



	<i>Item</i>	<i>Purpose</i>	<i>Lead</i>
1.1	Apologies		
1.2	AOB		
2.	Declarations of Interest		
3.	Board member Updates		
4.	Minutes/Committees		
4.1	Minute of Board Meeting held on 21 September 2022	Approval	
4.2	Board Workplan		
4.3	Action log		
4.4	Matters Arising		
5.	Audit & Risk Committee		
5.1	Draft Minute of Meeting held on 17 November 2022	Information	
	Reports		
6.	Chief Executive's Report	Noting	PR/CE
7.	Budget Monitoring	Approval	Head of Finance and Resources
8.	Budget 2023/24		
9.	Organisational Performance Report	Approval	Head of Strategy and OD/Data Manager
10.	SCRA Business Plan a. Business Plan 2023/24		Head of Strategy and OD/Data Manager
11.	Keeping The Promise Update	Noting	Head of Strategy and OD/Data
12.	Locality Performance Review		
13.	Research Plans 2022/23	Noting	Head of Policy and Practice/Information
14.	Annual Policy Review	Approval	Governance Officer
15.	Strategic and Operational Risks	Approval	Head of Finance and Resources
16.	New risks		Board Members/Executive
	Date of Next Meeting Wednesday 25 January 2023		

Wednesday 22 September 2021 at 10.30am
By Teams

Present:

Michelle Miller (Chair)
Jim Edgar
Anela Anwar
Martin Toye
Suzanne Vestri
Kay Barton

In Attendance:

Neil Hunter - Principal Reporter/Chief Executive
Ed Morrison - Head of Finance & Resources
Alistair Hogg – Head of Practice & Policy
Lisa Bennett - Head of Strategy & OD
Susan Deery - Head of Human Resources
Helen Etchells – Senior Operational Manager
Paul Mulvanny – Senior Operational Manager
Pamela Armstrong - Governance Officer, Minutes
Donald Lamb - Data Manager, Item 7
Nick Rougvie - Scottish Government, Sponsor Team
Tom McNamara - Scottish Government, Sponsor Team

	<i>Item</i>	<i>Timescale</i>	<i>Action</i>
1.1	AOB None		
1.2	Apologies Monica Sweeny – UNISON Lorraine Moore – Board Member		
2.	Declarations of Interest None		
3.	Minutes/Committees		
3.1	Minute of Meeting held on 22 June 2022 Agreed as an accurate record.		
3.2	Board Action Log Reviewed and agreed.		
3.3	Workplan Reviewed and agreed.		
3.4	Matters Arising No matters arising.		



	Item	Timescale	Action
3.5	<p>Audit & Risk Committee - Draft Minute of Meeting held on 18 August 2022</p> <p>Jim Edgar, Chair of the Audit and Risk Committee and Board Member updated the Board in the following areas:</p> <ul style="list-style-type: none"> • Information Governance <ul style="list-style-type: none"> ◦ 6 Monthly report • Quality Assurance and Performance <ul style="list-style-type: none"> ◦ Decision making and drafting of grounds in cases involving domestic abuse ◦ Data Quality Exercise follow up • External Audit <ul style="list-style-type: none"> ◦ Annual Report 2021/22 (Restricted until publication) ◦ 2021/22 Annual Audit Report, Covering Letter and ISA 580 Letter of Representation Draft 2021/22 Accounts ◦ Draft 2021/22 Annual Accounts and Management Representation Letter • Internal Audit <ul style="list-style-type: none"> ◦ Internal Audit Progress Report • Pensions Update <p>The Board Chair acknowledged the high levels of detailed assurance provided by the Committee.</p>		
	Reports		
5.	<p>Board Member Recruitment – Update</p> <p>The Board Chair advised members the current recruitment round is now complete. Young Persons feedback around the process was positive with the panel and young people concluding the same recommendations.</p> <p>Ministerial approval for both Board appointments is expected next week.</p>		
6.	<p>Chief Executive's Report</p> <p>The Principal Reporter/Chief Executive spoke to the update report which detailed a wide range of activity across the organisation.</p> <p>Noted:</p> <ul style="list-style-type: none"> • Staff Partnership • Strategic Partnership <ul style="list-style-type: none"> ◦ Children's Hearings Improvement Partnership (CHIP) ◦ Bairns Hoose Governance Group • Scottish Government Liaison • Legislative Impact Assessment Work • Ministerial Visit • Staff Event Planning 2023 		



	Item	Timescale	Action
	<ul style="list-style-type: none"> Quality Improvement & Managing Change <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> The programme of work on the 40 Calls to Action will be presented at a future meeting. The UK budget statement is expected to be announced this week, A financial memorandum is being developed against the care and justice bill. 		
7.	<p>OPR</p> <p>The Data Manager introduced the report for the period 1 April to 30 June 2022</p> <p>Noted:</p> <ul style="list-style-type: none"> This report uses a balanced scorecard approach which attributes measures within the organisation into four quadrants; three aligned to the aims within our business plan: Care; Connect; and protect and another quadrant around recovery or exceptions. This provides a concise report which enables a fuller focus on the key areas of performance throughout SCRA. Continuing feedback from the Board will be used to inform future development. There are no targets applied to operational indicators (decision making and Hearing scheduling) currently in 2022/23 due to the pandemic and the recovery work required. This position will continue to be reviewed in conjunction with the Board. The OPR was discussed at the Planning and Performance Network on the 6th September. This is an internal SCRA network for locality managers led by the Senior Operational Managers and as such provides a good forum for discussions about local and national issues. There was significant discussion about two areas within the report; long term absence and absence and delay. The view around absence is that though it is showing an improving picture, there are a number of staff who are on phased returns and therefore the feeling locally is that there are still significant pressures from absence albeit they should be easing in the coming months. In terms of delay, localities are keen to start tackling delay and in areas where delay is high, that process has already begun. Part of this is an increased visibility as to outstanding decisions with Senior Practitioners in particular becoming more involved. 		



	Item	Timescale	Action
	<p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • There is concern early hearings are more focused on requirements from parties other than families. • A number of reasons, including long term absence are contributing to an increase in the number of hearings over 100 days. The Recovery Team are being utilised, where possible. • There is strong support from Locality Reporter Managers to reintroduce locality targets. SOM's are considering how best to reintroduce from April 2023. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the Q1 Organisational Performance Report 2022/23, covering the period 1 April to 30 June 2022. 		
8.	<p>Budget Monitoring Report</p> <p>The Head of Finance & Resource introduced the report which provides a summary of SCRA's financial position for the year to August 2022 and forecast (based on July results) for the full year 2022/23.</p> <p>Noted:</p> <ul style="list-style-type: none"> • The Scottish Government (SG) has allocated revenue funding of £25.16m for 2022/23, with acknowledgement that up to £3.1m further resource may be required, bringing the total to £28.26m. SG, however, asked that SCRA identify savings to mitigate this pressure due to the difficult wider context of public finance. EMT identified £260k of savings, and the Board therefore approved a revenue budget of £28.0m in March. • The Scottish Government has allocated capital funding of £1.95m for 2022/23 and the Board approved a £1.95m capital budget in March. • From 1/4/22 there is a change to the accounting treatment of long-term lease obligations within NDPBs. This has no impact on decision-making or operations, and no impact on SCRA's available capital or revenue resource: SCRA has to merely report the spend to SG and in its statutory accounts differently, and draw down working capital cash, rather than Resource GIA cash, in order to make payments to landlords. SCRA is in frequent dialogue with Sponsor Team and SG Finance to ensure this is correctly managed. • The overall accruals based revenue underspend is £448k (1.6%). The underspend along with additional Grant in Aid is required to support a higher pay offer. Impacts on service delivery and plans and priorities will be kept under constant 		



	Item	Timescale	Action
	<p>review by EMT and discussed with Sponsor Team at regular Accountability meetings. The capital budgets show little variance at this stage.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • When implementing a vacancy freeze, communication and transparency are absolutely key. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve re-allocation of forecast revenue savings of £448k to support the pay remit approved by the Remuneration and Nominations Committee. • To approve a request to Sponsor Team for additional revenue grant-in-aid of £260k. • To agree EMT develop a plan to implement a vacancy freeze (unless exceptional circumstances) from the mid-point of the year. 		
9.	<p>Financial Strategy</p> <p>The Head of Finance & Resources introduced the report, providing an updated Financial Strategy for the period 2023/24 to 2027/28 following a review by the Head of Finance & Resources in conjunction with EMT.</p> <p>Noted:</p> <ul style="list-style-type: none"> • Financial sustainability over the term of the Financial Strategy will require continued in year support from Scottish Government for new and unforeseen budget pressures, around 6% increases in annual revenue funding (9% in 2023/24), delivery of savings and efficiencies, continuing capital investment in infrastructure and very close budget management from budget holders, supported by Head Office business partners. • The next 18 months will see a transition from continuing to bed in new ways of working, through planning for major policy, operational and legislative change and into implementation of further transformational changes to service delivery. This will take place against a backdrop of significant pressures on public sector funding. • Discussions are underway with Sponsor Team to ensure a good, shared understanding of SCRA's corporate and financial objectives for 2023/24 and the period to 2027/28. It is hoped this will result in a different outcome to the standstill revenue funding in 2022/23. <p>Agreed:</p>		



	Item	Timescale	Action
	<ul style="list-style-type: none"> To approve the updated Financial Strategy 2023/24 – 2027/28 		
10.	<p>Annual Accounts 2021-22 & Management Representation Letter</p> <p>The Head of Finance introduced the paper recommending the Board approve the 2021/22 accounts for signature by the Accountable Officer and approved the Management Representation Letter for signature by the Accountable Officer.</p> <p>Noted:</p> <ul style="list-style-type: none"> Audit Scotland (AS) has completed the audit of SCRA's 2021/22 accounts and has submitted a final audit report to the Accountable Officer. The audit report expresses an unqualified opinion on the financial statements and on the regularity of the financial transactions. The accounts were submitted to the Audit & Risk Committee on 18 August 2022 and were approved on that date. <p>Issues arising during discussion:</p> <p>The Head of Finance and Recourses expressed his thanks to the Audit Scotland Team, the Corporate Planning and Performance Manager and the Finance manager for their continued support.</p> <p>Agreed:</p> <ul style="list-style-type: none"> To approve the 2021/22 accounts for signature by the Accountable Officer. To approve the Management Representation Letter for signature by the Accountable Officer. 		
11.	<p>Annual Procurement Report</p> <p>The Head of Finance introduced the report which highlights Procurement activity during 2021/22 in line with SCRA's Corporate Procurement Strategy and the Procurement Reform (Scotland) Act 2014 and the ongoing contribution of the Procurement Strategy to SCRA's ongoing work.</p> <p>Noted:</p> <ul style="list-style-type: none"> In accordance with The Procurement Reform (Scotland) Act 2014, SCRA is required to publish an Annual Procurement Report which should include: <ul style="list-style-type: none"> A summary of the regulated procurements that have been completed during the period covered by the report; A review of whether those procurements 		



	<i>Item</i>	<i>Timescale</i>	<i>Action</i>
	<p>complied with SCRA's Procurement Strategy;</p> <ul style="list-style-type: none"> ○ The extent to which any regulated procurements did not comply, and a statement detailing how SCRA will ensure that future regulated procurements do comply; ○ A summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the period covered by the report; ○ A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the report period; ○ A summary of regulated procurements expected to commence in the next two financial years; and ○ Reporting on other matters as contained within SCRA's Corporate Procurement Strategy. <ul style="list-style-type: none"> • The report also provides an overview of SCRA procurement performance across the year as well as the range and scope of the Procurement Teamwork and its criticality to the smooth operation and support of many aspects of SCRA's work. • In addition to the mandatory sections, the report also provides an update on other procurement activity including work in connection with COVID-19, Equalities & Inclusion, Cyber Resilience, Fair Work and Climate Change. • A copy of the Annual Procurement Report will be published on SCRA's website and a link will be sent to the Scottish Ministers. 		
12.	<p>SCRA Annual Report</p> <p>The PR/CE introduced the report which covers the period 1 April 2021 to 31 March 2022.</p> <p>Noted:</p> <ul style="list-style-type: none"> • The Annual Report will be published at 10am on Thursday 27 October 2022 and will be available on SCRA's website (www.scra.gov.uk). This date has been agreed with our Sponsor Branch at the Scottish Government and the report will be formally laid in the Scottish Parliament on the afternoon of Wednesday 26 October 2021. 		



