

AGENDA

#	Item	Purpose	Paper	Action
1.	Apologies			
2.	AOB			
3.	Minute of Previous Meeting – 03 August 2022	Approval	Attached	
4.	Matters Arising		Verbal	
5.	Climate Change Reporting	Noting	Attached	EM
6.	Change Strategy	Noting	Attached	LB
7.	Business Continuity	Noting	To Follow	PM
8.	Vicarious Trauma Programme	Noting	Attached	LB
9.	Learning and Development KPIs	Approval	Attached	SD
10.	Senior Management Team development Programme	Approval	Attached	SD
11.	360° appraisal programme	Approval	Attached	SD
12.	Organisation/helpdesk review	Info	Verbal	SD
13.	Staff Pay 2022/23	Info	Verbal	SD
14.	SCRA Board – September Agenda a) Agenda b) Financial Strategy c) Budget Monitoring Report d) Annual Accounts		Attached To Follow Attached Attached	 EM EM EM
Standing Items				
15.	Digital Programme a) Digital CAB update b) Digital Governance Review c) 2022-23 Development Model	Update Update Noting	Attached Verbal Attached	LMcD LMcD LMcD
16.	Keeping the Promise a) Hearing System Working Group (HSWG) b) Keeping The Promise Programme Board	Update Update		LB LB
17.	New Risks			
18.	Forward Plan a) YJ Improvement Board 14/09 b) NPDB Forum 15/09 c) CELCIS' Strategic Advisory Board 16/09 d) SCRA Board 21/09 e) SMT/EMT Joint Development Session 29/09 f) National Bairns' Hoose Governance Group 29/09 g) Joint meeting of CHS/SCRA Boards 04/10			
	Date of Next meeting; Wednesday 05 October, Ochil House, Stirling			

Present

Neil Hunter (NH)	Principal Reporter/Chief Executive – Chair
Alistair Hogg (AH)	Head of Practice & Policy (Chair)
Ed Morrison (EM)	Head of Finance & Resources
Lisa Bennett (LB)	Head of Strategy and OD
Susan Deery (SD)	Head of Human Resources (Minute)
Lawrie McDonald (LMcD)	Digital Programme Director
Helen Etchells (HE)	Senior Operational Manager (West & North)
Paul Mulvanny (PM)	Senior Operational Manager (East & Central)
Pamela Armstrong	Governance Officer – Minute
Michelle Hamilton (MH)	Business Manager – Item 6

	Item	Timescale	Action
1.	Apologies None		
2.	AOB Secure Envelopes tender exercise – Further update to be provided at the September meeting.		
3.	Minute of Previous Meeting – 06 July 2022 Minute Approved		
4.	Matters Arising Covered within the agenda		
5.	Ministerial Visit HE provided the following verbal update; <ul style="list-style-type: none"> The Glasgow visit will be held on 25th August. A plan has been agreed with the SG Sponsor Team. 		
6.	Print Strategy MH introduced the Print Strategy paper, Noted: <ul style="list-style-type: none"> Purpose of the strategy Current print state <ul style="list-style-type: none"> Current kit Current unitisation Volume <ul style="list-style-type: none"> Current volume Reduction in volume Printing Practices <ul style="list-style-type: none"> Current printing practices Printing – Press and Communications Team 		

Item	Timescale	Action
<ul style="list-style-type: none"> ○ Remote working ○ Memory capacity on MDF's ○ Cloud based printing ● Future volume <ul style="list-style-type: none"> ○ Localities Requirements for Printing Colour ○ Hard Copy Papers for Face to Face Hearings ○ Digital Panel Papers ○ Use of Screens to Reduce Print Volume ● Options considered <ul style="list-style-type: none"> ○ Option 1: Status Quo ○ Option 2: Further rationalisation – Regional Hubs ○ Option 3: National Centralised Function (including specialist role) ○ Option 4: Outsourcing Print Function ○ Recommended Option ● Finance/resources ● Environmental impact ● Consultation with UNISON <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> ● There is disparity across country as evidenced by panel members use of papers ● Can colour printing be done nationally? This may provide an opportunity to explore a national printing model. <p>Agreed:</p> <ul style="list-style-type: none"> ● Cloud Based printing solution is explored. ● Implement option 2 – Further rationalisation of our kit in June 2023 when our current leased devices with Capital Solutions expire. ● Begin further exploratory work to investigate further rationalisation and centralisation of printing solutions. ● A colour printer remains necessary within each Locality in support of option 2. ● Printers are no longer required in non-staffed hearing sites. Appropriate alternatives must be provided to allow late reports to be accessed digitally. ● Supplementary training to be provided to all staff on how to fully utilise multiple screens. ● Further investigation, including the Digital Team of Equitrac and its security/viability with CSAS and consider all the anticipated benefits. ● MFD updates to change to allow all devices to switched off at night and weekends to reduce our carbon footprint. ● Continue the conversation with the Communications team about how to get information to children and families, using a more sustainable, higher quality, standardised approach. 		<p>EMT</p> <p>LMcD/ MH</p> <p>MH/IT Team</p> <p>SOM/ LB</p>

