

## AGENDA

#	Item	Purpose	Paper	Action
1.	<b>Apologies</b>			
2.	<b>AOB</b>			
3.	<b>Minute of Previous Meeting – 01 June</b>	Approval	Attached	
4.	<b>Matters Arising</b>			
5.	<b>Budget Moves</b>	Approval	Attached	EM
6.	<b>Cleaning Arrangements</b>	Approval	Attached	EM
	<b>Hearing Room Improvement Project Update</b>	Note offline approval	Verbal	EM
7.	<b>Support Assistant Job description</b>	Discussion	Verbal	SD
8.	<b>Digital Programme</b>			
	a) Digital CAB update	Update	Verbal	LMcD
	b) Digital Governance Review	Update	Verbal	LMcD
	c) CSAS improvement and development programme	Update	Verbal	LMcD
	d) Virtual Hearings	Update	Verbal	SD
9.	<b>Keeping the Promise</b>			
	a) Hearing System Working Group (HSWG)	Update	Verbal	AH
	b) Keeping The Promise Programme Board	Update	Attached	LB
10.	<b>Practice and Policy</b>			
	a) General Update	Info	Verbal	AH
11.	<b>Information Governance</b>			
	a) General Update	Info	Verbal	AH
	b) May Breach Report	Info	Attached	AH
12.	<b>New Risks</b>			
13.	<b>Forward Plan</b>			
	a) Ministerial Visit – 28/07			
	<b>Date of Next meeting;</b> Wednesday 03 August, Bell Street, Glasgow			



**Scottish Children's Reporters Administration**  
**Minute of Executive Management Team Meeting**  
**Held on Wednesday 01 June 2022**  
**Bell Street, Glasgow**

## Present

Neil Hunter ( <b>NH</b> )	Principal Reporter/Chief Executive – Chair
Alistair Hogg ( <b>AH</b> )	Head of Practice & Policy
Ed Morrison ( <b>EM</b> )	Head of Finance & Resources
Lisa Bennett ( <b>LB</b> )	Head of Strategy and OD
Susan Deery ( <b>SD</b> )	Head of Human Resources
Lawrie McDonald ( <b>LMcD</b> )	Digital Programme Director – By Teams
Helen Etchells ( <b>HE</b> )	Senior Operational Manager (West & North)
Paul Mulvanny ( <b>PM</b> )	Senior Operational Manager (East & Central)
Pamela Armstrong ( <b>PA</b> )	Governance Officer – Minute - By Teams

	Item	Timescale	Action
1.	<b>Apologies</b> None		
2.	<b>AOB</b> None		
3.	<b>Minute of Previous Meeting – 04 May 2022</b> Agreed		
4.	<b>Matters Arising</b> Covered within the agenda.		
5.	<p><b>EMT Internal Review</b>            NH has met with staff and offered support and solidarity, thanked them for their courage in coming forward and offered apology on behalf of SCRA.</p> <p>SD introduced the paper highlighting the commitment to undertaking a full review.</p> <p><b>Issues arising during discussion:</b>            The whistleblowing policy will be relaunched.</p> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>EMT support the proposal to work in partnership with an appropriate organisation in undertaking this review.</li> </ul>		

	Item	Timescale	Action
6.	<p><b>Establishment Q4</b> SD introduced the SCRA Core and Non-Core Establishment update for Q4 2021/22</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• SCRA core establishment as at 31 March 2022 is 410.68 fte which is a decrease of 0.04 fte compared with the January 2022 total of 410.72 fte.</li> <li>• Changes to Core Establishment since January 2022 are: <ul style="list-style-type: none"> <li>○ Transfer of 0.2fte Grade C from the East and Central Business Team to Support Services – HR Team</li> <li>○ Conversion of 1.02 fte Reporter in Grampian to 1 Fte Senior Practitioner</li> <li>○ Conversion of 0.04 fte Grade B in Grampian to 0.02 fte Grade E</li> </ul> </li> <li>• At Challenge and Review the new Non-core establishment, was agreed as 45.79 fte (budgetary equivalent 39.7fte as some posts only funded part year).</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To approve SCRA Core and Non-Core Establishment for Q4 2021/22</li> </ul>		
7.	<p><b>Stirling Smart Working Project</b> EM introduced the report recommending EMT note the revised budget estimate provided for the Stirling project and that the Property Team will continue to work with Space Solutions on the project scope prior to the tender documents being finalised and issued. A further report will be brought back to EMT setting out the updated position for both Hamilton and Stirling in the event that the tendered figures have an impact on the wider capital programme in 2022/23.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The feasibility &amp; design elements are now complete for Stirling and it is now intended to progress the final design through tendering to construction.</li> <li>• The revised budget figure reflects design amendments since Phase B and the increased cost of materials/ labour that have been widely reported. Further work will be undertaken with our consultants to identify areas where cost savings can be achieved without materially impacting upon the design. It is not anticipated that the cost of the project can be brought back to the estimated budget reported at the end of Phase B. The final contract figure for the work will be subject to a competitive tendering process.</li> </ul>		