	Item	Timescale	Action
	<ul style="list-style-type: none"> The report contains the regular Looking Ahead segment to reflect we are now more than six months into the new business year. This is authored by the Principal Reporter/Chief Executive (please note this is a draft for the Board meeting). As with previous years, a copy of SCRA's Annual Accounts 2021/22 (including Performance Report) will be laid in the Scottish Parliament at the same time as the Annual Report. This is published as a standalone document, but there is a link to the accounts in the Annual Report. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> The Board were thanks for their helpful and constructive comments during the drafting of the Annual Report. <p>Agreed:</p> <ul style="list-style-type: none"> To approve SCRA's Annual Report 2021/22 To approve arrangements for publication of SCRA's Annual Report 2021/22. 		
13.	<p>Keeping The Promise - Update</p> <p>The Head of Strategy and OD introduced the report, providing the Board with a high-level update on the work being undertaken to address the Promise in SCRA in the previous period.</p> <p>Noted:</p> <ul style="list-style-type: none"> SCRA's Keeping The Promise Programme Board continues to oversee delivery and receives detailed reporting to ensure that plans are supported, aligned and that any risks or issues are visible. There has been a great deal of activity across both reform and improvement since the report to Board in June. A series of face-to-face staff engagements took place throughout June. The Keeping the Promise Programme manager, supported by members of the team, visited every locality for a half day to update them on the work and answer any questions that they had, and to undertake a consultation exercise with them - around the questions posed on the Hearings System Working Group HSWG Issues List. As trailed in the June report, a Collaborative Redesign Project has been initiated. This is a 		



	Item	Timescale	Action
	<p>partnership between the Scottish Government's Office of the Chief Designer, The Promise Scotland, Scottish Children's Reporter Administration and Children's Hearings Scotland. The project is working on the consultation / engagement and design that is needed to produce proposals for redesign of the Children's Hearings System (Plan 21-24 The Promise).</p> <ul style="list-style-type: none"> • Work continues across the improvement projects that have been defined, agreed and have charters in place. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The Board asked about the involvement of children and families in the co-design process. The Head of Strategy and OD advised that while involved during the consultation stage, they do not currently exist within the co-design teams. 		
14.	<p>New Risks No New Risks Identified</p>		
15.	<p>Proposed 2022 Board/Committee Dates The Board agreed the proposed 2022 Board and Committee dates.</p>		
	<p>Date of Next Meeting: Wednesday 14 December 2022, by Teams</p>		



SCRA Board Meeting Workplan January 2023

Business Item	Wed 25/01/23	Wed 29/03/23	Wed 21/06/23	Wed 20/09/23	Wed 13/12/23
Strategic/Corporate					
Policy & Influencing Report			✓		
Research Programme					✓
Risk Register			✓		✓
Governance					
Audit Committee Minutes		✓	✓	✓	✓
Committee Annual Reports			✓		
Remuneration & Nominations Committee Minutes		✓	✓		
Board Committee Membership		✓			
SCRA Standing Orders Review (Next due March 2025)		✓			
Finance					
Budget Monitoring Report	✓	✓	✓	✓	✓
Draft Budget	✓	✓			✓
Annual Report & Accounts				✓	
Financial Strategy				✓	
Planning					
Draft Corporate, Corporate Parenting & Business Plan	✓ (BP)	✓		✓	✓
Draft Annual Report				✓	
Annual Workforce Planning Report		✓			
Communications Plan			✓		
Performance					
Organisational Performance Report		✓	✓	✓	✓
Operational		✓			
Locality Performance Reviews					✓
Chief Executive's Report		✓	✓	✓	✓
Complaints Review			✓		
Inclusion Annual Report			✓		

Business Item	Wed 25/01/23	Wed 29/03/23	Wed 21/06/23	Wed 20/09/23	Wed 13/12/23
Environmental Annual Report		✓			
Overview of Policies Annual Report					✓
Health & Safety Annual Report		✓			
Procurement Report				✓	
Property Strategy			✓		
Keeping the Promise update		✓	✓	✓	✓
Staff Survey	✓	✓			
Agile Policy (Next review Sep 2024)		✓			
SCRA Framework Document (next review 2024)					
SCRA Whistleblowing Policy (next review Dec 2024)					



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Chief Executives Report

**Accountable
Director:**

Neil Hunter

Date: 14 December 2022

Recommendation:

1. To note the Chief Executives update report

Reason for Report	At request of Board		
Resource Implications	n/a		
Strategy	n/a		
Equalities Duties	Indicate whether an Equalities and Human Rights Impact assessment (HRIA) is required and has been completed. Describe in the body of the report any issues/findings/adjustments that have been made.		
	Equalities Required/Completed	Impact	Assessment
	<input type="checkbox"/>	Yes	
	<input checked="" type="checkbox"/>	No	
	Issues/action points:-		
Consultation	EMT/Communications Manager/Information and Research Manager		
Document Classification	Open		

1. Staff Partnership

- 1.1 The National Partnership Forum (NPF) met as part of its regular quarterly cycle on 22 November. The main focus of the Forum was the conclusion of the review of Locality Support Administrator. This has been a lengthy and complex review, with extensive engagement and consultation and which integrated the (previous) Support Assistant (Reception) [SAR] with the Support Administrator (SA) on the same grade, with a unified job description with SAR staff migrating to the higher SA grade. The review overall aimed at removing demarcation between support roles, improving flexibility and operational resilience. In addition the review aimed at ensuring that the core key tasks such as case processing, customer care and corporate parenting duties were embedded on all support roles and given parity of esteem and reward.
- 1.2 The original implementation date was extended to November by agreement with UNISON and the Principal Reporter/CE. This was as a result of continued concerns raised by a significant minority of support staff about the scale of the job description and the implications of role unification. UNISON consulted further with members and re-ran some survey work to specify the nature of the ongoing issues being expressed by members. On receipt of the survey results UNISON passed these to SCRA to consider and respond to as well as offer an opportunity to provide further reassurances to staff on issues such as training, support and operational deployment.
- 1.3 SCRA made the decision to move ahead with the implementation of the review, having satisfied ourselves that all issues raised had been, in our view, positively responded to. We have now established a co-ordinating and review group which will draw support from the Business Managers, link closely to the Locality Support Managers, steer through the planned learning and support programme, review and report on progress towards full implementation by end October 2023.
- 1.4 The NPF also received updates on the recent Digital Skills Assessment undertaken by SCRA which has now helped us establish a new baseline on the self-assessed skills and confidence of staff in working within and across digital systems. This programme of work sits aside the ongoing systems development of CSAS, virtual hearings and early exploration of automation and artificial intelligence in our future work and adds to the comprehensive approach we are taking which starts and ends with increased confidence and application of our own staff group as digital systems grow and develop.
- 1.5 NPF received its regular update on the financial position of SCRA and touched on the ongoing pay negotiations between SCRA and UNISON, albeit these are conducted via a separate negotiating framework and not within the Partnership Agreement.

2. Strategic Partnerships

2.1 Childrens Hearings Improvement Partnership (CHIP)

2.1.1 The CHIP met last on 14 November. The substantive agenda item was the work being led by Our Hearings Our Voice on changing the language of the hearings system. This is a key part of OHOV's 40 Calls to Action and is fundamentally aligned to Keeping the Promise. SCRA are enthusiastic supporters of this work and have launched an additional complimentary piece of work looking at all of our formal written communications with children, young people and their families. CHIP partners are also supporting the language work and this is a powerful demonstration of the need to embed cultural and system change across all agencies who have a responsibility for delivering Childrens Hearings in one way or another.

2.1.2 The CHIP received a detailed policy update from the Scottish Government covering a range of issues including:

- Progress in the reintroduction of the UNCRC (Incorporation) (Scotland) Bill – scheduled for early 2023
- The Childrens Care and Justice (Scotland) Bill – being introduced to Parliament before Christmas
- The first full year of full implementation of the Age of Criminal Responsibility (Scotland) Act 2019 – and plans for a lessons learned event early in 2023 – which will also set the direction of travel for the Ministerial requirement to review the age of criminal responsibility within 3 years of full enactment
- The work programme surrounding the National Care Service (NCS) and the work underway to assess the degree to which children's services will be integrated within the NCS

2.1.3 The SCRA Chair and Principal Reporter/CE recently met with Professor Brigid Daniel to discuss the work of the Independent Steering Group which is overseeing a programme of research by the Centre for Excellence in Childrens Care and Protection (CELCIS) on the evidence base for integration of children's services in the NCS, SCRA research and policy staff will meet with the CELCIS research lead shortly to offer full support, access to data and professional insights in support of this key work programme.

2.2 Youth Justice Improvement Board (YJIB)

2.2.1 YJIB has not met in the last cycle and will not meet again until March 2023. The focus of the youth justice policy team has been the preparation for the introduction of the Childrens Care and Justice (Scotland) Bill (CCJB)

2.2.2 As part of SCRA's preparations for the CCJB we have undertaken a detailed analysis of the operation and hence financial impact of some of the provisions thought to be contained in the Bill – namely the extension of the age of referral to the Principal Reporter and the possible extension of victims provisions. The PR/CE led a small group to examine this. The outcome of this work has been submitted to the Scottish Government CCJB Team to inform their accompanying Financial Memorandum to the Bill. The most recent version of this analysis can be viewed [here](#). In summary the report concludes that:-

- SCRA will experience a combined 18% - 29% increase in referrals to the Reporter each year that must be investigated in order to determine a child's circumstances.
- SCRA will schedule and support 730- 1350 additional hearings per year and increase of 3% -6% on 2020/21
- SCRA will manage an additional 730 – 1070 proceedings at court each year and increase of 8%-11% on 2020/21
- SCRA will schedule and support an additional 400- 900 review hearings an increase of 3% - 7% on 2020/21
- SCRA will manage an additional 10- 40 appeals against hearing decisions per year an increase of 2%-7% on 2020/21
- An estimated increase in overall operational staffing costs of £1.94m required to meet the impact of the legislation
- significant expansion of the national Victim Information Service
- a 2 year package of implementation support, training and practice development, commencing in the year prior to enactment

2.2.3 Summary 2023- 26 costs assessed at October 2022 (prior to draft Bill provisions being fully known)

	2023/4	2024/5 ¹	2025/6	2026/7	2027/8
Core staffing ²		1.900	1.995	2.095	2.200
Property adaptations	500	500			
CSAS	300	300			
VIS		80	105	110	116
Implementation					
Training	80	84	40		
Practice Development	55	58			
Programme Support	40	40	20		
Total	975	2.962	2.160	2.205	2.316

3. Sponsor Team Liaison

- 3.1 Our regular SG/SCRA Accountability meeting took place in late November. Budget provisions for 23/24 were the key area of focus. Following the meeting the Principal Reporter wrote formally to the Deputy Director (Care and Justice) to highlight the issue of temporary contracted staff within SCRA who's contracts will end in March 2023. These staff have been subject to extensive training and support from SCRA and are now all competent in the full range of SCRA statutory duties, commensurate to their role. Given the imminent introduction of

¹ 2024/5 is assumed as year 1 of Bill implementation

² Staffing proposals are subject to 5% assumed uplift aligned to SCRA's 5-year financial strategy 2023-28 approved by SCRA Board in September 2022

the CCJB to Parliament the letter focussed on the wisdom of releasing these staff at the end of their contract, whilst the known expansion of SCRA's operations and potentially the role of the Childrens Reporter (via the Keeping the Promise programme) will require us to go to the expense of recruitment and retraining in 23/24 of additional staff to support our new duties.