	Item	Timescale	Action
7.	<p>Organisational & Virtual Hearings Helpdesk This item will be brought back to the September meeting.</p>		
8.	<p>Business Plan Q1 Update LB introduced the 2022-23 Business Plan – Q1 Update. The report seeks to assure EMT that processes are in place to monitor progress as described in the delivery framework and is an interim update ahead of the fuller report that will go to the Board. Processes are still bedding in but have the support of all leads and leads are working to provide the necessary support and assurance following guidance issued.</p> <p>Noted:</p> <ul style="list-style-type: none"> The progress achieved in the first quarter is in line with what we would expect from the first quarter of the business plan – the objectives are at a reasonably high level and span over more than a three-month period. The planning manager is working with the leads to break down objectives into milestones with set delivery points to allow for greater interrogation, planning and monitoring – the digital actions that have been input are a good example of this way of working and the operational and people plans have been working on this, to clarify the ‘when’. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> Any high priority delayed, cancelled or on hold items to be explained to the Board. Are there any items localities have had to prioritise that are not included in the plan? How can this be captured? The approach will continue to be refined. <p>Agreed:</p> <ul style="list-style-type: none"> A fully narrated progress update will be provided to the EMT and on to the Board in September providing detail around progress but supplemented with narration around what has been delivered / rolled out / assessed etc. A fuller proposal for the delivery of change and its interplay with delivery will be provided to EMT in September. 	<p>Sep 22</p> <p>Sep 22</p>	<p>LB</p> <p>LB</p>
9.	<p>SCRA’s Keeping the Promise Programme, Test for Change LB introduced the business case, supporting SCRA’s Keeping the Promise programme. It sets out a case for the creation of two temporary posts to test a concept based on evidence and asks from the Promise, OHOV, VIP and stakeholders.</p>		

	Item	Timescale	Action
	<p>Noted:</p> <ul style="list-style-type: none"> • As we move forward with our Keeping the Promise work, we are being encouraged to ‘see how far we can go with improvement’ before we need to consider reform. • A key issue identified from our Better Hearings work was that children and families do not feel well informed or prepared to attend their Hearings. This has been further supported through the findings of the promise, the asks of Our Hearings Our Voice and through the CELCIS VIP group. Further, through our own staff consultation, one of the key gaps identified has been a role that acts as ‘human notification’ – that contacts families directly, talks them through the process, their rights, signposts advocacy/legal rep, discusses attendance and participation and can also conduct pre-hearing visits with them. • There are many possibilities of linking this to further ambition – how we plan and schedule hearings as one example however aligned to improvement methodology, we are testing one thing at a time. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • There is a timing issue with support assistant job description change. There is opportunity provided it is tested within the support assistant role. This approach should provide assurance regarding the new role. • Focus should be on function rather than role. • Further consideration to be given to the job title, <p>Agreed:</p> <ul style="list-style-type: none"> • The job description requires to be reworked in the context of support admin role, as well as The Promise. • We also need to consider as a test of change in terms of skills and support required to implement the support assistant role and the relative roles and responsibilities of support and assistant reporters. • UNISON support is required. 		LB
10.	<p>Tranent Rent Reduction EM introduced the report, recommending EMT approve a 50% reduction in the rent payable by the tenant for 6 months</p> <p>Noted:</p> <ul style="list-style-type: none"> • In the current situation, securing a continuing income flow from the property, and at the same time assisting a local business to continue in business, would seem to be a good course of action. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve a 50% reduction in the rent payable by the tenant for 6 months. 		

	Item	Timescale	Action
11.	<p>Glasgow Lease Renewal EM introduced the Glasgow Lease Renewal report</p> <p>Noted:</p> <ul style="list-style-type: none"> • With the assistance of Space Solutions, SCRA have carried out a review of our office space requirements in Bell Street to confirm that all of our requirements can be accommodated with one less floor. This has permitted Avison Young to undertake an analysis of available office space currently on the market to determine whether our preferred option can be justified as the most cost effective proposal at lease renewal. • The outcome of Net Present Value analysis of the three buildings confirms that leasing ground to 3rd floor of Bell Street is the most cost effective option overall. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • LRM's are happy to be staying in Bell Street and are considering how to do things differently. • We need to focus on improvement of the hearing centre as part of ongoing improvement cycle. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the formal submission of our business case to Scottish Government requesting Ministerial consent to enter into a new lease of the Ground to Third floors of Bell Street on the terms outlined. 		
12.	<p>Budget 2022/23 Reallocation and 2022/23 Forecast Update EM introduced the Budget 2022/23 Reallocation and 2022/23 Forecast Update</p> <p>Noted:</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ○ the entire budget for HR software from IT to HR ○ the entire budget for Finance system software from IT to FN. ○ the budget for 0.86 FTE Modern Apprentice from Glasgow to North Strathclyde. ○ the budget for 0.29 FTE Receptionist and 0.57 FTE Support Administrator Highlands and Islands to Grampian. • The software budget moves align the budgets to the teams and managers directly responsible for the management of these contracts. 		