	Item	Timescale	Action
	<ul style="list-style-type: none"> <li>The increased budget estimates for both Hamilton and Stirling may lead to budget pressures in the 2022/23 property programme. Once the budget position is clearer, proposals for managing any pressures will be discussed with the Finance Team and EMT prior to any amendments being made to the planned programme. These proposals will include revisiting the scope of the projects, putting other capital projects on hold, bidding for more capital funding from Scottish Government or some combination of the above.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>The budget adjustment for the Stirling smart working project.</li> </ul>		
8.	<p><b>Minor Works</b> EM introduced the Capital Budgets – Minor Works report.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>It is expected that the 2022/23 Minor Works budget will be fully spent across the programme of work prepared.</li> <li>During the course of the year, there is potential for building systems and components to fail and require upgrading or replacement. A proportion of the overall minor works budget is unallocated at this stage to allow for such emerging works.</li> <li>In the event that the full carry forward is not available, a prioritisation exercise will be undertaken to focus on the highest priority items</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>To approve the programme of works.</li> </ul>		
9.	<p><b>Environmental Report</b> <b>EM advised EMT of an urgent letter from Michael Matheson</b>, Cabinet Secretary for Net Zero, Energy and Transport, on Public Bodies’ leadership on the global climate emergency.</p> <p>2022 is a crucial year for Scotland’s unique system of mandatory annual reporting by public bodies on their statutory climate change duties. This year the reporting duties that were strengthened in 2020 come into effect, which means that for the first time, in your annual climate change reports to be submitted by the end of November, public bodies are required to provide:</p> <ul style="list-style-type: none"> <li>where applicable, the body’s target date for achieving zero direct emissions of greenhouse gases, or such other targets that demonstrate how the body is contributing to Scotland achieving its emissions reduction targets,</li> </ul>		

	Item	Timescale	Action
	<ul style="list-style-type: none"> <li>• where applicable, targets for reducing indirect emissions of greenhouse gases,</li> <li>• how the body will align its spending plans and use of resources to contribute to reducing emissions and delivering its emissions reduction targets,</li> <li>• how the body will publish, or otherwise make available, its progress to achieving its emissions reduction targets,</li> <li>• where applicable, what contribution the body has made to helping deliver Scotland's Climate Change Adaptation Programme.</li> </ul> <p><b>Issues arising during discussion:</b> Guidance to be produced for environmental advisors. This will be picked up at the Sustainability Group.</p>		
10.	<p><b>Case Sampling – Cross Locality</b> LB provided a verbal update.</p> <ul style="list-style-type: none"> <li>• This will have impact on Audit &amp; Risk reporting. We are still having issues around being able to undertake cross locality case sampling. The team are working with the SOM's and QA manager on possible solutions.</li> <li>• There is an opportunity to revisit CSAS security. Some areas are making business problematic. There is a balance between access and security.</li> <li>• This issue will be discussed at the next meeting of the PQN and will be fed into the discussions with IG Leads and SOM's.</li> <li>• AH and LMcD to have initial discussion about how to advance this.</li> </ul>		
11.	<p><b>Business Plan – Change Management</b> LB Provided a verbal update.</p> <ul style="list-style-type: none"> <li>• How do we identify and manage change moving forward? We need to create a map of change. LB is currently working with the Planning and Performance Manager and the 4 priority leads.</li> <li>• Some reforming agenda for EMT particularly around oversight is required. EMT need to ensure coordination around delivery. Good forward planning, clear resources in place and synthesis across strands and all members working together.</li> <li>• There is a strong appetite within EMT for changing the way we work cross operationally.</li> <li>• LB to conclude conversations with EMT and provide proposals on how to move forward.</li> </ul>		
12.	<p><b>SCRA Board – June Meeting</b> Draft reports were reviewed. Final version to be sent to PA.</p>		