3.2 There have been a plethora of reviews of the relationship between Scottish Government and Public Bodies since the 'Smarter Sponsorship' Review in 2015. The most recent iteration is the review by Eleanor Ryan (The Ryan Review) in 2022 which looks at progress against the 2015 recommendations. The established key elements of the various review have been:-

- maximising the contribution which public bodies can make to the achievement of national outcomes;
- Setting clearer expectations of public bodies on their collective contribution to achieving National Performance Framework outcomes and Public Service Reform priorities
- mitigating the reputational risk to SG of operational and governance failures in public bodies;
- ensuring that managing public body relationships is seen as a key area in which SG needs to build and maintain capability
- ensuring that the considerable cost of staff time spent on managing public body relationships is being used efficiently.
- Aligning overall planning to projected budgets and medium-term financial plans
- mitigating risks and having robust joint arrangements to deal with issues that arise.

3.3 Whilst the majority of these objectives are viewed and described from an SG perspective – those relating to national performance framework alignment, financial planning and risk are highly relevant to SCRA in the next phase of our relationship with our sponsor team. The Principal Reporter/CE has been increasingly calling for a clear financial framework to be established for - not just SCRA – but the whole Hearing System – as we seek to face the challenges operationally, legally, financially and in relation to consistent delivery of outcomes over the next 3 – 5 years. The risks around financial sustainability to SCRA and the Hearing System as a whole must now be considered acute as we will discuss at item 8 in today's Board agenda. Despite detailed 5 year financial strategies and robustly assessed (and accepted) needs from SCRA it is of considerable note that in the last 10 years SCRA has carried a budget deficit in 8 of those financial years.

3.4 SG and SCRA will conduct 2 separate exercises in 2023 – one will be an officer led self-assessment of our sponsor/body arrangements in light of the ongoing reviews and recommendations. The second will involve the Chair and Accountable Officer alongside senior sponsor officials to look at the strategic alignment of SCRA to SG and Ministerial objectives.

4. System Leadership work with Childrens Hearings Scotland (CHS)

4.1 The senior teams of CHS and SCRA met in a facilitated development session on 29 September 2022. The aim of this session was to look at how the senior leadership teams will work more effectively together in light of the current and future significant challenges facing the Childrens Hearing System. The senior teams as a result of the session have agreed some immediate undertakings made at session in relation to 3 key areas:-

- Values and principles (underpinning our work)
- Creating a strategic space for our work to take place (complimenting our existing business space)
- Working together on common challenges and priorities

4.2 Values and Principles of working together

4.3 The senior teams will formally agree the values and principles of working together highlighted at the joint workshop, we will embed in the way the teams work together and attempt to live to these in our day to day management and leadership practice. These principles will act the guide to the senior teams in navigating this complex and fast changing environment we work in. From time to time the senior teams wilk make time to stop and reflect on how they are working to these principles as well as further improvements they can make.

4.4 Strategic space

4.5 The teams agreed to create regular strategic space to meet, reflect, review, plan ahead and support areas of joint work, co-ordination and sharing. This will include sharing area of emergent thinking on future developments within the direction of CHS and/or SCRA. This is in line with our stated values and principles – with a focus on openness, honesty, sharing of ideas and anticipating future implications of change. This space will also be used to forward plan the need for programmes of work between CHS and SCRA, to consider what necessary oversight and accountability might be useful.

4.6 This strategic space is distinct from the monthly business focussed sessions CHS and SCRA have committed to so far. They will be organised in advance and we agreed that we would benefit from a combination of both internal and external input. In this sense it can be a rational meeting point for external partner agencies to talk to us about mutual issues and future developments.

4.7 Common Key challenges and priorities

4.8 Challenges and priorities were readily identified throughout the development session – some key elements were:-

- Responding constructively and meaningfully to the Promise and the final recommendations of the Hearing System Working Group
- Working towards improved sustainability and capability across the Hearing System to embrace the required level change and transformation
- Making our work efficient, effective and more clearly sighted on outcomes for children

- Providing the necessary leadership and support to steer the Hearing system through the next transformational stage(s)

5. Staff Survey 2022

- 5.1 The staff survey for 2022 opened on 21 November and will run to 9 December 2022. The opening of the staff survey was accompanied by a special [Team Brief](#) from the Principal Reporter/CE, reminding staff of the importance of the survey in helping drive change and improvement in SCRA. High level results of the staff survey will be available to the Board and staff in January 2023 with detailed action planning being undertaken by the SCRA/UNISON Health and Wellbeing Group between January and March with a final report to the Board and wider staff group in March 2023.

6. Managers Event

- 6.1 We re-established the managers event in June 2022 after suspending it during the pandemic. The managers event is a forum for the whole of the SCRA management and leadership cohort to come together – to look at organisation wide issues and to focus on our collective priorities. The June event evaluated well – with its focus on workforce in the post pandemic period, lessons learned from Covid, how the organisation was gearing up to Keep the Promise and our work to more effectively plan and manage change across our organisation after a bruising and acute period of change during the previous 2 years.
- 6.2 In [November](#) we focussed on the changing financial climate and its implications for SCRA, the levels of risk and resilience challenges now being carried by the organisation as a result of the deteriorating position. We had an excellent external input from an experienced senior public sector manager on leading change in complex environments and difficult times. The Senior Operational Managers led a session on effectiveness and efficiency in our case processing work – a key priority of the 2022/3 Business Plan. The Head of Strategy and Organisational Development outlined the approach we hope to take to future delivery of business plan priorities – including the establishment of a Programme Board aimed at ensuring cross project, cross organisational integration, a dedicated cadre of project management capability, well defined workstreams with clear scope, objectives, timelines, defined resources and unambiguous accountability and reporting arrangements. Through this approach SCRA will tease itself out of our business as usual mindset – which has served us well in terms of organisational stability – up to the point of the pandemic - to one that recognises the new volatile policy, legislative, financial and operational environment and the need for much more focussed arrangements for delivering improvement, adaptation and change.
- 6.3 Plans are well advanced for the delivery of a programme of Quality Improvement and Change Management Training for all managers up to summer 2023, the re-establishment of our Locality Reporter Manager and Locality Support Manager Networks. The aims of these networks is to:

- ensuring SCRA manager feel able to feed into SCRA organisational and policy development
- Create opportunities for the networks to influence content and focus of future management and leadership development programmes
- Ensure the fora act as a key sounding board for development of SCRA strategy and planning, priorities and focus
- Create conditions for working together and to improve efficacy and reach of cross organisational communication on key issues
- Deliver opportunities for more cohesion – more understanding and mutual support in our management and leadership
- Breaking down a common unifying understanding on the organisational challenges ahead (at all levels) and an agreed approach to how we meet these

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION**Budget Monitoring Report Period 8 2022/23**

Accountable Director: Principal Reporter/Chief Executive **Date:** 14 December 2022

Report prepared by: Head of Finance and Resources

Recommendations:

1. To approve allocation of further revenue underspends to support a revised pay offer.
2. To approve a request to Sponsor Team for additional revenue grant-in-aid to support a revised pay offer.
3. To note the capital position for the year to November 2022.

Reason for Report: Board review and approval

Resource Implications: Within available resources

Strategy: Within agreed plans

Consultation: Sponsor Team, EMT and Budget Holders

Equalities Duties: An Equalities Impact Assessment is not required.

Document Classification: Not protectively marked

1. Introduction

- 1.1 This report provides a summary of SCRA's financial position for year to November 2022 and forecast (based on October results) for the full year 2022/23.

2. Background

- 2.1 The Scottish Government (SG) has allocated revenue funding of £25.16m for 2022/23, with acknowledgement that up to £3.1m further resource may be required, giving a total of £28.26m. SG, however, asked that SCRA identify savings to mitigate this pressure due to the difficult wider context of public finance. EMT identified £260k of savings, and the Board therefore approved a revenue budget of £28.0m in March. In September the Board agreed to a request for the £260k grant to support the pay offer bringing the total back to £28.26m .
- 2.2 Depreciation is a non-cash charge, and is excluded from the expenditure tables in section 3.
- 2.3 The Scottish Government has allocated capital funding of £1.95m for 2022/23 and the Board approved a £1.95m capital budget in March.
- 2.4 From 1/4/22 there is a change to the accounting treatment of long-term lease obligations within NDPBs. This has no impact on decision-making or operations, and no impact on SCRA's available capital or revenue resource: SCRA has to merely report the spend to SG and in its statutory accounts differently, and draw down working capital cash, rather than Resource GIA cash, in order to make payments to landlords. SCRA is in frequent dialogue with Sponsor Team and SG Finance to ensure this is correctly managed.

3. Revenue

- 3.1 The following table summarises the position to November by expense head:

Previous Full Year Actual £000	Expense Head	Budget Year to November £000	Actual Year to November £000	Variance Year to November £000	Full Year Budget £000	Full Year Forecast £000	Forecast Variance £000	Forecast Variance %
21,262	Staff Costs	15,007	14,088	-919	22,510	22,464	-46	-0.2%
2,899	Property Costs	2,003	1,877	-126	3,005	3,027	+22	0.7%
72	Travel Costs	75	61	-14	112	105	-7	-6.3%
2,821	Other Operating Charges	1,928	1,906	-22	2,895	2,832	-63	-2.2%
3	Capital Financing	2	2	+0	3	3	+0	0.0%
-466	Other Income	-282	-242	+40	-422	-375	+47	-11.1%
26,591	Sub-total	18,733	17,692	-1,041	28,103	28,056	-47	-0.2%
-26,046	Grant In Aid	-18,840	-17,800	+1,040	-28,260	-28,260	+0	0.0%
545	Net Total for SCRA	-107	-108	-1	-157	-204	-47	

- 3.2 Year to date revenue expenditure is £1,041k under budget.

The staffing underspend to date is projected to decrease by the year end following a pay settlement. The property cost underspend to date is due to the timing of invoices (particularly FM) and is expected to reverse. Other Operating Charges is underspent to date due principally to the timing of ICT support and licensing invoices.

3.3 The following table summarises the position, excluding depreciation and unfunded pensions, to November by budget centre.

Previous Full Year Actual £000	Cost centre	Budget Year to November £000	Actual Year to November £000	Variance Year to November £000	Full Year Budget £000	Full Year Forecast £000	Forecast Variance £000	Forecast Variance %
188	Communications	147	130	-17	220	217	-3	-1.4%
9,490	East and Central Scotland Area	6,479	6,203	-276	9,722	9,669	-53	-0.5%
299	Executive	200	171	-29	299	301	+2	0.7%
7,244	North West Scotland Area	4,867	4,731	-136	7,300	7,267	-33	-0.5%
1,377	Practice and Policy	1,014	1,032	+18	1,521	1,526	+5	0.3%
7,993	Support Services	6,026	5,425	-601	9,040	9,077	+37	0.4%
26,591	Net Total for SCRA	18,733	17,692	-1,041	28,102	28,057	-45	-0.2%

3.4 The forecast spend by Locality is detailed as follows:

Locality	Variance Year to November £000	Forecast Variance to March £000	Variance %
East & Central Scotland Office	-12	+4	+1.3%
Tayside And Fife Locality	-47	+14	+0.7%
South East Locality	-92	-31	-1.7%
Central Locality	-30	-1	-0.1%
Lanarkshire Dumfries & Galloway Locality	-82	-39	-1.7%
Ayrshire Locality	-14	+0	+0.0%
North West Area Office	+39	+103	+33.7%
Highlands And Islands Locality	-67	-63	-5.5%
Grampian Locality	-45	-40	-3.2%
North Strathclyde Locality	+1	+18	+0.8%
Glasgow Locality	-65	-52	-2.2%
	-414	-87	-0.5%

The Locality and Head Office position is shown in greater detail in Appendix A.

3.5 East and Central Scotland

Following the budget reset, the East and Central area are forecasting overall an underspend of £56.5k on staff costs as result of staff vacancies and the implementation of the vacancy management process. However, Tayside and Fife are forecasting staff costs to be £10k above budget due to the timing of the input of the revised budget.