	Item	Timescale	Action
	<ul style="list-style-type: none"> • The Modern Apprentice staffing budget move uses budget in Glasgow, that is safely being forecast as surplus, to cover a staffing budget omission in North Strathclyde. The Receptionist and Support Administrator budget move reflects two members of staff based in Kirkwall. • Last month, early indications were a revenue underspend exceeding £250k. The latest forecasts from budget holders, checked for completeness and robustness by Finance business partners and the Finance Manager, now point to a larger underspend of over £400k. • Within these forecasts, there remains a number of uncertainties this early in the financial year. • SCRA identified a resource pressure of £1.84m at the start of the financial year. The Director of Children & Families asked that we work with Sponsor Team to “rigorously manage” SCRA’s budget and seek to minimise this pressure where possible. • SCRA is required to give a forecast of it’s spend and drawdown needs to SG Finance and Sponsor Team by around the ninth of each month. This monthly forecasting process is more intensive and rigorous this year than in previous years in a number of respects. • These analyses are a new control to identify and challenge bodies that are overly optimistic or cautious in their assessment of their ability to spend to budget, and a response to a number of bodies declaring late under- or overspends last year, resulting in SG incurring avoidable borrowing costs. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • A presentational issue was discussed. The “underspend” is not strictly an underspend but a reduction of an overspend. • We need to consider constructing business cases for improvement based on output from the HSWG. • Consideration to be given to the creation of team from HR, finance and operations, to work on a business case for investment. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve revenue budget reallocations. • To approve reporting a £250k forecast underspend to SG on 9 August, reducing the grant-in-aid pressure from £1.84m to £1.59m 		EM/SD /SOMS
13.	<p>Audit & Risk Committee Draft reports were reviewed. Final reports to be sent to EM and PA by 05th August.</p>	05/08	All

	Item	Timescale	Action
Standing Items			
14.	<p>Digital Programme</p> <p>a) Digital CAB update</p> <ul style="list-style-type: none"> • The minute of the last meeting was noted. <p>b) Digital Governance Review</p> <ul style="list-style-type: none"> • A joint workshop is to be held at the request of CHS with the expectation CHS will lead and describe how to support and what is required to support a strategic decoupling exercise. <p>c) Digital Engagement Framework</p> <p>LMcD introduced the proposed Digital Engagement Framework.</p> <ul style="list-style-type: none"> • The framework brings all areas of the organisation together, mutually reinforcing engagement and fills gaps around CSAS change requests. It also sets out governance issues. • The framework is a welcome addition in providing clarity for ongoing CSAS improvement. Broadens out to the wider business. • EMT agreed the recommended approach. • EMT agrees to further development of the recommended additional groups proposed to support the digital engagement and digital oversight. • The digital engagement strategy and forming of the groups comes into place ASAP with the support of the EMT. 		
15.	<p>Keeping the Promise</p> <p>a) Hearing System Working Group (HSWG)</p> <ul style="list-style-type: none"> • AH advised a lot of work is continuing in the background with a large volume of material being produced. • A meeting is scheduled to prioritise areas, which will include areas of legislative change. • September will see a number of focused workshops looking at different topics including the role of the reporter. • There is opportunity to ensure understanding of what SCRA does, what the law allows us to do and what might we consider being reformed, providing a strategic opportunity to influence family intervention going forward. <p>b) Keeping The Promise Programme Board</p> <ul style="list-style-type: none"> • Lorraine Moore, SCRA Board Member has joins the Board. 		

	Item	Timescale	Action
16.	<p>Practice and Policy AH advised EMT work is continuing on the Children’s Care and Justice Bill including requests towards the financial memorandum in relation to the bill.</p>		
17.	<p>Information Governance</p> <p>a) General Update AH Provided the following verbal update;</p> <ul style="list-style-type: none"> • The 6-month update report to the Audit and Risk Committee shows a stabilising picture. ND Breaches are lower with a high proportion of these that do occur being caused by other agencies. • The ND working Group continues to meet. A number of actions have been taken and some good outcomes completed. There is still a role for the group moving forward. <p>b) June 2022 Breach Report</p> <ul style="list-style-type: none"> • EMT reviewed the report that is cascaded to locality teams, Emphasis has been placed on the final enveloping change however some issues should have been picked up earlier in the process. 		
18.	<p>New Risks No new risks identified</p>		
19.	<p>Forward Plan The forward plan was reviewed.</p>		
	<p>Date of Next Meeting Wednesday 07 September 2022, Ochil House, Stirling</p>		

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Climate Change Reporting

Accountable Director: Principal Reporter/Chief Executive

Date: 30th August 2022

Report Author: Head of Property

Recommendation(s):

- 1 To note the contents of this report, the public sector duties placed on SCRA and the enhanced reporting requirements that are to be included within our next Climate Change report to Scottish Government.
- 2 To consider the policy, funding and resourcing matters raised in this report and how this may shape our organisation and service delivery
- 3 To consider how SCRA's resources are allocated to meet the challenges highlighted and, in particular, the proposed target date for achieving Net Zero.