	Item	Timescale	Action
Standing Items			
13.	<p><b>Digital Programme</b></p> <ul style="list-style-type: none"> <li>a) Digital CAB update <ul style="list-style-type: none"> <li>• The last minute of the CAB was reviewed.</li> </ul> </li> <li>b) Digital Governance Review <ul style="list-style-type: none"> <li>• Support and maintenance contract has been committed to for a further year. LMCD has identified a number risks if we continue with the current arrangement.</li> </ul> </li> <li>c) CSAS improvement and development programme <ul style="list-style-type: none"> <li>• LMCD is working on digital aims and priorities for 22/23.</li> <li>• Currently looking at moving remaining VH activity into CSAS with an aim to achieve this by the start of August.</li> <li>• Considering a programme to look at more out of the box functionality such as transcribing, diary scheduling etc. A small budget is set aside to develop.</li> <li>• Ring-fencing budget to ensure the platform stays on an upgrade path and continuous improvement,</li> <li>• An EMT Digital strategy oversight group will be set up. LMCD &amp; NH to discuss further next week.</li> </ul> </li> <li>d) Virtual Hearings <ul style="list-style-type: none"> <li>• VH staff will be transitioned back to localities by the end of July. We need to ensure each locality will have the correct level of support. Small core VH team will remain in place until end of September.</li> </ul> </li> </ul>		
14.	<p><b>Keeping the Promise</b></p> <ul style="list-style-type: none"> <li>• EMT note the publication of Report one from The Promise Oversight Board.</li> </ul>		
15.	<p><b>Practice and Policy</b></p> <ul style="list-style-type: none"> <li>a) General Update – The Care and Justice Bill consultation closed on 15th June. AH is meeting with the Care and Justice bill team next week and an update will be given at the next meeting.</li> </ul>		
16.	<p><b>Information Governance</b></p> <ul style="list-style-type: none"> <li>a) April Breach Report – There continues to be fundamental issues around checking, enveloping, double checking etc. focus will continue on issues around human error, cross checking of papers, system updates and being clear about the importance of working across all these areas.</li> </ul>		
17.	<p><b>New Risks</b></p> <p>While no new risk were identified, concerns around cross organisational delivery were discussed.</p>		

	Item	Timescale	Action
18.	<b>Forward Plan</b> The forward plan was reviewed.		
19.	<b>Annual Leave/cover arrangements – EMT</b> <ul style="list-style-type: none"> <li>PA to add tracker to Teams and EMT to complete</li> </ul>	ASAP	PA/EMT
	<b>Date of Next meeting;</b> Wednesday 06 July, Ochil House, Stirling		

DRAFT

**SCOTTISH CHILDREN'S REPORTER ADMINISTRATION**

**FINANCE**

**Budget 2022/23 Reallocation and 2022/23 Forecast Update**

**Accountable Director:** Head of Finance and Resources      **Date:** 6 July 2022

**Report prepared by:** Finance Manager

**Recommendation(s):**

- 1 To approve revenue budget reallocations.
- 2 To note provisional Q1 revenue forecast underspend total.

**Reason for Report:** For Information and Approval

**Resource Implications:** Within current budget plans

**Strategy:** Within agreed plans

**Consultation:** *Relevant Budget holders*

**Document Classification:** Commercial Sensitive

## Budget reallocations 2022/23

- 1.1 Following Board approval of the budget in March 2022, budget holders are requesting that the following budget transfers between cost centres are approved by EMT:
  - 1.1.1 0.5 FTE Procurement Officer budget transferred from HR (Core HR team) to FN (Finance).
  - 1.1.2 0.5 FTE Assistant Reporter budget transferred from HR (Recovery Team) to GR (Grampian) to cover the cost of a supernumerary recruited as part of organisational recovery.
  - 1.1.3 1 FTE LRM budget transferred from GL (Glasgow locality) to PP (Practice and Policy) to cover the costs of an internal secondment to Interim OD Lead post.
- 1.2 The first of these reallocations, the Procurement Officer, is a permanent movement within Establishment. The Finance Manager will seek approval for this Establishment change at the next meeting of the Establishment Group. The other two budget moves affect 2022/23 only, and are not changes to the Establishment.
- 1.3 EMT is asked to approve these revenue budget reallocations.