Small overspends in some non-staff cost categories have been forecast including higher amounts expected for translation, postage and some travel expenditure.

3.6 North West

The North West area is forecasting an underspend of £33.6k with staff costs overall projected to be close to the revised budget. However, there are differences between different localities with the North West Area Office forecast to have an overspend of £108.5 due to the virtual hearing team and North Strathclyde locality not being able to meet their savings target to date due to staffing pressures. All three other localities are forecasting underspends due to staff vacancies and the implementation of the vacancy management process.

Other operating charges are projected to be £29k below budget mainly as a result of lower than expected translation costs, court costs and postages.

3.7 Head Office

Support Services

Material items within the support services £37K forecast overspend on revised budget:

Cost centre	Over-spend	Under-spend	Comment
FN	51		Shortfall on income expected from Celcis secondment
HR		(49)	Staff savings including additional savings on recovery team of £25k, savings on Grade A to B's £27k.
HR	15		Cost of pensions model within itrent not known at budget setting.
IT	10		Unable to make staff savings target within staff lines.
IT		(90)	Estimated savings on Scots Charge.
PL	16		Staff overspend as Keeping the Promise LRMs extended, partly offset as not filling Corporate Parenting post.
PL	18		Additional costs of management events and QI days.
PR	23		Rent overspend due to delay in handing back first floor in Hamilton.
PR		(17)	Savings in rates, water rates and shared costs.
PR	14		Savings on reactive costs partly offsetting revenue costs of Dalkeith and Lerwick works.
PR	40		LBTT tax payable on Hamilton, Elgin and Glasgow totalling 26k. Also 14K overspend on bought in services required.

Executive

Executive are forecasting £2k overspend on revised budget as unable to make savings target in small team.

Press and Communications

Press and comms have a £3k underspend due to savings on press cuttings identified after revised budget.

Practice and Policy (including Our Hearings, Our Voice)

Practice and Policy is forecasting £5k overspend. £11k of staff savings target will not be achieved. This is partially offset by £6k savings in Our Hearings, Our Voice. Legal fees are showing no variance, but there is a risk of overspend as very close to budget.

3.8 There are a number of uncertainties within the current forecasts.

- Legal fees are on track, but will overspend if average monthly costs increase for any reason. Orkney case costs are included within forecast.
- SCOTS and CSAS costs underspend may increase, currently being reviewed.
- digital plans spend, currently allocated against capital, that may be met from revenue.
- the churn within, and duration of, the temporary centralised teams (Recovery Team, the core Virtual Hearings team, the wider Virtual Hearings team and the Organisational Helpdesk);
- the final pay award.

3.9 The Remuneration and Nomination Committee on 1st September approved a pay award of 5% plus progression and a non-consolidated award for the lowest grades. In discussion with Scottish Government Pay Policy the Head of HR was required to slightly reshape the offer to fit with new parameters and to meet Unison request for the full award to be consolidated. The offer which added £767k to forecast spend has now been rejected by Unison members. Work will commence immediately on a revised offer in consultation with the Remuneration and Nominations Committee, Sponsor Team Pay Policy. Although the latest forecast underspend is below £50k there may still be some pessimism in the forecasts so SCRA will target an underspend of £100k to support a revised offer whilst discussing possible additional support from Scottish Government.

3.10 The vacancy management procedure has been in operation for a number of weeks. The small group tasked with making decisions on business cases are trying to strike a balance between ensuring no team is made unstable and the need to reduce financial pressures. It has been necessary to take a very short-term view in reaching decisions with a reluctance to make forward commitments beyond 31/3/23 until the funding position is clearer.

3.11 SCRA has made the case for funding in 2023/24 to retain fixed term reporters and assistant reporters who are now trained but have no substantive role in the organisation. Further discussions will take place with Sponsor Team following the publication of the 2023/24 Scottish Government budget on 15th December 2022. The objective is to provide some clarity to this group before formal consultation starts before the end of December.

4. Efficiencies

4.1 As approved by the Board in March 2022 efficiency savings of £150k (0.6%) have been targeted in 2022/23 (vacant space savings £25k, procurement savings £50k, Head Office staff savings £50k, Locality initiatives £25k).

4.2 The Budget Efficiencies Group, Business Managers and Finance Manager focus on ensuring Locality efficiencies (both cash and time releasing) are tracked and captured for inclusion in efficiency reports.

5. Core Capital

5.1 Net expenditure in the period to November 2022 is £521k. Details of the budgets, actual spend and forecast are as follows:

	Board- approved Budget March 2022 £000	Adjust- ments £000	Available Budget 2022/23 £000	Actual YTD Nov £000	Full Year Forecast £000	Variance forecast to budget £000
Property Programme						
Alloa	30		30	6	57	27
Elgin – Hearing suite upgrade and staff areas	130		130	1	167	37
Glenrothes 1F feasibility	0	15	15	(3)	15	0
Aberdeen – meeting room/admin areas	0	35	35	35	35	0
Hamilton – smart working reconfiguration	250		250	12	250	0
Dumbarton – hearing room reconfiguration	30		30	0	30	0
Project contingency	0	30	30	0	30	0
21/22 projects	0	5	5	9	14	9
Project designs	0	0	0	0	16	16
Corporate projects	25	0	25	0	0	(25)
Stirling – smart working reconfiguration	350		350	84	347	(3)
LED Lighting retrofits	40		40	0	40	0
Livingston capital element of rent	50		50	0	50	0
Hearing Room Improvement Programme	100	30	130	4	131	1
Various condition surveys, upgrades, redcoration	80		80	0	80	0
Minor Works	100	76	176	13	157	(19)
Digital Programme						
CSAS Further Development	419		419	255	419	0
Technology Refresh	104		104	72	104	0
Contingency	242		242	33	242	0
Total capital	1,950	191	2,141	521	2,184	43

- 5.3 Whilst leases are not yet concluded for Alloa and Elgin it is hoped work on both projects can start on site in January. EMT have approved a revised project spend for Elgin of £167k.
- 5.4 Scottish Government have approved the business case for the lease of ground to floor three in Bell Street from February 2024. Planning has started for a project in 2023/24 to relocate the training facilities onto floor two or three.
- 5.5 Works and furniture projects in Hamilton were tendered but not awarded until receipt of Ministerial approval for the joint business case (SCRA, PIRC and SCTS). The main outstanding issue now is finalisation of the legals, meantime contractors have been asked to re-submit their prices and the focus is now on getting a contractor on

site on 9th January 2023. The project is expected to overspend based on the revised design agreed in the Spring and rising costs.

- 5.6 The first phase of works in Stirling is almost complete, the second phase and furniture delivery is expected to be completed by mid-January 2023. It is possible the Stirling project will underspend albeit a number of aspects of the project have still to be finalised.
- 5.7 The Hearing Improvement Programme works will start in January and complete by March 2023 including installation of new furniture.
- 5.8 Of the £176k budget available for Minor Works, £156k has been allocated against site-specific projects, with the remaining £20k held for emerging works. The forecast underspend has reduced from £29k in September to £19k.
- 5.9 There continues to be significant challenges in the current market place with fewer contractors tendering for works, a reluctance to hold tender prices for any length of time and delays in supply chains. It is still expected that the bulk of the property programme will be delivered this year and the Head of Property expects to manage overspend on the Elgin and Hamilton projects within the overall approved budget.
- 5.10 The Digital Programme budget for 22/23 is £765k. CSAS Development includes CSAS upgrades, virtual hearings development and extract, transform and load (ETL) data integration costs. Technology refresh includes monitors and Hearing Rooms technology and a small revenue provision for potential licence costs. Contingency includes contingency budget for the other two streams plus provision for AI Mind Foundry, pre-production environment costs and cyber security costs. The joint AI Mind Foundry project is unlikely to conclude within the financial year.

6. Conclusion

- 6.1 The overall accruals based revenue underspend is £47k (0.2%). An underspend of £100k will be targeted which along with additional Grant in Aid will be required to support a revised pay offer. The impact of an uncertain funding position and the vacancy freeze on service delivery and morale is kept under constant review by EMT and discussed with Sponsor Team at regular meetings. The capital budgets show little variance at this stage.

7. Recommendations

- 7.1 To approve allocation of further revenue underspend to support a revised pay offer.
- 7.2 To approve a request to Sponsor Team for additional revenue grant-in-aid to support a revised pay offer.
- 7.3 To note the capital position for the year to November 2022.

East And Central Scotland Area

	Ayrshire Locality	East & Central Scotland Office	Central Locality	Lanarkshire Dumfries & Galloway Locality	South East Locality	Tayside And Fife Locality	Total
Staff Costs	+3.0	+2.8	-2.5	-40.3	-29.5	+10.0	-56.5
Property Costs	-1.5	-1.0	+0.0	+0.0	-0.5	+0.0	-3.0
Travel Costs	+0.0	+2.0	+0.5	+0.0	-0.5	+0.0	+2.0
Other Operating Charges	-1.3	+0.0	+1.0	+1.0	-0.2	+3.5	+4.0
Income	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0
Total	+0.2	+3.8	-1.0	-39.3	-30.7	+13.5	-53.5

North And West Scotland Area

	North West Area Office	Highlands And Islands Locality	Grampian Locality	North Strathclyde Locality	Glasgow Locality	Total
Staff Costs	+108.5	-34.0	-51.5	+12.5	-38.0	-2.5
Property Costs	-4.0	-11.0	+17.5	+7.0	-3.5	+6.0
Travel Costs	-2.0	-10.5	+6.5	-1.0	-1.0	-8.0
Other Operating Charges	+0.5	-7.0	-12.8	-0.5	-9.3	-29.1
Total	+103.0	-62.5	-40.3	+18.0	-51.8	-33.6

Head Office

	Communications	Executive	Finance	Human Resources	Information Systems	Planning	Practice & Policy	Property	Total
Staff Costs	-1.5	+5.0	+0.0	-49.0	+10.0	+34.0	+11.0	+4.0	+13.5
Property Costs	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+19.5	+19.5
Travel Costs	+0.0	-1.5	+0.0	+0.0	-2.0	+2.0	+0.0	+0.0	-1.5
Other Operating Charges	-1.5	-1.5	+5.0	+15.0	-89.0	+0.0	-6.0	+40.0	-38.0
Capital Financing	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0
Other Income	+0.0	+0.0	+46.0	+0.0	+0.0	+0.0	+0.0	+1.5	+47.5
Total	-3.0	+2.0	+51.0	-34.0	-81.0	+36.0	+5.0	+65.0	+41.0



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service: Lisa Bennett, Head of Strategy

Date: 14th December 2022

Report Author: Lisa Bennett/Roma Bruce Davies

Recommendation:

- 1. To note the progress update on SCRA's Keeping the Promise Programme.**

Reason for Report: For Noting

Resource Implications: Within current budget.

Strategy/Service Plan Implications: Corporate Plan and all related strategies

Consultation:

EHRIA Duties: Not Applicable

Document Classification: Not protectively marked

1	Introduction
1.1	SCRA is committed to Keeping the Promise and to working positively and effectively with our partners in doing so.
1.2	This report seeks to provide the Board with a high level update on the work being undertaken to address the Promise in SCRA in the previous period.
1.3	SCRA's Keeping The Promise Programme Board continues to oversee delivery and receives detailed reporting to ensure that plans are supported, aligned and that any risks or issues are visible.

