

Present

Neil Hunter (NH)	Principal Reporter/Chief Executive – Chair
Alistair Hogg (AH)	Head of Practice & Policy
Ed Morrison (EM)	Head of Finance & Resources (By Teams)
Lisa Bennett (LB)	Head of Strategy and OD
Susan Deery (SD)	Head of Human Resources
Helen Etchells (HE)	Senior Operational Manager (West & North)
Paul Mulvanny (PM)	Senior Operational Manager (East & Central)
Patricia Stevenson (PS)	HR Manager (Items 10-12, By Teams)
Pamela Armstrong (PA)	Governance Officer – Minute (By Teams)

	Item	Timescale	Action
1.	Apologies None		
2.	AOB Information Governance – Succession Planning <ul style="list-style-type: none"> AH advised the group Gillian Henderson will be retiring at the end of April. AH to move to seek to discuss <ul style="list-style-type: none"> additional duties payment Reallocation of complaints function Taking time around any research appointment, and is this an option for an external manager? There is benefit in succession planning of critical posts. 		
3.	Minute of Previous Meeting – 02 February 2022 Agreed		
4.	Matters Arising Covered within agenda		
5.	Standard Operating Model PM introduced the report, updating EMT on the progress of the Standard Operating Model (SOM). Noted: <ul style="list-style-type: none"> The concept of a Standard Operating Model (SOM) was presented to EMT in March 2021. It was identified that a standard approach to case processing needed to be developed to promote the most effective and 		

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	<p>efficient use of the then new case management system CSAS.</p> <ul style="list-style-type: none"> • From 29th November 2021 until January 2022 a review process of the SOM was undertaken by the Operational Development team under the newly appointed lead, Collette Gallagher. This involved eight of the 9 localities and feedback was sought from LRMs, LSMs and Digital Leads from each of the localities who had been asked to seek feedback from their teams prior to meeting. Wider staff group reviews were also arranged to include UNISON, Practice and head office staff. Additionally, there is now a SOM review group in place to consider findings and recommendations from the review. • The SOM review process has identified a number of improvements to the current model of the SOM and also has identified additional functional requirements for CSAS improvements that will help address some of the feedback from the roll out. • Additionally, the SOM will now be expanded to include the Hearings Service Models with the various approaches to virtual and face to face hearings. • The challenge of adopting a standard and best practice approach to the scheduling and arrangement of hearings is a requirement that will require development in the next year. • Consequently, the work of the Operational Development Team will focus on three key activates of <i>improvement, expansion and additional development</i> in 2022/23. It should be noted that with a team of only three people the focus for the early part of the year has to be on the first two actives. • Another factor that needs to be taken into consideration for future developments, particularly in relation to the development activity of the SOM around hearings is workforce roles and responsibilities. Some of the feedback from the roll out of CSAS and the SOM raises questions about who is best able to undertake particular aspects arranging and notifying hearings. • The first version of the Standard Operating Model has been successfully rolled out across the organisation. There is a robust review and improvement process and the area of work covered by the SOM is being expanded to support the new Hearing Service Models. More substantial developmental work needs to be undertaken though to increase both operational efficiency, better practice around hearings and redesign of the workforce. 		

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	<p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The SOM has been embraced by localities, with an aim to adopting a consistent approach both locally and nationally. • The report provides a baseline analysis there is plenty of scope to measure efficiencies. Quality improvements need to be identified and valued too. If we address when to do things, further develop the SOM model, deliver CSAS improvements and align roles then we should see efficiencies. • If our focus is on a child centred approach we need to strip back tasks on the Reporter. • Previous discussion about the nature of the service we need to deliver in the Promise world and the roles required, fits well with SG interest in transformational change proposals/business cases, when we are ready to develop and present this. • Localities or considering the shape of their teams. More discussion is required around the future of roles and the slight change in balance. • The SOM and links to data quality will be brought to a future EMT meeting. 		
6.	<p>Corporate Procurement Strategy EM introduced SCRA's revised Corporate Procurement Strategy in line with the Procurement Reform (Scotland) Act 2014 (the Act) which further aligns SCRA with Scottish Public Sector best practice.</p> <p>Noted:</p> <ul style="list-style-type: none"> • The main changes to the Strategy were to update the following key priorities; <ul style="list-style-type: none"> ○ to reflect changes to the Fair Work First criteria ○ to include that we will work to build long term resilience into our supply chains ○ to revise wording around inclusive procurement ○ to reflect work carried out in connection with continuous improvement • The Procurement Officer has continued working with the Inclusion & Diversity Manager to further understand how we can ensure an inclusive approach to procurement. Some actions have now been integrated into our procurement processes and the intention is to review and introduce further actions during 2022/23. • The Procurement Officers will work with the Head of Property to implement the actions required to assist SCRA to meet its net zero targets. 		

