

AGENDA

Time	#	Item	Purpose	Paper	Action
	1.	Apologies			
	2.	AOB			
	3.	Minute of Previous Meeting – 06 April 22	Approval	Attached	
	4.	Matters Arising			
	5.	Audit & Risk Committee – Review of draft reports for May meeting <ul style="list-style-type: none"> a) Agenda b) Annual Report c) Information Governance d) Report on voluntary measures decisions e) Programme Update f) Annual Audit Plan 2021/22 g) Annual Accounts 2021/22 h) Culture Audit i) Learning & Development j) Locality Strategic Planning k) Follow Up l) Annual Report 2021/22 m) Strategic & Operational Risk Registers 		Attached Attached Verbal Attached Attached Attached Attached Attached Attached Attached Attached Attached	
10:30	6.	Managers Event	Discussion	Attached	LB/SD
10:50	7.	Business Plan Delivery Framework 2022-23	Approval	Attached	LB
11:00	8.	EMT Plan 2021-22 <ul style="list-style-type: none"> a) Case Processing Efficiency <ul style="list-style-type: none"> i. Standard Operating Model ii. HIP quality review and CSAS refinement iii. Embedding the virtual hearings model iv. Workforce skills improvement, learning, training and support v. Update on user support (helpdesk) and future direction vi. Review of SCRA approach to Non Disclosure b) Plan Review 	Review	Attached	NH

Time	#	Item	Purpose	Paper	Action
		<ul style="list-style-type: none"> i. Impact of work done to date ii. Remaining gaps & next steps iii. Immediate priorities (now – Summer) iv. Short – mid-term priorities (autumn and annual 1 year period of the plan) v. Feedback on service impact vi. Communication plan 			
12:30	9.	Digital Programme <ul style="list-style-type: none"> a) Digital CAB update b) Digital Governance Review c) CSAS improvement and development programme 	Info	Verbal	LMcD
	10.	Covid 19 - Recovery Plan	Update	Verbal	HE/PM
	11.	Keeping the Promise <ul style="list-style-type: none"> a) Hearing System Working Group (HSWG) b) Keeping The Promise Programme Board 	Update	Verbal	LB/AH
	12.	Practice and Policy <ul style="list-style-type: none"> a) General Update 	Info	Verbal	AH
	13.	Information Governance <ul style="list-style-type: none"> a) General Update b) March Breach Report 	Info Info	Verbal Attached	AH AH
	14.	New Risks			
	15.	Forward Plan <ul style="list-style-type: none"> a) CHS/SCRA Business Meeting – 11/05 b) Audit & Risk Committee – 19/05 c) National Partnership Forum – 24/05 d) June Board Meeting – 22/06 		Attached	
		Date of Next meeting; Wednesday 01 June, Bell Street, Glasgow			

Present

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

	Item	Timescale	Action
1.	Apologies None		
2.	AOB None		
3.	Minute of Previous Meeting – 06 April 2022 To be issued for offline approval		PA
4.	Matters Arising Employee Pensions Contributions SD to advise staff of the change to the method of pension contribution rate changes to enable us to easily transition to e-pensions within Falkirk Council's Iconnect system. Legislation & Policy Changes Group Nominations to be sent to EM.	ASAP	SD All
5.	Audit & Risk Committee – Review of draft reports for May meeting Draft reports were reviewed. Final reports to be submitted to EM/PA by 06 May.		All
6.	Managers Event LB introduced the paper, proposing a programme of Managers events. The purpose of the events is threefold: <ul style="list-style-type: none"> • Information sharing • Learning • Discussion and debate 		

	Item	Timescale	Action
	<p>Agreed:</p> <ul style="list-style-type: none"> • The first event to be held in June. • A separate session to be arranged with EMT to discuss the proposal and topics for inclusion. 	ASAP	PA
7.	<p>Business Plan Delivery Framework 2022-23 LB introduced the Delivery Framework for Business Plan 2022/23</p> <p>Noted:</p> <ul style="list-style-type: none"> • The 2022-23 Business Plan incorporates 4 organisation-wide priorities; <ol style="list-style-type: none"> 1. Investment in People, 2. Effective and Efficient Service Delivery, 3. Child Centred Corporate Parenting, 4. Engagement with the Political Environment and Influencing Social Policy. • The delivery framework provides a robust structure for fulfilling the four priorities, ensuring all the work activities related to these is co-ordinated under one plan in Zoho. • The Business Plan will be monitored on a monthly basis, utilising Zoho Analytics by the Planning and Performance Manager to ensure the delivery of the actions are within the timescales allocated, and any issues, including delayed actions are escalated to EMT. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve Delivery Framework for Business Plan 2022/23 • ML will follow up with guidance on using Zoho the best way. 		
8.	<p>EMT Plan 2021-22 NH introduced the 2021-22 plan, with particular focus on Case Processing Efficiency, including;</p> <ol style="list-style-type: none"> 1. Impact of work done to date 2. Remaining gaps & next steps 3. Immediate priorities (now – Summer) 4. Short – mid-term priorities (autumn and annual 1-year period pf the plan) <p>Workforce Development</p> <ul style="list-style-type: none"> • SD advised the tender exercise in support for SCRA workforce development has closed. No award has been made. • SD/EM and the Procurement Team will review the specification and go back out to companies. We may need to extend the time to end of September 22. If no further interest we will consider approaching SCOTS, consider secondment and other viable options. 		