2	Progress Update
2.1	<p>Staff engagement:</p> <p>The intensive work around staff engagement concluded in October. The below image details the steps taken in this engagement with the final piece still underway at time of writing.</p>
2.2	<p>SCRA Staff Engagement: Progress Update</p> <p>The diagram illustrates the SCRA Staff Engagement process from February to November 2022. It is structured as a 3x3 grid of steps, each represented by a circle containing a date and a list of activities. The steps are connected by arrows, indicating a sequential process. The final step in November 2022 is highlighted in yellow. The diagram concludes with the 'the promise' logo.</p>
2.3	<p>The key product of this engagement was a report, compiled to summarise the extensive data that had been collected. A draft report was reviewed by EMT and by the Programme Board alongside tabled raw data.</p>

2.4	The final report SCRA KTP Staff Engagement Report - November 2022.pdf was submitted to the Hearings System working group at the start of November.
2.5	The report draws out the key themes from the staff engagement relevant to the sections of the HSWG Issues List.
2.6	The engagement from staff was hugely encouraging in terms of attendance numbers, ideas and observations. This is critical for us in ensuring that the professional experts in this field have had the opportunity to be involved in the process.
2.7	The engagement was very honest, open to change and creative. Views coming from the staff group were wide ranging – and at times offered opposing views – but that is positive and demonstrates the different perspectives and potential to be explored.
2.8	Within the report, the areas that were most consistently put forward by staff were highlighted for the group to consider.
2.9	The report will be used by of Hearings System Working Group (HSWG) as one of the many pieces of evidence to support their deliberations.
2.10	It was agreed that the report would not be published externally as this had never been the intention or proposed to staff in the engagement sessions – and in fact, may have prohibited staffs willingness to be involved or to ‘give’ so openly.
2.11	<p>Next Steps</p> <p>SCRA staff sessions on 29 Nov, 1 Dec and 8 Dec to provide feedback on staff engagement sessions.</p>
2.12	<p>CHS Staff and Volunteer Report</p> <p>CHS have also completed their staff and volunteer community report and have provided this to the HSWG. Unlike SCRA’s report, CHS published their report in full. It can be read here https://www.chscotland.gov.uk/media/5qpo0iex/hswg-contribution-08-11-22.pdf</p>
2.13	<p>Hearings System Working Group Emerging Themes Report</p> <p>The HSWG have published an Emerging Themes report which can be read here hearings-system-working-group-emerging-themes-report.pdf (thepromise.scot)</p>

2.14	Collaborative Re-design The work of the Collaborative Redesign Project and collaborative design teams is now complete. The final output has been completed and was presented to HSWG on 29 November.																														
2.15	The collaborative redesign project were tasked to produce a set of proposals, focussed on different parts of the Hearings System for presentation to the Hearings System Working Group, based on the Hearings System Working Group Issues List categories: <ul style="list-style-type: none">• Avoiding the need for compulsory measures of supervision (“Before”)• Children and their Hearing (“During”)• Meeting the needs of children after their Hearing (“After”)																														
2.16	The collaborative project teams began work at the end of August and worked together until the end of October in line with the service design methodology.																														
2.17	Each project team worked together for 5 days of full project team work following the plan illustrated below.																														
2.18	Between project team days, the core team met numerous times to debrief, work on what was gathered from the project team days, iterate the prototypes and to plan for facilitation of the next project team day. The work was highly collaborative and intensive.																														
2.19	<table><tr><td>Day 1</td><td>Design</td><td>Key Concepts and User research</td><td>During session activities</td><td>Support team time</td><td>Design Mentoring Support</td></tr><tr><td>Day 2</td><td>Ideas</td><td>Methods for idea development</td><td>During session activities</td><td>Support team time</td><td>Design Mentoring Support</td></tr><tr><td>Day 3</td><td>Prototypes Part 1</td><td>Planning and building prototypes</td><td>During session activities</td><td>Support team time</td><td>Design Mentoring Support</td></tr><tr><td>Day 4</td><td>Prototypes Part 2</td><td>Iterating prototypes</td><td>During session activities</td><td>Support team time</td><td>Design Mentoring Support</td></tr><tr><td>Day 5</td><td>Presenting</td><td>Methods for communicating design work</td><td>During session activities</td><td>Support team time</td><td>Design Mentoring Support</td></tr></table>	Day 1	Design	Key Concepts and User research	During session activities	Support team time	Design Mentoring Support	Day 2	Ideas	Methods for idea development	During session activities	Support team time	Design Mentoring Support	Day 3	Prototypes Part 1	Planning and building prototypes	During session activities	Support team time	Design Mentoring Support	Day 4	Prototypes Part 2	Iterating prototypes	During session activities	Support team time	Design Mentoring Support	Day 5	Presenting	Methods for communicating design work	During session activities	Support team time	Design Mentoring Support
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Day 5	Presenting	Methods for communicating design work	During session activities	Support team time	Design Mentoring Support																										
2.20	The final output prepared by the Support Teams is a document which includes:- <ul style="list-style-type: none">• An introduction setting out the context and preparatory work• A prototype map showing how they fit together across the system• How Might We statements for Before, During and After																														

	<ul style="list-style-type: none"> • Stakeholder Maps for Before, During and After • Outcomes Matrices for Before, During and After • Prototype pages for each of the approx. 30 prototypes developed including an image of the prototype and sections detailing the problem the prototype solves, the goal, the vision, the description of the concept, unintended consequences and a testing plan.
2.21	In accordance with the communications plan for the Collaborative Redesign Project, project team members have been asked not to reveal details of the work / prototypes to others at this stage. The reasoning is that the proposals are for the consideration of the HSWG only. The final recommendations to Scottish Government will be dependent on which elements the HSWG decide to recommend.
2.22	It will therefore not be possible, at this stage, to communicate details of the output to SCRA staff as part of the feedback on engagement. What can be done is to focus on the SCRA staff engagement report and offer reassurance as to the alignment, in general terms, between that and the final output. It is also possible to highlight those areas of the design work where information has already been provided in the HSWG Emerging Themes report.
2.23	The HSWG will consider the design work along with the other research they have instructed. They will be spending time in early 2023 considering, deliberating and decision-making in relation to the final recommendations to be made to the Scottish Government by 30 April 2023.
2.24	The Collaborative Redesign Project will, to all intents and purposes, be stood down now that the design output is complete and handed over to HSWG. SCRA's KTP Programme Manager is linking in with Promise Scotland's Project Manager as to the extent of resource required for the next stages so that early planning can be done.
2.25	Next Steps
2.26	HSWG go into deliberation and decision-making from Jan / Feb 2023 including consideration of the collaborative redesign proposals.
2.27	Some testing of collaborative redesign prototypes in February 2023. Detailed plans for this are yet to be prepared but it is likely to involve consultation with stakeholders, impact assessments of the policy, financial and equalities impacts and may also include some testing and measuring of the operational impact where possible and appropriate.
2.28	HSWG will produce final recommendations to Scottish Government in April 2023.

2.29	Improvement
2.30	Work continues across the improvement projects. Currently there are eight live Project Charters of which two have been postponed. There has been a delay in securing final approval of three projects charters due to the Project Lead being on long term absence. One Project has been successfully completed and evaluation shared (sensory corner).
2.31	As before, in addition to the Project Charters there is a substantial amount of improvement work continually taking place in relation to the KTP 2021-24 Route Plan.
2.32	The Keeping the Promise Programme Board continues to meet to oversee delivery of the Route Plan for improvement and reform, to consider communications and to assess any escalated risks.
2.33	The Programme Board encouraged the programme to consider timelines and plans for the integration of the projects – with each other and into mainstream work, to allow us to see the improvements and to assess the impact on operational delivery as we move forward.
2.34	The programme management framework being implemented internally, provides the structure to take this forward – to draw alignment between standards set by the Promise team and efficiencies required operationally.
2.35	Mainstreaming and identifying ‘operational’ Promise Projects will be a priority for 2023-24.

3	Recommendation
3.1	1. To note the progress update on SCRA’s Keeping the Promise Programme.



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Locality Performance Reviews 2022/23

Accountable Director : SOMs North West and East Central

Date : 14.12.22

Report Author : Helen Etchells, Paul Mulvanny, Myrian Lazo.

Recommendation:

1. To note the outcome of the 2022/23 SOM reviews.
2. To adopt the recommendation at (4) regarding reintroduction of locality KPIs in 2023/24.

Reason for report : For noting.

Resource implications : Within approved budgets.

Strategy : Within approved plans.

Consultation : Locality Management Teams, Head of Finance and Resources

Equalities duties : EHRIA not required.

Document classification : Not protectively marked.

1. Introduction

The annual Locality Performance Reviews (LPRs) are part of the established cycle which cover all aspects of operations. This report sets out the approach to the LPRs and findings of the reviews which were carried out in October and November 2022.

2. Approach and focus

The LPRs are formally structured meetings between the SOMs and Locality Management Teams (LMTs) which have been conducted twice yearly. The March review focusses on locality planning for the year ahead. The review in the autumn covers review of progress against the locality plan, including key organisational and local initiatives. The approach is one of constructive challenge in which the SOMs seek assurance on progress and to identify how to further assist localities with any objectives that are making slow progress. It is also a chance to re-assess the priorities within the locality plan and to adjust them to reflect changing circumstances.

Due to the ongoing response to the pandemic, the last LPRs took place in January and February 2022 and were reported to the Board in March 2022. The completion of these reviews in autumn 2022, places us back within the pre-pandemic annual planning and review cycle and provides a formal review at the halfway point in the locality plans.

LMTs were asked to focus on:

- Progress against Locality Plans – What progress has been made against key priorities and what are the main challenges that remain outstanding? What are the areas of continued focus? What should be carried over into next year?
- Performance – What does this add to the picture on progress and areas of continued challenge?
- Risk – A comprehensive review of Locality Risk Registers
- Key priorities for 2023/24

Each LMT was provided with a Locality Planning Review pack which comprised:

- ZOHO update on progress against the Locality Plan
- Performance snapshot

3. Progress against Locality Plans

At Appendix 1, there is a ZOHO report which shows the progress that has been made across all 9 localities. The ZOHO report shows that good progress has been made, across all 9 Localities against planned activity.

The 9 Locality Plans fold down the organisational priorities which are set by the Operational Plan which is at Appendix 2. They also include priorities which are specific to the individual localities. This report focuses on the 9 priorities set out in the Operational Plan.

3.1 Contribute towards and support the work of SCRA's KTP Team

Digital engagement with children, young people and families is being supported by offering choices around how they participate in a hearing and practical support to do so digitally through virtual hearings.

Participation in the KTP Team's staff engagement sessions on reform of the Hearing System and participation was actively encouraged by Localities and there was enthusiastic and engaged involvement in those sessions.

Externally, there is consistent involvement with local partners in the structures that are emerging to support and implement the Promise across all 32 local authorities however, the extent to which those groupings are actively involved in improvement work is more inconsistent. Given the focus on a shared approach to service design, re-engagement with Champion's Boards has been attempted but the extent to which those groups have been restarted post pandemic is inconsistent.

There is improvement work underway in all localities. This includes a Test for Change in Ayrshire supporting the engagement of children, young people and families in hearing scheduling.

3.2 Develop a digitally confident and mature workforce

All teams participated in the digital skills baseline assessment which was undertaken by HR. The national strategy to support digital L&D is awaited.

In addition, some teams undertook their own assessment and have used the results to inform the local approach to improving digital confidence, including the use of mentors, coaching and one to one support to lift digital skills. Staff have been encouraged to seek support and a positive message to embrace all things digital has been promoted with an emphasis on digital as the norm and that digital skills are key for all staff.

Digital leads and digital champions have a key role in localities, promoting new developments and sharing learning. Their success is influenced by the individual in the role and their own digital confidence.

3.3 Embed a flexible and agile working model

The Agile Working Policy is now embedded across the operational teams. Giving the variations in size, geography and working patterns, each team has taken a bespoke approach to implementation. There is a focus on operational resilience, wellbeing and equity which has led to changes to how teams work to accommodate agile working.

Implementation remains under review and is considered regularly at team meetings and in supervision. The impact on individual development, on the transfer of hard and soft skills when teams are not working in the same space, and how this can be achieved when individuals are dispersed is still being considered. This inevitably impacts skill levels across the organisation. There is also an impact on how individuals work in teams. Some teams are using touch down days, when the team all work side by side in the office, and their use is being assessed. The increase in the cost of living is having an impact on staff expectations on the balance of office and home days, with the cost of travel being considered against the cost of heating homes.

With the ending of the Recovery Team in March 2023 and its depletion throughout 2022, teams have reduced their reliance on this additional resource. Although teams have been proactive in workforce planning, seeking to pre-empt and respond to operational pressures, vacancy management has impacted their ability to plan effectively and poses a significant challenge. Its impact is beginning to be felt in operational teams.