Reason for Report: EMT update

Resource Implications: Not Applicable

Strategy: Within agreed plans

Consultation: Head of Finance and Resources

Equalities Duties Not Applicable

Document Classification: Not protectively marked

1.0 Introduction

- 1.1 The purpose of this report is to set out the additional Climate Change reporting requirements that are effective for the current reporting year ie to be submitted by 30 November 2022.
- 1.2 EMT are asked to consider the policy, funding and resourcing matters raised in this report and how this may shape our organisation and service delivery.

2.0 Background

- 2.1 The government has set a target for achieving Net Zero by 2045 and all public bodies are required to work towards this target. Although buildings are SCRA's most visible source of greenhouse gas emissions (GHG), our climate change duties affect every part of the organisation and they will change how we deliver our services over time.
- 2.2 To monitor progress towards Net Zero, mandatory Climate Change reporting was introduced from 2016. In November each year we must submit a report to Scottish Government setting out progress and our emissions figures for the previous financial year.
- 2.3 For 2020/21, it was reported that our greenhouse gas (GHG) emissions had reduced to 567.6 tCO₂e. Whilst this equates to a reduction of over 50% against our baseline 2011/12 figure, we do not record all of our emissions and most of our reported emission reductions have not been achieved as a result of SCRA's actions.
- 2.4 Additional background information and links to guidance documents published by the Scottish Government are contained within the March 2022 Board Report attached at Appendix A

3.0 Current Position

- 3.1 A Climate Emergency was declared by the First Minister in 2019. The date for achieving Net Zero has been brought forward to 2045 and more action is required by public bodies to work towards this target. Our next report is due in November and new enhanced reporting requirements have been put in place. The new reporting requirements are set out in legislation passed in 2020 and we must now include the following:
 - 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;
 - targets for reducing **indirect** emissions of greenhouse gases;
 - how the body will align its spending plans and use of resources to contribute to reducing emissions and delivering its emissions reduction targets;
 - how the body will publish, or otherwise make available, its progress to achieving its emissions reduction targets; and
 - what contribution the body has made to helping deliver Scotland's Climate Change Adaptation Programme

- 3.2 A letter was sent to all public bodies in May 2022 by Michael Matheson MSP reminding organisations of these additional reporting requirements and encouraging greater commitment towards achieving Net Zero.
- 3.3 To try to clarify what is meant by direct and indirect emissions, when we report our GHG emissions, they are set out in three specific categories or “scopes”:
- Scope 1 - Scope 1 emissions are those made **directly**, such as the heating used for our business premises
 - Scope 2 - Scope 2 emissions are those made **indirectly**, for example the electricity bought that is being produced for us.
 - Scope 3 - Scope 3 emissions are any **indirect** emissions associated with our business activity eg business travel, employee commuting, manufacturing of the goods and products we use and customer activity that is happening as a result of our services.
- 3.4 Effectively, direct emissions are from the Gas and Oil fired systems that we use to heat our buildings and indirect emissions are more or less everything else – Deloitte have estimated that for most businesses, more than 70% of their GHG emissions come from Scope 3 activities.
- 3.5 At present SCRA has set its boundaries for reporting as scope 1, 2 and a bit of 3. The expectation is that we will quantify, report and reduce all of our emissions.
- 3.6 To achieve zero direct emissions, our buildings can no longer be heated using gas or oil burning systems. This in itself will be a big challenge but to reduce our indirect emissions and achieve net zero will require detailed consideration of how the organisation operates and delivers it’s services. As mentioned, we don’t currently record or report all of our indirect emissions – they are very difficult to quantify but we know they will greatly exceed our currently reported figures (567.6 tCO₂e for 20/21).
- 3.7 The above hopefully highlights that the organisational challenge of achieving Net Zero goes beyond the buildings we use and impacts upon how SCRA delivers its services along with the resources we use/procure to deliver our services. The legislative and policy position from Scottish Government envisages transformational change to deliver a Net Zero economy.
- 3.8 Within Michael Matheson’s letter, it is stated that a number of public bodies have already set ambitious targets of achieving net zero by 2040 with some setting earlier dates. When setting a target date for SCRA this will need to be accompanied by a plan setting out how our organisation will change in order to meet this target.

4.0 Conclusion and Actions Required

- 4.1 Climate change and sustainability are pressing strategic issues for SCRA to grapple with and incorporate into our organisational planning. The government has set the target of achieving Net Zero by 2045 and all public bodies are required to work towards this target. Whilst buildings are the most visible source of emissions, our climate change duties affect every part of the organisation and they will shape how we deliver our services over time.