Item	Timescale	Action
<ul style="list-style-type: none"> • We still aim to deliver within the planned time frame. Everything contained within the EMT plan is sitting in the business plan proposed structure. <p>Virtual hearings</p> <ul style="list-style-type: none"> • HE advised the 2021 review supported the return of Virtual Hearings to locality teams. • Implementation of service models 1-4 were impacted by Omicron. • Service models 3&4 support local ownership. • A significant amount of automation is built into the systems. • A small virtual hearings team will be retained centrally. • Work will be done with localities to release any backfill. • The outlook for completion is September 22. September. <p>HIP - Urgent Issue</p> <ul style="list-style-type: none"> • NH is in ongoing discussion with Carol Wassell, CHS, on issues and discussions with Panel Members. Feedback from PM's is that they strongly wish to retain access to an annotated option for hearing papers and have no desire to return to a fully virtual platform. • SCRA will continue to offer the HIP in CSAS and will make available a read only link and keep option and choice around hard copy papers however this presents a significant capacity challenge. • The quality of core materials is the largest impact. There is nothing to suggest quality of CSAS is the issue. • LMcD recommends the following; <ul style="list-style-type: none"> ○ Consider the content of papers and agree set of standards. ○ The provision of 3 offerings <ul style="list-style-type: none"> ▪ CSAS read only copy ▪ hard copy ▪ vista • The current quality assurance issue is not related to the work done currently but as a result of no check being done on the quality of the vista offering. • EMT agree to stand up arrangement for the month of May and are satisfied that staff will be willing to accommodate this. <p>Agreed:</p> <ul style="list-style-type: none"> • We need clear, high level time line and sequencing, highlighting where key stages are. This will allow for better forward planning, capacity discussions, guidance and training. 		

	Item	Timescale	Action
	Standing Items		
	<p>The urgent issue around the HIP took priority over the rest of the meeting.</p> <p>The following standing items will be updated at the next meeting in June.</p> <ul style="list-style-type: none"> • Digital Programme • Covid 19 Recovery • Keeping the Promise • Practice and Policy • Information Governance • New Risks • Forward Plan 		
	<p>Date of Next meeting; Wednesday 01 June 2022, at Bell Street, Glasgow</p>		



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service: Head of HR / Head of Strategy and Organisational Development

Date: 5th May 2022

Recommendation:

1. EMT to approve proposal for programme of managers events
2. EMT to agree June date as first event
3. EMT to discuss and agree topics for inclusion – and specifically for the June date.

Reason for Report: For discussion and approval

Resource Implications: Within agreed budgets

Strategy/Service Plan Implications: None

Consultation: Business Integration Manager

EHRIA Duties: Not required

Document Classification: Not protectively marked

1	Introduction
1.1	This paper provides a draft proposal for the introduction of a series of managers events in SCRA
1.2	<p>The purpose of the events is threefold:</p> <ul style="list-style-type: none"> • Information sharing • Learning • Discussion and debate <p>And of course not to minimise the benefit of just bringing people together to reconnect.</p>

2	Proposal
2.1	We are facing a period of significant change – there will be short term ‘transactional’ change such as system and process, as well as longer term legislative and strategic change.
2.2	We need our managers to be fully sighted and fully prepared to positively carry this change forward and manage others to do so.
2.3	<p>It is proposed that:</p> <ul style="list-style-type: none"> • there be three events per year, bringing together all managers across the organisation • full attendance is encouraged • the first event be the 23rd June 22
2.4	<p>There are some high level areas that have already been identified as needing covered as information sessions – The Promise, Care and Justice Bill, UNCRC, Inclusive Leadership etc.</p> <p>Further sessions have been identified in relation to learning – Change management/Quality Improvement, Trauma, Inclusive Leadership application</p> <p>And further, sessions have been identified for discussion/consultation – The Promise Issues list, C&J Bill, Language of the System etc.</p>
2.5	At present these are proposals that will be interspersed throughout the year at the most appropriate points and for many, will be a standing item – more the ‘level’ of the topic will progress.