3.4 Ensure organisation is ready and equipped for improvement and transformational change

All management teams are committed to attend 2 days of training on Quality Improvement Methodology and Change Leadership. The initial sessions have been well received and feedback has been positive.

There remains a sense that the volume and pace of change, internally and externally driven, continues to cause change fatigue amongst staff. Capacity within the workforce is a barrier to change and will be exacerbated by the loss of the recovery resource and vacancy management.

With the easing of pandemic restrictions, teams are reporting more contact with the senior team, particularly with the SOMs and Principal Reporter through team meetings, LMTs and locality events. Staff engagement with the Team Briefings, led by Neil, has been encouraged and these have been well attended and well received.

3.5 Promote and ensure staff wellbeing

Staff wellbeing is prioritised and embedded across all operational teams. There is good engagement through staff led locality health and wellbeing groups which promote a myriad of staff led wellbeing activities and engagement with national initiatives. There has been a welcome return to face to face locality wide events which have included a mix of L&D, such as the Language of the Promise and Trauma Training, alongside fun activities which have included highland games, axe throwing, crazy golf and board games. Localities are responding to staff concerns about the cost of living in their wellbeing responses which have included a Breakfast Club and Christmas vouchers for staff. Some have set up Menopause Groups and Cafes and shared their experience of doing so nationally.

Senior Practitioner led Learning and Development has been re-embedded post pandemic, with SPs reflecting team and organisational objectives in the local programmes. L&D is encouraged for everyone, alongside Personal Development Plans, but it is acknowledged that time is a barrier to full participation. There is a high number of Reporter and Assistant Reporter PDA candidates currently which impacts resourcing across all locality teams.

The timing of the LPRs in the autumn does not allow us to reflect on the detailed findings of the staff survey as we were able to at the start of the year. It is worth reflecting that the concerns about morale which were voiced by management teams at the start of the year were not as apparent in these discussions however the situation remains challenging and concern for staff wellbeing remains. The LPRs capture the views of management teams and not, directly, the views of the people in those teams. The SOMs have reflected on this and are considering how to capture direct feedback from operational staff in future LPRs.

3.6 Promote equality, diversity and inclusion in the workforce

Involvement with equality, diversity and inclusion took a back seat during the pandemic. It is beginning to be refreshed the EDI work and while some teams are well involved with EDI, others are making sure they have right people identified to take this work forward.

One locality described using EDI to embed a culture of kindness in the locality, respecting diversity and promoting inclusion and have successfully linked EDI into their wellbeing agenda.

The work with HR Partners to implement e-recruitment is currently on hold.

3.7 Work towards improving environmental sustainability

Although progress toward sustainability targets has been slowed by the pandemic, each operational team now has a Locality Sustainability Plan and is identifying a local champion to be part of a national network. This will support champions in delivering sustainability targets and bring together and support delivery of the many innovative ideas which are being generated in local teams. Some teams have already progressed local initiatives to promote sustainability and are exploring innovative approaches, such as solar panels on roofs, which will require capital investment.

3.8 Develop and embed an agile effective operating model

All operational staff are working within the Standard Operating Model and work had begun in localities before the introduction of vacancy management to ensure that the staff profile met the requirements of the SOM. Vacancy management will make this process much harder, particularly as we seek to meet the requirements of the Promise.

There are digital champions in all teams who participate in developing best practice, developments and improvement in the operation of CSAS and the SOM and who encourage operational staff to be involved in that process. They work alongside the OD Team to ensure familiarity with developments in the SOM. There are a couple of pilots underway to develop best practice in elements of the SOM.

It is of note that the complaints which were voiced about CSAS and the SOM were absent this year. Both are now widely regarded as helpful and users are realising the benefits of them. There are still snagging to be worked through but the mood and attitude towards them has shifted materially since the last round of LPRs.

Virtual hearings which, following the move to a Teams based platform at the start of 2021, were delivered by a central team, have fully transitioned to local delivery. Staff in the central teams have moved back to their local teams, sharing their knowledge within locality teams. Virtual hearings are now embedded in the operating model for Children's Hearings.

3.9 Engage with developments to optimise and enhance the operating model for effective and efficient service delivery

As noted at 3.8, work to optimise and enhance the SOM is well supported by the network of Digital Champions. Significant progress has been made through the year to improve the SOM with significant contribution from all sections of operational staff, fed through the Digital Champions. The SOM has also adapted to developments in CSAS and the Virtual Hearings Platform.

4. Performance

We reported in March that there was no significant backlog around hearings nor were there decisions being made where hearings were not being scheduled. While some pockets of delay remained, these were being tackled appropriately within teams. On the basis of the recovery metric which we were reporting against, we were able to say that we had reached a recovered position.

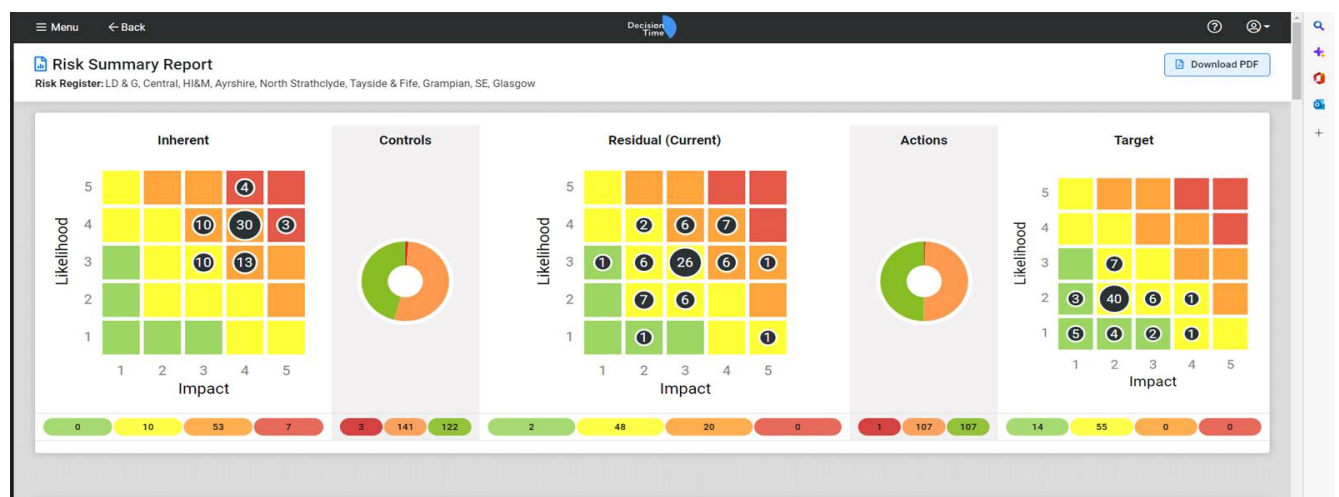
Nine months on, the position is largely unchanged. Reference is made to the OPR. Pockets of delay remain within the organisation and they are being tackled. A number of different approaches are being used to deal appropriately given the cause of the delay and teams are responding flexibly to the challenges they face.

The ongoing impact of the pandemic on partner agencies and where they are in recovery terms continues to have an effect on service delivery. More local authority social work teams are reporting challenging staffing conditions as a result of vacancies and staff turn over. The provision of information is impacting our ability to make decisions and provide adequate information to hearings. There is an impact on hearing scheduling as a result of panel member capacity. The courts are still impacted by their own backlog. We are seeing evidence that referral proceedings are not being prioritised alongside criminal cases and proofs are taking longer to conclude than pre pandemic given the delay in setting proof dates. Industrial action across education, Royal Mail and transport makes our operating environment ever more challenging.

However, LRMs are keen to reintroduce performance targets and feel the time is right to do so notwithstanding the current challenges. A soft re-introduction is proposed in quarter 4 of 2022/23 with a hard re-introduction within the locality plans for 2023/24. The level of those targets and whether the time is right to return to pre-pandemic KPIs will be subject to further discussion and input from the Board.

5. Risk

The LPRs included a comprehensive review of Locality Risk Registers, led by Ed Morrison using the Decision Time risk management tool. For the purposes of this report, a summary is included which shows that Localities have identified and are managing 70 risks, with around 7 in the red zone (inherent) and 20 in the amber zone (residual).



Decision Time has been welcomed by Localities and is regarded as a helpful and user friendly tool.

6. Priorities for 2023/24

Alongside the core operational business of the organisation, the key organisational priority for locality teams in 2023/24 will be working within the Programme Management Framework for delivery of the Business Plan 2022/24, particularly efficient and effective case processing. That will be developed from the start of January as we begin the locality planning cycle again.

LMT's were asked to identify their priorities for 2023/24 and a number of common themes emerged which are complementary to the organisational priorities:

- Staff health and wellbeing – ensuring there is a national and local approach to support staff emotionally and practically through provision of information, agile working, cost of living support, and building staff resilience through training.
- Creating efficiencies and better use of resources.
- Utilising systems and tools to generate efficiency, consistency and improving quality.
- Improving and streamlining reports and panel papers by working cohesively with partners and utilising best methods and practice from across localities to build a robust practice and improve the uptake of digital papers amongst panel members.
- Improving the referrals received through open engagement and discussion with referring organisations, supportive training on implementing a national approach and using consistent referring criteria.
- Improved use of PowerBi and case sampling to identify trends, patterns and issues and use current learning to develop robust working models for quality service delivery.

7. Next steps

LRMs will be involved in developing the Operational Plan for 2023/24. This work will commence at the start of 2023 and will include the priorities identified during the LPRs. It will also include actions from the Staff Survey, the results of which will be available in the new year. The organisational objectives in the Operational Plan will again be adopted in Locality Plans for 2023/24.

Facing a challenging future and a period of transformational change, ensuring operational alignment with organisational priorities will be key. A high level of engagement with operational teams will ensure that ideas and solutions are captured from the bottom up.

Planning and performance are the domain of the Planning and Performance Network (PPN). It meets regularly and provides the forum for LRMs to come together to keep the Operational Plan under review and to ensure that its aims and objectives remain current.

8. Conclusion

The Locality Performance Reviews are an opportunity to recognise the progress that locality teams have made and to gather detailed feedback from the frontline to identify new and continuing challenges and to plan for the future.

The SOMs are able to assure the Board that, notwithstanding the ongoing challenges in the current operating environment, the operational response has ensured that a continuous service has been provided and progress has been made towards completion of the objective set down in the Operational Plan.

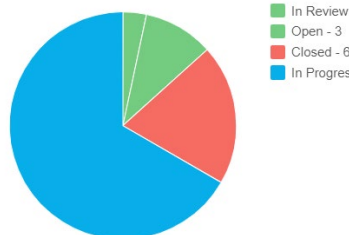
9. Recommendation

1. To note the outcome of the Locality Performance Reviews.
2. To adopt the recommendation at (4) regarding reintroduction of locality KPIs in 2023/24.