- 4.2 Following changes introduced in 2020 the mandatory annual climate change reporting requirements have been strengthened and require each public sector organisation to state how it will use its resources to reduce emissions and to provide a date for reaching Net Zero. This statement needs to be included in our 2021/22 report to be submitted by 30 November 2022.
- 4.3 Specifically, SCRA now needs to formally report the following:
- a) the target date for achieving zero direct emissions ie the date by which we will no longer heat our buildings using oil or gas.
 - b) our targets for reducing indirect emissions ie from electricity, water and waste produced along with travel, commuting and the goods/products/services that we use.
 - c) a statement of how we will use our finances and resources to deliver the targets we have set out at a) and b).
 - d) how we intend to publish or make available its commitments and progress to achieving the a) to c) above.
- 4.4 Property Team are exploring the options available for the direct emissions target set out in 4.3 a) above and are able to provide support and assistance for some of the remaining targets. Achieving the targets in 4.3 b) will require the allocation of resource from other parts of the organisation. Within the Board report at 3.8, some of the challenges that require to be tackled were set out along with the parts of our organisation that are best placed to progress them.
- 4.5 The legislative and policy position from Scottish Government envisages transformational change to deliver a Net Zero economy. Achieving Net Zero will require every part of our organisation to be involved, engaged and contributing to this objective. Delivering change will require responsibility to be allocated to the most appropriate teams. The impact on resourcing and the need for external support will requires consideration by EMT and for plans to be put in place.

5.0 Recommendations

- 5.1 To note the contents of this report, the public sector duties placed on SCRA and the enhanced reporting requirements that are to be included within our next Climate Change report to Scottish Government.
- 5.2 To consider the policy, funding and resourcing matters raised in this report and how this may shape our organisation and service delivery
- 5.3 To consider how SCRA's resources are allocated to meet the challenges highlighted and, in particular, the proposed target date for achieving Net Zero.

Cabinet Secretary for Net Zero, Energy and Transport
Michael Matheson MSP



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Council Leaders and Chief Executives

Chairs and Chief Executives of Public Bodies

University and College Chairs and Principals

Regional Transport Partnerships Chairs and Leads

May 2022

PUBLIC BODIES' LEADERSHIP ON THE GLOBAL CLIMATE EMERGENCY

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:

- 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
- where applicable, targets for reducing indirect emissions of greenhouse gases
- how the body will align its spending plans and use of resources to contribute to reducing emissions and delivering its emissions reduction targets
- how the body will publish, or otherwise make available, its progress to achieving its emissions reduction targets
- where applicable, what contribution the body has made to helping deliver Scotland's Climate Change Adaptation Programme.

I am delighted that many parts of the public sector in Scotland have already set ambitious climate change targets. Many local authorities have particularly ambitious targets, NHS Scotland, Scottish Water and Colleges Scotland all aim for net zero by 2040, the Environment and Economy Leaders Group has committed to a decade of deep decarbonisation, and Creative Scotland has set a target to become a net zero organisation by 2030.

I am also delighted that last year's response rate among public bodies required to report was excellent. It is important that we continue to have the highest possible compliance with the new reporting duties this year - we need to ensure that the entire carbon footprint of the

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public sector is covered by targets that are consistent with public bodies' leadership role and that public services are resilient to the impacts of climate change.

In ensuring that public bodies report suitably ambitious targets by end of November, Leaders, Chairs and Chief Executives will need to bear in mind the policy context that sits alongside the strengthened legislation, as set out in the Scottish Government's new guidance co-developed with Sustainable Scotland Network (SSN): [Public Sector Leadership on the Global Climate Emergency](#), published on 29 October 2021.

The *Scottish Government and Scottish Green Party Shared Policy Programme* commits to developing and agreeing through consultation a series of phased targets for the decarbonisation of public sector buildings starting in 2024, with the most difficult buildings like hospitals being decarbonised by 2038, and for all publicly-owned buildings to meet zero emission heating requirements, with a backstop of 2038.

Programme for Government commitments include phasing out the need for fossil fuel cars and vans in the public sector fleet by 2025 and larger vehicles no later than 2030.

Public sector leaders must also take strong action to implement Programme for Government commitments to tackle the significant new challenge of decarbonising the £13.3bn of annual public sector procurement.

In terms of available support, the Scottish Green Public Sector Estate Decarbonisation Scheme provides a number of support mechanisms for heat decarbonisation and improving energy efficiency across buildings owned by the public sector in Scotland. The Scheme will distribute the £200 million of capital support pledged over the next 5-year period to aid the decarbonisation of Scotland's public sector estates. Transport Scotland is also assisting the decarbonisation of the public sector fleet.