## Forecast revenue underspend 2022/23

- 2.1 Initial budget monitoring meetings have now been held between budget holders, Finance business partners and business managers.
- 2.2 Early indications are a revenue underspend of over £250k, comprising:
  - £81k in East and Central: mostly staffing savings, with a large underspend in South East offsetting overspends in Tayside/Fife and Ayrshire
  - £41k in North West: mostly staffing savings, with a large underspend in Glasgow offsetting overspends in Virtual Hearings (VH) and the other three localities
  - £164k in Head Office: mostly staffing savings in the Recovery Team (£120k) and IT (£35k)
- 2.3 These figures will be fully checked by mid-July, and there are still many uncertainties, but they do incorporate all savings targets, all known Keeping The Promise/co-design plans and all existing contractual commitments around VH, Recovery and Organisational Helpdesk teams.
- 2.4 EMT is asked to note provisional Q1 revenue forecast underspend total.
- 2.5 For context, SCRA has a resource pressure of £1.84m and an ask from the Director of Children & Families that we work with Sponsor Team to “rigorously manage” SCRA’s budget and seek to minimise this pressure where possible.
- 2.6 The next set of decisions on temporary contracts will be due in August, EMT will be kept informed of any significant changes to forecasts following the July EMT.

**SCOTTISH CHILDREN'S REPORTER ADMINISTRATION****Cleaning Arrangements – Covid 19**

**Accountable Director:** Head of Finance and Resources **Date:** 20<sup>th</sup> June 2021

**Report prepared by:** Head of Property

**Recommendations:**

1. To confirm that the enhanced electrostatic cleaning arrangements provided by our cleaning contractor are to be brought to an end by 30 September 2022.

**Reason for Report:** Approval to end enhanced cleaning arrangements

**Resource Implications:** Not within approved budgets

**Strategy:** Within approved plans

**Consultation:** Head of Finance and Resources  
Health & Safety Committee

**Document Classification:** Sensitive

## **1.0 Background & Context**

- 1.1 As a part of our response to the coronavirus pandemic enhanced cleaning arrangements were put in place. Initially the main area of concern was disinfection of touch points as the virus could remain a viable threat on surfaces for up to 72 hours.
- 1.2 Following research with FES' cleaning manager a decision was made to use an electrostatic spraying system in conjunction with the Zoono disinfectant product to provide long lasting protection on surfaces.
- 1.3 The initial cost of purchasing electrostatic spraying machines was funded from our capital programme whilst the ongoing cost of the Zoono product and the additional cleaning hours for spraying were met from revenue budgets.
- 1.4 As a part of 2022/23 budget setting, continuation of the enhanced cleaning and spraying arrangements has been assumed up until the end of September 22.

## **2.0 Proposed Action**

- 2.1 The enhanced cleaning arrangements introduced in 2020 were not expected to form part of a permanent change to how our buildings are cleaned. At the start of the pandemic the use of electrostatic sprayers and the Zoono product provided an effective disinfectant regime that also required an increase in cleaning personnel hours.
- 2.2 Much of the focus on reducing the spread of the coronavirus has now shifted to the risk of aerosol transmission, although regular disinfection of touch points/ surfaces remains important. Going forward the cleaning arrangements for our offices and hearing centres will include regular disinfection of surfaces by our cleaning contractor along with the provision of products locally to allow staff to disinfect common frequently used touch points such as desks and equipment.
- 2.3 Our cleaning contractor, FES, has confirmed that they currently only use Zoono for SCRA and one other client. Their cleaning arrangements going forward will continue to emphasise touchpoints although they have identified alternative disinfectant products that are effective against coronavirus when used during regular cleaning visits.
- 2.4 In recent months, the continued use of Zoono has been as an additional level of protection/ reassurance for staff and visitors to our buildings. In line with the original assumptions for ending use during 2022/23, it is now proposed to phase out Zoono spraying by the end of September 2022. Disinfection of touchpoints will continue to be carried out during the course of regular cleaning visits using alternative products.
- 2.5 It is now proposed to notify FES that SCRA wishes to phase out the enhanced spraying arrangements by 30 September at the latest. This will allow time for existing stocks of the Zoono product to be run down and for cleaners to be informed that they will revert to their original cleaning hours.

### **3.0 Conclusion**

- 3.1 Electrostatic spraying with the Zoono product formed part of our enhanced cleaning arrangements as part of our initial response to mitigating the risk of coronavirus transmission in our buildings. It was not considered that this would form part of our regular cleaning arrangements in the longer term.
- 3.2 Whilst disinfection of touch surfaces remains important much of the emphasis has moved on to mitigating the risks of aerosol transmission. Alternative disinfectant products are now available that are effective against covid-19 and can be used as a part of regular cleaning of touch surfaces in our buildings. This along with the provision of disinfectant products locally for staff use reduces the need for a monthly electrostatic or fogging treatment.
- 3.3 Sufficient notice requires to be provided to our cleaning contractor to allow them to run down existing Zoono stocks and to advise their cleaning staff of a return to the contracted cleaning hours.