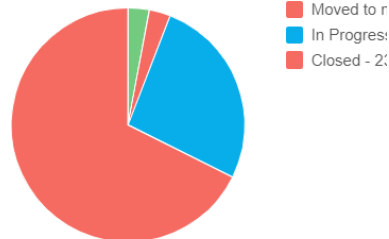
Annexure 1 ZOHO summary



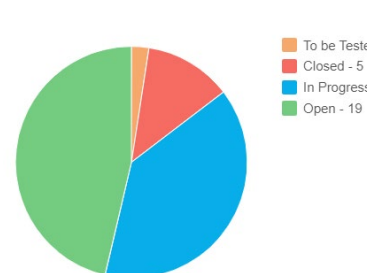
Tayside & Fife



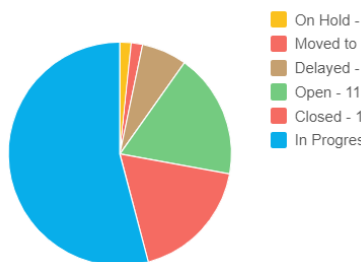
South East



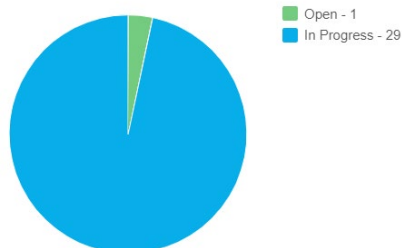
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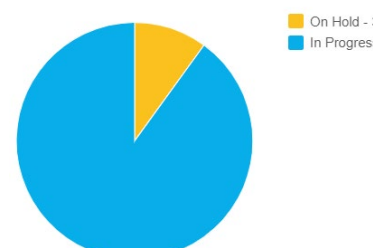
Lanarkshire, Dumfries & Galloway



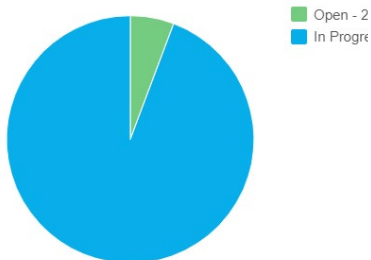
Highland, Moray & Eilean Siar



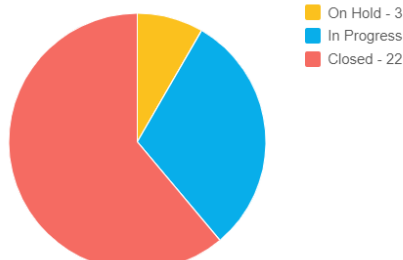
Grampian & Northern Isles



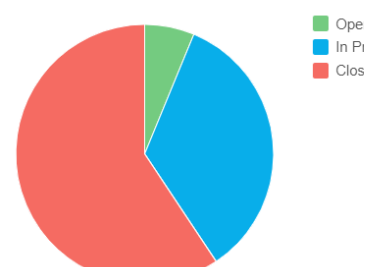
Glasgow



Central



Ayrshire



Annexure 2

Operational Plan 2022/23

Operational Plan 2022-23							
CP Ref	Org. Priorities No.	Priority (H,M,L)	Objectives	Actions	Lead(s)	Timescale	
						Start	End
CP:1.2	P3.1 P3.2 P4.1	High	1: Contribute towards and support the work of SCRA's KTP Team.	1.1: Participate in development of qualitative improvements aligned to the Promise Routeplan including alignment of the Standard Operating Model with The Promise.			
				1.2: Support digital engagement with children, young people and families.			
				1.3: Re-engage with local champions boards to take forward the Promise Routeplan.			
				1.4: Work collaboratively with local partners to support and implement The Promise through existing improvement work and to ensure alignment and cohesion in system wide improvements.			
				1.5: Promote and ensure engagement by all managers and locality teams on consultations on reform of the Hearing System outline in Plan 2021-24.			
CP:1.5	P1.6	High	2: Develop a digitally confident and mature workforce.	2.1 : Participate in a baseline assessment of digital skills and analysis of training required.			
				2.2: Promote and support L&D to address assessed skills gaps and ensure digital confidence and maturity.			
				2.3: Identify and train locality digital leads to promote the use of digital tools, ensure hardware is			

				operational and lead digital L&D.			
CP:3.2	P1.2	High	3: Embed a flexible and agile working model.	3.1: Revisit and refine local implementation of the Agile Working Policy.			
				3.2: Provide L&D to support managers leading dispersed teams.			
				3.3: Review and develop model of flexible service delivery and cross locality support, including preparing for ending of resource and support provided by temporary recovery team.			
CP:3.2	P1.1	High	4: Ensure organisation is ready and equipped for improvement and transformational change.	4.1: Assess and identify skills gaps and ensure managers and their teams have the necessary information, skills and tools to successfully lead and deliver change and to be confident participants in change.			
				4.2: Provide support and capacity to effectively plan for and successfully implement change.			
				4.3: Review and improve contact and engagement between local teams and the senior team to improve transparency and approachability.			
CP:3.3	P1.3 P1.4	High	5: Promote and ensure staff wellbeing.	5.1: Deliver national and local programmes to ensure physical and mental wellbeing and resilience of individuals and teams.			
				5.2 : Support and implement wellbeing activities and changes which enhance people's experience of work.			
				Engage Locality Health and Wellbeing Group to develop an updated plan for 2022/23 and support and promote planned activity.			
				5.3: Review and update L&D plans and PDPs, to reflect			

				individual and organisational objectives.			
				5.4 : Support and promote access to learning and development opportunities to support development and ensure people are skilled to deliver individual and organisational objectives.			
				5.5 : Review and update Senior Practitioner led locality L&D to reflect team and organisational objectives.			
				5.5: Embed and promote regular learning and development time for individuals and teams.			
CP:2.5	P1.5 P1.7	Med	6: Promote the equality, diversity and inclusion in the workforce.	6.1: Promote a culture where people feel included, valued respected and cared for, promoting rights, equalities and inclusion.			
				6.2 : Work with HR Partners to implement e-recruitment.			
CP:3.2		Med	7: Work towards improving environmental sustainability.	7.1: Work collaboratively with the Property Team, and share best practice with Localities to enable the delivery of the 2021-24 Locality Sustainability Plan towards Net Zero			
CP2.5	P2.1	High	8: Develop and embed an agile effective operating model.	8.1: Align the reviewed staff profile to effectively deliver the Standard Operating Model.			
				8.2: Participate in developing best practice in operation of CSAS, Practice Direction and operational process.			
				8.3: Implement a balanced model for national and local management of virtual hearings.			
				8.4: Participate in development of further iteration of the Standard Operating Model to reflect			

				user feedback, expand its scope to include virtual hearings and develop best practice on hearing arrangement in alignment with The Promise.			
	P2.2	High	9: Engage with developments to optimise and enhance the operating model for effective and efficient service delivery.	9.1: Engage with consultation on and development of core operational systems architecture to maximise ease of use and efficiencies.			
				9.2: Engage with review and development of the ongoing need for virtual hearings post pandemic and its coupling with CSAS.			
				9.3: Engagement by localities through Digital Champions to optimise the CSAS MVP and deliver enhancements where the existing functionality can/should be improved.			



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

SCRA Research Plans for 2023-24

Accountable Director: Head of Practice & Policy **Date:** 14 December 2022

Report Author: Research Manager

Recommendation:

1. To note SCRA's current research activities in 2022-23 and plans for 2023-24.

Reason for Report: *For noting*

Resource Implications: *Within approved budgets*

Strategy: *Practice & Policy*

Consultation: *EMT*

Equalities Duties: *No Equalities Impact assessment has been carried out. Consideration of equalities is part of the research ethics approval for each project.*

Document Classification: *Not protectively marked*

1. 1. Introduction

- 1.1. This report describes the research projects completed in 2021-22, research published, our current research activities and future research plans/significant team involvement for 2023-24.
- 1.2. Since the 2021 Board meeting, the Information and Research Team has undergone substantial changes. Prior to April 2022, Research Officers were managed by Dr Gillian Henderson, as part of the Information and Research Team, that also included colleagues from Information Governance.
- 1.3. The team has now been reconfigured into two separate entities - the Information Governance Team and the Research Team which now comprises three staff members.
- 1.4. Dr Sarah McGarrol took up post as part-time permanent Research Manager (17.5 hours) in August 2022, combined with a part-time Research Officer role (12.5 hours funded until March 2023). The other members of the Research Team include Dr Catherine Nixon (currently full time to end March 2023), and Dr Kirsty Deacon (full time, externally funded until December 2023).

2. Research reports published in 2022

- 2.1. The first report was the **Born into care in Scotland** study. This research was commissioned by the Scottish Government and was a collaboration between the Universities of Lancaster and Stirling, and SCRA.

The research had two parts – the first was on the volume and the incidence rates of infants becoming looked after away from home, using data from SCRA's data warehouse, on numbers of children becoming looked after away from home via the Hearings System: by infant age category; initial legal reason; and trends over time and by local authority.

The second part explored the concept of "subsequent infants" entering care and analysed information extracted from the SCRA case files of 70 children aged under 12 months with CSOs with residence away from home. It examined:

- Child, parent and family characteristics and concerns
- Pathways and permanence outcomes
- Recurrent care

This research report was published by the Scottish Government in April 2022.

- 2.2. The second report was published in June 2022 when SCRA published the **children aged 12 to 15 years involved in offending** study.¹

This research was commissioned by the Scottish Government to inform considerations on raising the age of criminal responsibility. The research examined in detail the cases of 400 children, including 100 who had been jointly reported to the Reporter and Procurator Fiscal, using information held in SCRA's case files and data provided by the COPFS. It looked at their backgrounds in terms of adversity and trauma, statutory intervention history, offending history, the circumstances of the child at the time of the offence referral, types of offences, statutory responses to offending, outcomes 12 months after the offence referral, and victims of offences committed by children.

Shortly before publication in June 2022, selected findings from the report were presented at the Scottish Government's Age of Criminal Responsibility Advisory Group, where the Minister for Children and Young People was present.

The importance of this piece of work was also reflected in media interest on its publication, including an opinion piece in The Scotsman by Karyn McCluskey, the CEO of Community Justice Scotland.

- 2.3. A further report on serious offending, adopting a mixed method approach, including interviews with Reporters was due to report by end March 2022. This has been postponed until March 2024.

2.4. **Our Hearings, Our Voice Evaluation**

SCRA carried out an evaluation of Our Hearings Our Voice (OHOV) during May to October 2021. The evaluation involved interviews and focus groups with the young people involved in OHOV, senior SCRA and CHS staff and Board Chairs, OHOV staff and a survey of CHIP members. The evaluation aimed to answer:

- What do OHOV Board Members and staff, and CHIP partner organisations see as the future strategic direction of OHOV?
- What value has been added by OHOV and how has this been utilised by agencies involved in the Hearings System; and how does the work of OHOV fit in and influence the strategic direction of CHIP partner organisations (e.g. on participation, equalities, children's rights)?
- What has enabled or hindered the operation of OHOV?
- Is the current operating model of OHOV effective and resource efficient?

Findings were reported to the CHIP in November 2021. A full report was published in late December 2021, alongside a version for children and young people.

¹ <https://www.scra.gov.uk/wp-content/uploads/2022/06/Children-aged-12-to-15-years-offending.pdf>

3. Journal articles published

- 3.1. A journal article co-authored by Drs Catherine Nixon and Gillian Henderson drawing on the “Decision making and outcomes for children under 12 with CSOs in residential care” research and entitled “How is the provision of residential care to children under the age of 12 associated with changes in children’s behaviour and mental wellbeing?” was published in the Scottish Journal of Residential Child Care in April 2022.²

4. Research briefing papers published

- 4.1. Two research summary briefing papers were published in April 2022 drawn from the larger research study “Decision making and outcomes for children under 12 with CSOs in residential care.”
- 4.2. The first briefing paper was entitled “Characteristics of 5-12 year olds on compulsory supervision orders with residential care conditions”.³ The second was “Effects of residential childcare on the socioemotional and mental health of children aged 5-12 on compulsory supervision orders with residential care conditions”.⁴
- 4.3. SCRA’s research team took part in a Twitter campaign organised by the Children and Young People’s Centre for Justice (CYCJ). This campaign was highlighting the impact poverty has upon the lives of children and families involved in the criminal justice system. From this, the Research Team produced the ‘Challenge Poverty’ briefing which was published on Connect in October 2022.⁵

5. Current Research

5.1. Decision making and outcomes for children under 12 with CSOs in residential care

This research will provide evidence on a national scale on the characteristics, care experiences and outcomes of children who have CSOs with conditions of residential care prior to their 12th birthday:

- What are the characteristics and family backgrounds of children placed into residential care before age 12?