The latest analysis shows that reported Scope 1 and Scope 2 emissions from Scotland's public bodies have reduced by almost a third in the six years since mandatory reporting began in 2015-16. NHS Scotland has reduced emissions from its buildings by 64% since 1990. I am convinced if we continue to work together to address the challenges of pace, skills and finance that we undoubtedly face in the crucial decade ahead, Scotland's public sector will continue to show strong leadership in tackling the global climate emergency.

I will be addressing the Sustainable Scotland Network Spring [Conference](#) on 25 May to emphasise the importance of public sector leadership, and public bodies' climate change reporting, to Scotland's national endeavour on climate action.

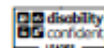


Michael Matheson

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Environmental Update Report (March 2022 Board Meeting)



2022-03 -
Environmental Updæ



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service **Lisa Bennett, Head of Strategy and OD**

Date: 25/08/2022

Report Author: Patricia Stevenson, HR Manager

Recommendation:

1. To note the update on the Trauma Training Programme for 2022/23.

Reason for Report: *For noting*

Resource Implications: *None*

Strategy/Service Plan Implications *People Strategy*

Consultation: *EMT*

EHRIA Duties: *None*

Document Classification: *[Not protectively marked]*

1. Introduction

1.1 This paper provides an update on SCRA's Trauma Training Programme for 2022/23.

2. Trauma Training Programme 2022/23

2.1 The Trauma Training Programme for 2022/23 currently has 4 elements:

- Locality and Head Office based Secondary Trauma Sessions
- Trauma informed e-learning modules – NES
- Trauma skilled training course - NES
- Train the Trainer Programme - NES

2.2 The overall approach to the delivery of trauma training has been to initially focus on our staff through secondary trauma input ahead of the trauma informed and trauma skilled elements of the programme.

2.3 **Secondary Trauma Sessions** – In partnership with the Glasgow and Highlands and Islands Localities, secondary trauma sessions have been developed for staff and managers. These sessions focus on the signs and symptoms of secondary trauma as well as the supports available within SCRA and through our Occupational Health Providers, Optima. These sessions encourage staff and managers to consider what further supports or actions to reduce risk would be helpful in reducing exposure to secondary trauma. Sessions have been delivered in Glasgow, Highlands and Islands, Ayrshire and Dumbarton. Sessions are currently being planned in all other Localities and Head Office.

2.4 **Trauma informed e-learning** – the NES e-learning modules will be available in Learning Nexus from mid-September 2022. Localities and Head Office Teams will be asked to complete the modules by end of December 2022. This training has been timed to take place after the Team based Secondary Trauma sessions and will be delivered alongside Team based discussions on the content and learning from the modules.

2.5 **NES Trauma Skilled Training** – 2 days of training for up to 60 people to undertake the NES Trauma Skilled training have been secured and will take place in November and December. This training includes access to a 1 hour coaching session. To undertake the training participants require to have completed the trauma informed e-learning modules. Participants will be identified in consultation with Localities and Head Office teams

2.6 **NES Train the Trainer session** – SCRA will be offered the opportunity for SCRA staff to be trained to deliver the Trauma Skilled Training noted above. This will assist SCRA to deliver a sustainable approach to providing trauma skilled training course. The timescale for this training is likely to be Q4 2022/23.

3. Recommendation

It is recommended that the Senior Team note the update on the Trauma Training Programme.



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service Susan Deery, Head of HR

Date: 25/08/2022

Report Author: Patricia Stevenson, HR Manager

Recommendation:

1. To consider and agree the proposed Key Performance Indicators for Learning & Development and the proposed reporting frequency.

Reason for Report: *For discussion and approval*

Resource Implications: *None*

Strategy/Service Plan Implications: *People Strategy*

Consultation: *EMT*

EHRIA Duties: *None*

Document Classification: *[Not protectively marked]*

1. Introduction

- 1.1 This paper proposes Key Performance Indicators (KPIs) to measure the success of Learning & Development within SCRA. These proposals are aligned with SCRA Learning & Development Strategy and in response to the recent internal audit recommendations.

2. Learning and Development Key Performance Indicators

- 2.1 It is proposed to introduce 3 learning and development key performance indicators and report on these from 1 October 2022. These proposed indicators are:

- We will aim for all staff to receive at least 4 learning events per year. Learning events will include mandatory training, practice training, Locality practice sessions, learning & information sessions linked to The Promise, trauma training, health & wellbeing events, further education, e-learning, induction etc.
- We will measure the level of satisfaction with all learning & development events provided by or on behalf of SCRA. We aim to achieve 80% of staff satisfied or highly satisfied with the learning offered. The measurement period for this KPI in 2022/23 will be October 22 to March 2023 to align with the revised learning evaluation process. In future years the measurement period will be annual.
- Robust Personal Development Planning (PDP) is a key indicator of an organisations commitment to the development of staff. We will aim for all staff to have a completed PDP by 31st December 2022. To support the achievement of this KPI, a cascade approach, commencing at EMT level, to reinforce the importance of completing PDPs will be necessary.