### **4.0 Recommendation**

- 4.1 To confirm that the enhanced electrostatic cleaning arrangements provided by our cleaning contractor are to be brought to an end by 30 September 2022.

## SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

### MAY 2022 BREACHES REPORT

**Accountable Director:** Head of Practice & Policy

**Date** 9<sup>th</sup> June 2022

**Report Author:** Personal Information Officer

**Recommendation:**

1. That EMT and IG Leads note this report.

**Reason for Report:** For noting

**Resource Implications:** Within approved budgets

**Strategy:** Within approved plans

**Consultation:** None

**Document Classification:** Internal use only

## Overview

During the month of May 2022:

- 20 data breaches were reported – with 8 (40%) of them being caused by SCRA.
- There were three breaches of Non-Disclosure Orders or Rule 16 measures, and one of them was caused by SCRA.
- There was one breach reported to the ICO.

Comparing the May figures for 2021 (28 breaches) and 2020 (9 breaches) there were four and one Non-Disclosure breach(es) respectively. The 2020 figures are an unreliable comparator due to the COVID-19 lockdown.

Appendix 1 gives brief descriptions of each SCRA breach with an indication of how these may have been avoided, and Appendix 2 gives a monthly breakdown of the numbers of breaches by SCRA.

## Lessons from May breaches

It is encouraging to see fewer SCRA breaches this month but there are still lessons to be taken from those data breaches reported. GDPR requires that we hold accurate data. Updates being made as soon as information is received, or updating older details would have prevented several breaches this month. The Information Governance team is aware that there have been recent issues with CSAS that have prevented contemporaneous updates being made, however, delayed updates are not a new issue so diligence is paramount to maintain accuracy of SCRA data. Double-checking data entries also maintains the accuracy of the information we hold. Envelope checks to detect additional or stray papers are also encouraged and would have prevented breaches this month.

More specific lessons are included with each breach description below.

**Appendix 1 – SCRA breaches in May 2022**

<b>Incident No:</b>	<b>Description of breach</b>	<b>ND breach</b>
1624	Education report for child A added to Social Work report for child B. An envelope check could have prevented this breach.	
1627	Hearing papers sent to child's Advocacy worker. These were sent with the notification. This breach could have been avoided by double checking who was entitled to receive full papers.	
1631	Full set of Hearing papers sent to previous address for mother. Mother's address was not updated on CSAS upon receipt of CPO. This breach could have been avoided if CSAS had been updated as soon as the CPO was notified to SCRA.	
1634	Hearing outcome letter and RoP sent to wrong address for kinship carer. Incorrect flat number entered on CSAS. This breach could have been avoided if a double check had been made when entering the address details to CSAS.	
1635	Mother of child A received papers for her child which also included one Grounds form sheet for child B. An envelope check could have prevented this breach.	
1636	Referral letter for father sent to address from 2018 Social Work report. This was no longer the current address. A current address check could have prevented this breach.	
1640	CSO and RoP containing carers ND address sent to RP's. There was a failure to identify that the case was ND, consequently the documents were not marked as HIP candidates or added to HIP prep copy, so no redaction tasks were triggered. The SOM was not followed on this occasion, which appears to have led to confusion around responsibilities for completing certain tasks. This breach has been reported to the ICO.	ND Order
1642	Notification of hearing and accompanying panel papers for adoption advice hearing sent to previous address for mother. SW had notified SCRA of change of address. This breach could have been avoided if CSAS had been updated with the address change upon notification.	

### Appendix 2 – 2022/23 Month by Month breaches comparison

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Total breaches	Total <sup>1</sup> SCRA breaches
Ayrshire	5	3											8	4
Central	0	3											3	0
Glasgow	2	2											4	2
Grampian	2	1											3	3
Head Office <sup>2</sup>	0	0											0	0
Highlands & Islands	0	0											0	0
Lanarkshire, Dumfries & Galloway	1	2											3	3
North Strathclyde	2	5											7	3
South East	2	3											5	4
Tayside & Fife	5	1											6	2
<b>Total:</b>	<b>19</b>	<b>20</b>											<b>39</b>	<b>21 (54%)</b>

<sup>1</sup> Total number of breaches that were caused by SCRA.

<sup>2</sup> Head Office; includes the Virtual Hearings and recovery teams.