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	<p>Agreed:</p> <ul style="list-style-type: none"> To approve SCRA's revised Corporate Procurement Strategy in line with the Procurement Reform (Scotland) Act 2014 (the Act) which further aligns SCRA with Scottish Public Sector best practice. 		
7.	<p>Dalkeith External Works EM introduced the report advising EMT of the need to undertake urgent repair works for the safety of building users and passers-by.</p> <p>Agreed</p> <ul style="list-style-type: none"> To approve the appointment of Corstorphine Roofing and Building Ltd to carry out the essential external works to our Dalkeith. 		
8.	<p>Internal Audit Action Tracker The tracker was reviewed. Any updates along with supporting evidence to be sent to PA.</p>	Mar 22	All
9.	<p>SCRA Board Meeting - review of draft reports The agenda and draft reports were reviewed by EMT ahead of the March Board Meeting. Final reports to be issued to PA by 08 March</p>	08 Mar 22	All
10.	<p>SCRA Learning Strategy Plan PS introduced the report setting out the SCRA Learning Strategy and Annual Learning Plan and outlining the implementation plans. The report also provides an update on the development of a Learning Hub on Connect which will provide staff with easy access to a rich range of learning resources to encourage and enhance their personal development.</p> <p>Noted:</p> <ul style="list-style-type: none"> The Learning Strategy and Plan recognises that the way we learn has changed over the last 2 years and the Learning Network are focussed on using and developing a blended approach to learning which complements a range of learning styles and enables staff to easily access learning in ways that fits into their working day. The Strategy also commits to developing learning plans to support staff develop in their roles and learning profiles to highlight career development and succession planning. The success of SCRA's Learning Strategy and Plan will be measured by the availability and take up of SCRA Learning Courses, Events and Resources. To improve access to, and increase availability of, a wide range of learning resources, a Learning Hub will be developed on Connect with the aim of providing a 		

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	<p>single place for staff to access all SCRA Learning Resources.</p> <ul style="list-style-type: none"> • The Learning Hub will feature all learning outlined in the Annual Learning Plan and Learning Network members will provide and refresh content on a regular basis to increase the learning opportunities available to staff. • The HR Manager is working with the Communications Manager on a plan to launch SCRA Learning Strategy and Annual Learning Plan 2022/23 by April 2022. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the SCRA Learning Strategy and Annual Learning & Development Plan 		
11.	<p>Gender Pay Gap Report PS introduced the Gender Pay Gap Report as at 31st March 2021 and the recommended actions for inclusion in SCRA's Equalities Outcomes 2022/23.</p> <p>Noted:</p> <ul style="list-style-type: none"> • The Gender Pay Gap (GPG) is a measure of the difference between women and men's average earnings across an organisation. The Scottish Children's Reporters Administration (SCRA) is required by law to publish an annual GPG report and this is the fifth year that SCRA has reported on their gender pay gap. • The GPG data supplied is correct for all SCRA staff in post on 31 March 2021 (the snapshot date for the purpose of GPG reporting). The calculations are based on standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. • Gender pay is different to equal pay, which is a legislative act to prevent pay discrimination between female and male staff performing the same or similar work. SCRA is fully compliant with equal pay legislation and publishes an Equal Pay Statement every 4 years. • In addition to publishing the Gender Pay Gap information, SCRA also publishes pay gap information in relation to Ethnicity and Disability, Age, Full-time & Part-time and Grade. • SCRA's pay gap is at the lowest level over the last 5 years of reporting. • SCRA's pay gap at grade level remains within acceptable limits with improvements seen at Executive Management level. SCRA Inclusion and Diversity activities which have been embedded and have contributed to reduction in the pay gap include: <ul style="list-style-type: none"> ○ Women into Leadership Network 		