- 2.2 It is also proposed that these KPIs will be reported to EMT on a quarterly basis.

3. Recommendation

- 3.1 It is recommended that EMT approve the KPIs for Learning and Development noted above and the proposed reporting frequency.



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service Susan Deery, Head of HR

Date: 24/08/2022

Report Author: Patricia Stevenson, HR Manager

Recommendation:

1. To consider and agree a development programme for the Senior Team for 2022/23.

Reason for Report: *For discussion and approval*

Resource Implications: *None*

Strategy/Service Plan Implications: *People Strategy*

Consultation: *EMT*

EHRIA Duties: *None*

Document Classification: *[Not protectively marked]*

1. Introduction

- 1.1 This paper sets out a proposal for Senior Team development which focuses on growing individual and collective leadership capacity and capability through the provision of individual executive coaching and facilitated leadership development sessions, on current leadership topics, to enhance senior leadership within SCRA.

2. Approach to Senior Team Development

- 2.1 SCRA is undergoing a period of significant change linked to The Promise which will impact on how SCRA:

- delivers our service to children and families;
- lead and manage;
- work with partners; and
- support staff to respond to these changes.

- 2.2 The Senior Team has a role in this change process to provide clarity and set the cultural tone for the way forward in SCRA. This clarity and tone then supports managers to create the environment which enables high quality service delivery and allows change to develop and grow; supports communications with staff to help them positively engage with change; and provides clarity on the inclusive behaviours expected of staff and managers within SCRA.

- 2.3 Research has shown that leadership and culture are independent with culture playing an important role in Quality Improvement and change (Health Foundation 2011). A leadership culture which is inclusive, team-based and collective enables others to make personal contributions to change, supports their ability to improve the quality of what they do and provides a focus on collective effort.

- 2.4 The aim of the proposed approach is to provide a programme which allows for collaborative discussion and learning on topics relevant to ongoing change within SCRA and which supports the Senior Team to consider how these topics may be applied to or cascaded within SCRA. Working as a Senior Team will provide the opportunity to agree an approach, provide clarity or set the tone relative to the topic and ensure that mechanisms for delivering change flow from the agreed approach. This will provide support for the Senior Team to create the vision for and the permissive environment to allow change, innovation, success and failure to happen.

3. Facilitated Leadership Development Sessions

- 3.1 In March 2022, facilitated development leadership sessions were held to focus on leading change in SCRA. To build on the team coaching approach used in this session, it is proposed that 2 further sessions are held in the 2022/23 to focus on topics relevant to the Senior Team. The purpose of the sessions would be to:

- build and develop senior team relationships and effectiveness;
- provide the opportunity to explore leadership topics and help shape organisational approaches to support SCRA Corporate and Business plans;

- promote increased self-awareness and provide a range of tools for leading and influencing in the complex leadership situations.

3.2 Proposed topics for the facilitated leadership sessions could include:

- Leading for Resilience and Wellbeing
- Inclusive and Emotionally Intelligent Leadership
- Leading Digital Transformation
- Leading Culture Change
- Building Trust and Respect in a Hybrid Working Environment/Post Pandemic Environment

4. Executive Coaching

The facilitated leadership development sessions will be supplemented by executive coaching to support Senior Team members. This support will provide a development tool to assist senior team members to identify and develop plans and actions with a focus on learning from the facilitated development session and on topics to support their personal development.

5. Costs

The estimated cost of 2 further leadership sessions is £6k and the estimated cost of executive coaching per coachee is in the region of £3k. Procurement procedures will be followed in appointing development session facilitators and coaches.

6. Recommendation

It is recommended that EMT approve the proposal for 2 further facilitated leadership development sessions and the provision of executive coaching. It is also recommended that the senior team agree the topics for the facilitated sessions.



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service Susan Deery, Head of Human Resources

Date: 25/08/2022

Report Author: Patricia Stevenson, HR Manager

Recommendation:

1. To consider and agree the reintroduction of 360 feedback for the Senior Team aligned to SCRA's Inclusive Behaviour Framework and personal development planning

Reason for Report: *For discussion and approval*

Resource Implications: *None*

Strategy/Service Plan Implications: *People Strategy*

Consultation: *EMT*

EHRIA Duties: *None*

Document Classification: *[Not protectively marked]*

1. Introduction

- 1.1 360 degree feedback creates a confidential and comprehensive way of gathering information and perspectives from peers, direct reports, managers and external partners to help inform personal development planning for leaders and managers.
- 1.2 However, the reach of 360 can go beyond the individual benefits of personal development. 360 feedback can help to improve team dynamics, strengthen peer relationships, help shape the leadership culture and support a consistent leadership and manager experience for employees.
- 1.3 With the introduction of SCRA's inclusive Behaviour Framework, which sets out the expected behaviours of staff, managers and leaders in SCRA, this paper proposes the reintroduction of 360 feedback as a tool to support the Senior Team's leadership role and personal development planning aligned to the Framework.

