days	Fri 04/03/22	Thu 31/03/22	D Cameron
0%	Undertake research and analysis to establish a product backlog for substantive future developments based on defining the digitally enabled service model. Given particular attention to research in this period for: -	140 days	Fri 13/08/21	Thu 24/02/22	
0%	The future of CSAS supported virtual hearing capacity and service model;	20 days	Fri 13/08/21	Thu 09/09/21	L McNaughton
0%	The analysis and assessment for the development of a Children and family hearings service digital engagement hub;	85 days	Fri 10/09/21	Thu 06/01/22	L McNaughton
0%	Developments required to support a standardised service operations model;	30 days	Fri 10/09/21	Thu 21/10/21	D Bell
0%	Supporting the need to track and assess the outcomes and impact on Children and their families entering the hearings service.	50 days	Fri 17/12/21	Thu 24/02/22	D Bell
0%	Aim Two - Digitally Enabled Service Redesign	120 days	Fri 15/10/21	Thu 31/03/22	

0%	Build on our digital research capability and its ability to define digital services and architectures so they may be introduced timely and safely;	80 days	Fri 26/11/21	Thu 17/03/22	L McDonald
0%	Establish our digital strategy where the child and their families are at the centre of the digital services redesign;	100 days	Fri 15/10/21	Thu 03/03/22	L McNaughton
0%	Support digitally the development of an efficient and sustainable standard service operating model;	80 days	Fri 22/10/21	Thu 10/02/22	D Bell
0%	Develop our digital knowledge and information capability to maximise the use of insights to improve the outcomes for children, young people and their families;	25 days	Fri 25/02/22	Thu 31/03/22	C French
0%	Aim Three - Strong Digital Governance and Ownership	210 days	Fri 14/05/21	Thu 03/03/22	
0%	Create a team within digital unit that will support the requirements analysis and development of the organisational digital strategy as well as oversee its delivery for the period 2022/2025;	40 days	Fri 25/06/21	Thu 19/08/21	L McDonald
0%	Develop the organisational digital strategy for the period 2022/2025;	100 days	Fri 15/10/21	Thu 03/03/22	L McNaughton
0%	Create a core service digital change management strategy that will support timely, risk free and efficient changes to the established digital architecture;	20 days	Fri 14/05/21	Thu 10/06/21	L McDonald
0%	Create an organisational digital development capability strategy that will blend project-based development within established business as usual constraints and capacity while maintaining required digital standards;	30 days	Fri 23/07/21	Thu 02/09/21	L McDonald
0%	Review and refine organisational digital governance oversight to support delivery of the 2022/25 digital strategy ensuring the investment in digital delivers the benefits defined;	35 days	Fri 24/09/21	Thu 11/11/21	L McDonald
0%	Towards the last quarter of period 2021/22 using our research and analysis for the product backlog to build a business case for Scottish Government to ensure funding is available on multi-year budgeting to support delivery of the 2022-25 digital strategy.	40 days	Fri 07/01/22	Thu 03/03/22	L McNaughton
0%	Aim Four - Managing the Digital Supply Chain	165 days	Fri 06/08/21	Thu 24/03/22	
0%	Review define and build the organisational digital team that will support delivery of the 2022-2025 digital strategy;	25 days	Fri 20/08/21	Thu 23/09/21	L McDonald
0%	Review our digital support and maintenance contracts to consider if all are currently meeting the modern needs of the organisation and are good value for money;	60 days	Fri 24/09/21	Thu 16/12/21	Managers
0%	Redefine and establish our preferred working relationship with our longer-term high value digital suppliers;	70 days	Fri 17/12/21	Thu 24/03/22	Managers

0%	Develop our strategy for the delivery of an individual role centred approach to digital training creating capacity, maturity and confidence in the use of digital across the organisation and beyond.	100 days	Fri 15/10/21	Thu 03/03/22	L McNaughton
0%	Complete annual technology refresh activity to ensure a high quality of end user devices and supporting infrastructure is available.	150 days	Fri 06/08/21	Thu 03/03/22	D Redfern
0%	Aim Five - Building on Relationships in a Digitally Enabled Context	380 days	Fri 15/10/21	Thu 30/03/23	
0%	Build into the CHS/SCRA digital strategy for 2022/25 those partner initiatives relevant to our considerations. Maximising the collective effort across the children's hearings service and care for our children and young people;	100 days	Fri 15/10/21	Thu 03/03/22	L McNaughton
0%	Develop and support the findings of the outcome of the "Care Review" and implementation of the "Promise" service review, re-design and delivery;	130 days	Fri 30/09/22	Thu 30/03/23	L McDonald
0%	Work with service partners such as Police, Fiscals, Care, and Local Authorities to achieve frictionless high quality, efficient digital insights to improve a joined up partner response to supporting the outcomes of children and young people.	100 days	Fri 15/10/21	Thu 03/03/22	D Cameron
0%	Process for each Aim and Objective (working with the director for digital delivery) assigned the responsible owner will develop further the detail of the Objectives following the tasks below:-	130 days	Fri 02/04/21	Thu 30/09/21	
0%	Refined description and purpose of the individual aims and objectives;	40 days	Fri 02/04/21	Thu 27/05/21	L McDonald
0%	The budget and resource implications required to deliver the aims and objectives;	30 days	Fri 28/05/21	Thu 08/07/21	L McDonald
0%	Key deliverables for each of the high level aims and objectives;	25 days	Fri 06/08/21	Thu 09/09/21	Responsible Owner
0%	Planned strategic approach to the delivery of the aims and objectives including assigned accountability and scope of autonomy for the delivery;	30 days	Fri 06/08/21	Thu 16/09/21	Responsible Owner
0%	Timelines with key sign posting dates in the form of activity milestones.	10 days	Fri 17/09/21	Thu 30/09/21	Responsible Owner
0%	Identification of aim and objective linkages to other organisational strategies, planning and key organisational deliverables for the period 2021/22	10 days	Fri 17/09/21	Thu 30/09/21	Responsible Owner