	<p>2.6</p> <p>2.4 June event</p> <p>2.5 Ask of EMT –</p>	<p>It is proposed that a blend of internal and external presentation/facilitation be utilised for these events – drawing upon subject matter experts alongside internal subject leads.</p> <p>From discussions had within EMT, Management Development Group and feedback from staff, it is proposed that the following areas are covered on the initial day in June:</p> <p>(a) Some time in groups to reconnect – talk about issues in localities – good to give this some space early and ‘get it all out’</p> <p>(b) an introduction to change - some theory, our approach through a continuous improvement model etc. and the role of managers within this.</p> <p>(c) where we are with the Promise and perhaps use the issues list for a workshop/group type discussion and</p> <p>(d) introduce for consultation and feedback inclusive leadership behaviours framework.</p> <p>(e) workshop on how agile working policy is implementing.</p> <p>This would need interspersed with some interactive short sessions to break up a bit.</p> <ul style="list-style-type: none"> • To consider the proposal for a programme of events and specifically the first being in June. • To consider the draft topics and put forward anything further for inclusion. • To consider the proposed topics for June and provide feedback.
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3	Recommendation	
	3.1	<ol style="list-style-type: none"> 1. EMT to approve proposal for programme of managers events 2. EMT to agree June date as first event 3. EMT to discuss and agree topics for inclusion – and specifically for the June date.



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service: Head of Strategy and Organisational Development

Date: 5th May 2022

Report Author: Myrian Lazo

Recommendation:

1. EMT to review and provide feedback on the Delivery Framework and related tasks, ensuring planned activities are clear and deliverable.
2. EMT to approve Delivery Framework for Business Plan 2022/23

Reason for Report: For Approval

Resource Implications:

Strategy/Service Plan Implications: Supports Corporate Plan

Consultation: EMT

EHRIA Duties: Not required. EHRIA's will be undertaken for strategy plans.

Document Classification: Not protectively marked

1	Introduction
1.1	This report provides EMT with the Delivery Framework for the 2022-23 Business Plan.
2	Background
2.1	The 2022-23 Business Plan incorporates 4 organisation-wide priorities; 1. Investment in People, 2. Effective and Efficient Service Delivery, 3. Child Centred Corporate Parenting, 4. Engagement with the Political Environment and Influencing Social Policy (appendix 1).
2.2	Each of the four priorities is managed by an individual strategy lead from EMT. Each priority has specific objectives and these are delivered by the relevant strategies.
2.3	The Business Plan consists of 18 high level objectives that are delivered through 55 strategy objectives and 138 strategy actions (the strategy objectives and actions may be amended and new objectives included as necessary throughout the timescale of the Business Plan).
3	Development and Structure
3.1	The delivery framework provides a robust structure for fulfilling the four priorities, ensuring all the work activities related to these is co-ordinated under one plan in Zoho (appendix 2).
3.2	Centralising all of the activities under one master plan in Zoho supports transparency and cohesiveness across all of the priorities, objectives and actions, and enables clear reporting functions (appendix 4 & 5).
3.3	The Operational Plan is delivered across the 9 Locality Plans, each feeding into the operational objectives, which feed into the Business Plan priorities and objectives.
3.4	The Keep The Promise Plan and projects/programmes feeds into the Business Plan priorities and objectives, as appropriate (appendix 3).
4	Monitoring, Reporting and Impact
4.1	The Business Plan will be monitored on a monthly basis, utilising Zoho Analytics by the Planning and Performance Manager to ensure the delivery of the actions are within the timescales allocated, and any issues, including delayed actions are escalated to EMT.
4.2	Utilising quarterly reports, provided by the Planning and Performance Manager, EMT will review and discuss the progress across all of the four priorities and their respective objectives and actions, and any issues.

4.3	A high level narrative report will be provided to the Board in November by the four Priority Leads, with support from the Planning and Performance Manager.
4.4	EMT will discuss and agree key objectives that will enable impact to be measured.
4.5	EMT will discuss any further structure or supports required for Priority leads in their oversight of delivery.

5	Next Steps
5.1	Planning and Performance Manager to finalise Delivery Plan on Zoho.
5.2	Delivery Framework to be included on Connect to ensure organisation-wide transparency and visibility.

6	Appendices
5.1	Appendix 1 – 2022-23 Business Plan.
5.2	Appendix 2 - Delivery Framework 2022-23.
5.3	Appendix 3 – Strategic-wide Alignment.
5.4	Appendix 4 – Link to Zoho (Delivery Plan – to be finalised)
5.5	Appendix 5 – Full Plan (to be finalised before adding to Zoho)

7	Recommendation
6.1	<p>1. EMT to review and provide feedback on the Delivery Framework and related tasks, ensuring planned activities are clear and deliverable.</p> <p>2. EMT to approve Delivery Framework for Business Plan 2022/23</p>

Appendices

5.1: Appendix 1 – 2022-23 Business Plan



SCRA 2022-23
Business Plan - FINAL

5.2: Appendix 2 - Delivery Framework 2022-23



Business Plan
Delivery Framework - Objectives - BP 2022-



Delivery of Priority

5.3: Appendix 3 – Strategic-wide Alignment



SCRA -
Strategic-wide Alignnr

5.4: Appendix 4 – Link to Zoho (Delivery Plan – to be finalised)

[Business Plan Priorities - Tasks](#)

5.5: Appendix 5 – Full Plan (downloaded Zoho Plan)



Business Plan
2022-23 - Zoho.xls