2 Why re-introduce 360 Feedback

- 2.1 For an organisation which places personal development planning (PDP) at the heart of employee development, 360 feedback models provide a constructive mechanism to support the PDP process.
- 2.2 However, 360 feedback models can have a wider cultural significance as they can encourage constructive feedback and help model a leadership style which creates an environment where open communication is welcomed. This helps an employee to feel heard, increasing their sense of belonging. Asking leaders to engage in the feedback process helps reinforce organisational values of fairness, respect, psychological safety, and can inspire team members to do their best.
- 2.3 Evaluating behaviours through a 360 process conveys a message of what is important to the organisation and helps to provide focus on the behaviours to be encouraged and developed.
- 2.4 SCRA as an organisation is undergoing a significant period of change and with the Senior Team's role to provide clarity and set the cultural tone for the way forward, adopting a 360 Feedback approach provides the Senior Leaders the opportunity to create an environment which further supports open communication, staff engagement and articulates the behaviours that are important to encourage quality improvement and change.

3. Senior Team 360 Feedback Approach

- 3.1 A bespoke feedback questionnaire will be developed for the Senior Team and the topics and statements used will be aligned to the 6 overarching principles outlined in the Inclusive Behaviours Framework which are:
 - Working Together
 - Communicating and Influencing
 - Developing Self and Others
 - Changing and Improving
 - Leadership and Decision-Making
 - Delivering A Quality Customer Focussed Service.

An example of possible feedback statements is attached at Appendix 1.

- 3.2 These statements can be supplemented with additional topics where feedback on specific individual areas are required by a member of the Senior Team.
- 3.3 Participants will be asked to rate each of the statements in the feedback questionnaire based on the rating scale noted below.

5	4	3	2	1
Always	Often/Mostly	Sometimes	Rarely	Never

- 3.4 The 360 process will be administered by the HR Team using our 360 software enabling the feedback to be obtained in a confidential way and for the Senior Team to receive summarised reports and coaching support.

4 Cascading 360 Feedback to Leaders and Managers

- 4.1 It is proposed that in 2022/23 the 360 feedback process is introduced at the Senior Team level to provide time to embed and review the process. Following this review, further consideration will be given to cascading the process to the next level of management, i.e. LRMs and Head Office Managers.

5. Recommendation

- 5.1 It is recommended that EMT approves reintroduction of 360 feedback for the Senior team aligned to SCRA Inclusive Behaviour Framework and provides feedback on the topics and statements to be included in the feedback questionnaire.

Example Feedback Statements

Working Together

- Drives an inclusive and collaborative working culture which values diversity and encourages openness, approachability and sensitivity to embed a positive culture of supportive teams who consider the diverse needs and feelings of others.
- Encourages and establishes supportive and inclusive ways to share knowledge and resources to support the business.
- Ensures consideration and support for the well-being of all individuals across the organisation, promote a culture of well-being so that our individual and collective well-being is achieved and valued.

Communicating and Influencing

- Demonstrates and promotes communicating with honesty, integrity, impartiality and objectivity
- Develops a culture where colleagues consider the individual needs of people when deciding how to communicate and understand the impacts of the chosen methods.
- Communicates with conviction and clarity in the face of tough negotiations or challenges.

Develops Self and Others

- Provides a range of experiences to encourage development, talent and career management for all individuals and share own expertise through coaching and mentoring to support teams to succeed.
- Builds a strong culture of continuous learning and knowledge sharing, promoting the importance of developing everyone to their full potential.
- Takes a strategic perspective to identifying the capability needs of the organisation now and in the future.

Changing and Improving

- Considers the full impact of change on the organisational culture, proactively championing and leading change, seeking innovative new approaches, policies and systems that add value to the organisation.
- Creates a culture of innovation, flexibility and responsiveness enabling Teams and Localities to swiftly respond to change
- Establishes and promotes an environment where all colleagues feel safe to challenge the way things have always been done and suggest improvements, learning from experience.

Leadership and Decision Making

- Creates and embeds a culture of inclusion where there is equality of opportunity for all and the diversity of individuals' backgrounds and experiences are valued and respected.
- Remains visible and approachable to all colleagues and partners, displaying a passion and enthusiasm for the work of SCRA, helping to inspire colleagues and stakeholders to fully engage with the aims and long term vision.
- Acts decisively and make unbiased decisions at a strategic level while accepting and responding to challenge constructively.
- Clearly communicates the purpose and reasons for recommendations and decisions and consult with others where necessary to ensure decisions meet the diverse needs of the end users.

Delivering A Quality Customer Focussed Service

- Ensures all parts of the SCRA fully understand the required outcomes for the children, young people and their families
- Uses lived experience to drive high quality and efficient service delivery.
- Ensures SCRA has an in-depth and evolving understanding of the broad range of customers' requirements, particularly in relation to children, young people and their families.