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<ul style="list-style-type: none"> ○ Visibility of flexible working options at all levels ○ Promotion of women into management roles ○ Access to development opportunities such as Professional Manager Award ○ Women into Leadership Conference ○ SCRA's Succession Plan ○ Unconscious bias training ○ Inclusion Ambassadors ● The following actions, which are aligned with our Rights, Inclusion and Corporate Parenting Strategy will be progressed to support our continuing commitment to improving SCRA's pay gap. <ul style="list-style-type: none"> ○ We will reinvigorate our Women into Leadership Network, which currently has 38 enthusiastic members as part of our work to tackle our Gender Pay Gap ○ Our race equality work will be a significant focus of our inclusion and diversity work, including the development of an ambitious Race Equality Action Plan. We will engage with external organisations and individuals to do this in recognition that a wider expert reference group is required to fully enable us to realise our ambitions around racial equality and diversity. ○ We will work to improve our equality data recording. ○ We will continue to embed our Disability Confident commitments and work towards gaining our Disability Confident Leader Accreditation. ○ We will focus on training our workforce on inclusion and diversity – including as part of our recruitment and selection approach ○ As part of our Succession Plan, we will provide mentoring and career support for women across grades and age bands to increase opportunities and support career paths as well as develop a learning and development programme to support the career development and progression of staff ○ We will continue to improve our approach to increasing the diversity of our workforce and the tools we use to attract, recruit and retain a broad and diverse workforce. <p>Agreed:</p> <ul style="list-style-type: none"> ● The report will be published by 31 March, with NH as the Accountable Officer. 		

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12.	<p>Inclusive Leadership Behaviours PS introduced the report which sets out the SCRA Inclusive Leadership Standards and Behavioural Framework and outlines the plans for further consulting with Inclusion Ambassadors, Equality Groups, Managers and Staff on the Framework.</p> <p>Noted:</p> <ul style="list-style-type: none"> • The SCRA Inclusive Leadership Standards and Behavioural Framework has been developed by the HR Manager in collaboration with the Inclusion and Diversity Lead. • This Framework brings up to date the current set of management standards, which were fully considered in the development of this framework, but also ensures that our standards are less transactional, fully consider our values and can easily develop inclusive behaviours. • In recognition of the wide reach and impact of the Framework, a robust consultation plan is proposed which will include seeking views from: <ul style="list-style-type: none"> ○ EMT ○ Inclusion Ambassadors and Equalities Group ○ HR Sub Group ○ Managers ○ All staff focus groups. <p>Agreed</p> <ul style="list-style-type: none"> • Report to come back to a future EMT meeting, after discussion with UNISON via the HR Sub Group. 		SD
Standing Items			
13.	<p>Digital Programme</p> <p>a) RAVHI – update</p> <ul style="list-style-type: none"> • Service Models 3 & 4 to be rolled back to localities by June 22, based on a detailed transition plan which will be developed. The VH team is making good progress. <p>Digital CAB</p> <ul style="list-style-type: none"> • Update will be provided at the next meeting 	June 22	SD/HE/ LMcD
14.	<p>Covid 19 Recovery</p> <ul style="list-style-type: none"> • The CHCRG report has been presented to CHIP resulting in a useful discussion. • All staff are encouraged to continue to follow SG guidance. Details are available on CONNECT. 		

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15.	Keeping the Promise LB provided a verbal update: <ul style="list-style-type: none"> • Internal communications to be considered. The Promise is a real opportunity. How to we communicate this to all staff? 	Ongoing	All
16.	Practice and Policy AH Provided a verbal update <ul style="list-style-type: none"> • Cross Border issue – We have received a response to the consultation and are trying to address the issues raised by the Board • Ongoing discussion with CHS regarding the inclusion of past reasons for decisions in papers. 		
17.	Information Governance AH provided a verbal update <ul style="list-style-type: none"> • Over 18's information - paper to paper to be brought to the April EMT relating to a minimalist approach of the retention policy. 	April 22	AH
18.	New Risks None identified		
19.	Forward Plan A summary of key meetings over the next month was reviewed.		
	Date of Next meeting; Wednesday 04 April 2022, at Ochil House, Stirling		