2

https://www.celcis.org/application/files/7616/5055/3323/2022_Vol_21_No_1_Nixon_C_Henderson_G_The_provision_of_residential_care_to_children_under_the_age_of_12_how_is_it_used_and_is_it_effective.pdf

³ <https://www.scra.gov.uk/wp-content/uploads/2022/04/Summary-Briefing-Document-1.pdf>

⁴ <https://www.scra.gov.uk/wp-content/uploads/2022/04/Summary-Briefing-Document-2.pdf>

⁵

<http://sgsharepoint16/sites/connect/re/Latest%20News%20document%20library/Challenge%20Poverty%20Learning%202.pdf>

- How is placement into residential care before age 12 associated with health and social wellbeing, including education and offending outcomes?
- What are the decision making processes and operational constraints that underscore the placement of children under the age of 12 into residential care?
- Are there identifiable points for earlier intervention in the case histories of under 12s placed into residential care? And if so, what are these?

This is a mixed methods study, combining:

- A statistical analysis of data generated through a content analysis of information held in SCRA's case files in its Case Management System. This sample comprised of 135 children's cases.
- A trends analysis of the use of residential care CSOs from 2003-2019 using data held in SCRA's data warehouse.
- 58 semi-structured interviews with Foster Carers (10), Residential Care staff (19), Social Workers (9) and Children's Panel Members (20).

The research began in November 2019. Two briefing papers and a journal article have been published in 2022.

Catherine has been invited to submit an outline proposal for an article for a special edition of the open access journal Youth. The Special Issue will be entitled "Residential Care of Children and Young People." This issue aims to gather accounts of

- work concerning high-quality group care;
- creating residential settings specifically designed for the purpose of caring for children who have experienced pre-care trauma;
- the formation of and support for the care workforce;
- studies of histories of residential care;
- and research including the voice of young people in designing and providing care services.

If the outline proposal is accepted, a first draft of the article will be submitted in September 2023, with publication anticipated in early 2024.

To coincide with this a report on the qualitative analysis of the semi-structured interviews will now be published by end March 2024.

5.2. **Staying Connected: Care experienced children and young people with a sibling in custody**

A partnership of Families Outside and SCRA was successful in obtaining 2 years of funding (January 2022 – December 2023) from The Promise Partnership – Getting it Right for Brothers and Sisters Fund for this research which aims to answer:

- What are the levels of sibling imprisonment for care-experienced children and young people?
- Are care-experienced children and young people supported to maintain relationships with siblings who are in prison?
- What are the barriers and facilitators for care-experienced children and young people maintaining relationships with siblings who are in prison?

The project includes:

- Analysis of 200 case files on CSAS (SCRA's case management system). Preliminary findings highlight that around 4.5% of these children have at least one sibling who is or has been in prison. The sibling group sizes range from 4 to 11 siblings indicating a larger number of children impacted than simply the child within the sample.
- Interviews with up to 15 care-experienced children and young people who have experience of a sibling serving a period of remand or custodial sentence in a prison or secure accommodation, or who themselves have served a period of remand or custodial sentence and have a care-experienced sibling.
- Interviews with social workers and Reporters will be conducted (Nov 2022 – Feb 2023) to provide insights into the data from the Phase 1 case file analysis, and to gain an understanding of the processes and decision making which takes place for children within the Hearing system who have a sibling in prison.

Six young people within HMPYOI Polmont have taken part in the research interviews to date with further recruitment of care-experienced children and young people outside of the prison continuing until February 2023.

A care-experienced Project Officer and four Consultants have recently been recruited to the project and they will be involved in multiple aspects of the project, including some research activities, during 2023.

The final report will be published, along with an accessible version for children and young people, in October 2023, with a series of dissemination events to follow this.

5.3. Exploring the impact of Virtual Hearings on participation, rights and decision making

The young people in OHOV identified the need for research on virtual Hearings, and it is their input that has formed the basis of the research questions (below) and the topic guides for interviews/focus groups with young people. OHOV's involvement will continue throughout the research including some OHOV members being involved as co-researchers.

The findings of the virtual Hearings study will contribute to SCRA's 'Keeping The Promise 2021-2024' strategy by trying to understand how the use of virtual hearings impacts upon the participation and rights of children and

families, and whether there is a desire for virtual hearings to remain part of the offering made to children and families around participation as we continue to learn to live with Covid-19.

The research aims to answer:

- How are Virtual Hearings viewed and experienced by children, young people, their parents and caregivers?
- How do Virtual Hearings affect the rights of children and young people?
- How do Virtual Hearings affect decision making?

This is a mixed methods study and includes

:

- A survey which has been conducted with 242 foster and kinship carers in March 2022 is currently being analysed to explore the perceived impacts of virtual Hearings on children and young people. The analysis will also explore barriers and facilitators of participation, taking into consideration the changes that have been made to virtual Hearings over the course of the pandemic.
- Interviews and focus groups are being conducted with parents, foster carers, kinship carers, residential carers and secure care staff about their views of participating in virtual Hearings. To date 15 data collection sessions (interviews and focus groups) have been concluded with foster carers, residential care workers and secure care staff. These interviews aim to understand how attending Hearings virtually differs from the experience of face-to-face participation. They will also explore perceptions about the impact of virtual Hearings on decision making, rights and participation.
- Participatory research has been undertaken with 15 young people aged 14-21 to explore their views on Virtual Hearings. This research explores the same issues that will be explored with parents and carers, but adopts a child-centred and child-led approach to data collection. This element of the study has been coproduced with OHOV Board Members. The young people have helped develop the research materials, as well as a participatory research toolkit that can be used in wider SCRA research and consultation activities with children and young people.
- Routinely collected data about Children's Hearings are also being used to map the effect of the pandemic on rates of continuations, deferrals, appeals and requests for early reviews of decisions. Where available, data is being reviewed to assess how physical versus virtual attendance among children and young people is associated with participation and representation within Hearings.

Although the study is still in the early stages, an article for a special edition of the BASF Coram Adoption and Fostering journal focussed on “the digital revolution in child and family social work” has been accepted for publication, pending minor revisions. This is due to be published in early 2023. This article explores how the wider contextual factors of the pandemic, including the use of public health protections and emergency legislation, interacted with operational constraints and wider structural inequalities to affect the participation and rights of children and families within the Hearings System. In the process of describing these issues we identify the solutions put in place by the Children’s Hearings System to address these.

A conference abstract has been submitted and accepted for the ‘Childhood, Care and Coronavirus Conference’ held at Northumbria University, on the 9th December 2022. Catherine presented preliminary findings from the participatory research with young people element of the research. There is an intention by the organisers of this conference to produce an edited collection from the conference presentations. It is our intention to submit an article should this proceed.

The research began in January 2022. We aim to produce the full research report by end of 2023, with interim findings and recommendations made to SCRA EMT in March 2023. We will also explore opportunities for publishing additional findings from the study in academic journals during 2023-24.

6. Future research and/or significant Research Team involvement in SCRA work

- 6.1. Given the above research currently underway, and recent changes to the research team, it is anticipated that the current research commitments will continue during 2023 and into 2024. It is also anticipated that the research team will be involved in research activities related to wider system changes in the Children’s Hearings System, (e.g. the Promise) during this time.

In addition, SCRA are currently working in conjunction with the Scottish Government on a CivTech Challenge designed to explore ways in which Artificial Intelligence may be used to support service delivery. As part of this work the research team are working with Saidot (a Finnish company that specialises in AI governance and ethics), the Scottish Government and other colleagues within SCRA, to design and undertake consultation work with key stakeholders, frontline staff, as well as children, young people and their families.

Planning for this work is currently underway, with data collection likely to be concluded by August 2023, and a report of findings with recommendations drafted by the end of 2023

7. Conclusion & Recommendation

- 7.1. To recommend that the Board notes SCRA’s current research activities.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Overview of Policies

Accountable Director: Principal Reporter/Chief Executive **Date:** 14 December 2022

Report prepared by: Governance Officer

Recommendation:

The Board is asked to:-

- a) Note the programme of policy reviews undertaken in 2022, as outlined in section 3.1.
- b) Review and agree the schedule planned for 2023 and the proposed delegations for approval.

Reason for Report: Board discussion/approval

Resource Implications: Within available resources

Strategy: Within agreed plans

Equalities Duties: Equalities Impact Assessment not required (individual policies are subject to EQIA on agreement and/or point of review)

Document Classification: Not protectively marked

1. Introduction

- 1.1 The Board agreed at its September 2013 meeting that an annual overview report on policies be presented for noting by the Board. At its December 2020 meeting an action was taken to consider a change to governance and approach to reporting format.
- 1.2 This report covers the period from January to December 2022.

2. Overview of Policies

- 2.1 All policies are available to staff via Connect (SCRA's intranet).
- 2.2 To comply with the Public Sector Equality Duty (PSED) all new/revised policies, processes and/or practices require an EHRIA. Significant progress has been made in ensuring this compliance and strong joint work has been established with the SCRA Equalities Review Group who offer support, quality assurance and direction as well as oversight of plans and refinements to negate or reduce any assessed impacts.
- 2.3 The HR Sub-Group of the National Partnership Forum deals with policies that affect employment and/or that may have an impact on staff at work.

All SCRA policies are routed via the Partnership Forum for consultation.

- 2.4 Health and Safety policies are monitored and tracked by the Health & Safety Committee.
- 2.5 The Board agreed in 2021 that policies which set direction, require specific high-level scrutiny and governance arrangements or are of a novel/controversial, public interest nature will be routed via the Board. This is also in line with best practice. These include;
 - Whistleblowing,
 - Risk Management,
 - Fraud Policies
 - Complaints
 - Media Handling
 - Organisational Change,
 - Voluntary Severance/Redundancy Policy
 - Major revisions to SCRA terms and conditions
 - Overall Health & Safety Policy Statement
 - Records Retention and Destruction Policy
 - Anti-Harassment Policy
 - Safeguarding Policy
 - Data Protection & GDPR
 - Equality & Diversity Policy
 - Board Code of Conduct

3. Review of Policies

3.1 Over the reporting period (January – November 2022) work undertaken on policies and guidance is as follows:

Function	Status	Title	Review schedule
HR	New	Learning and Development Strategy	3 years
		Learning plan	Annually
		Inclusive Leadership Behaviours	As required
		Right to Disconnect Policy	As required
	Revised	Career Break Policy	Review schedule is every 3 years – unless sooner if required by legislative or policy change
		Volunteering Policy	
		Fixed Term Workers Policy	
		Internal Transfer Scheme	
		Recognition of Prior Learning	
		Leave Policy	
	Guidance	Investigation Guidelines	As required/monthly
		Covid-19 FAQ's	
Health & Safety	Revised	Display Screen Policy	As required
	Other	Flu Vaccination programme for staff	Annually
		Driving in inclement weather	As required
Information Governance	Revised	<i>Privacy notice for people involved in the Hearing System</i>	In line with practice developments
Information Technology Security	New	Incident Response Plan (Business Systems)	Review schedule is every 3 years – unless sooner if required by legislative or policy change
		SCRA Off-boarding Policy	
		CSAS SyOps for Admin Users	
		Digital Engagement Framework	
		CSAS On Boarding & Off Boarding Policy (Admin Users)	
	Revised	Virtual Hearing Platform (VHP) Security Policy	
		Virtual Hearing Platform (VHP) SyOps	
		Virtual Hearing Platform User Manual	
Practice	Practice Direction	Practice Direction 7 on Decision Making and Drafting the Statement of Grounds	As required by legislative amendments and/or subsequentals
		Practice Direction 34 on Disclosure of Evidence in Children's Hearings Proof Proceedings	
		Practice Direction 33 on Participation Rights and Legislative Changes	

		July 2021	As required by legislative amendments and/or subsequentals
		Practice Direction 4 on Non-disclosure	
	Practice Notes*	Age of Criminal Responsibility (Scotland) Act 2019	
		Child Sexual Exploitation	
		Requests by hearings for an independent report	
		Signed Witness Statements	
		PHPs to consider excusing the child	
		Close Connection	
		Recording Additional Hearing Decisions	
	Other	Requesting Allocation of a Safeguarder	
		Coronavirus Practice Issues relating to Hearings	
		Managing Attendance at the start of a hearing	
		Submissions on Hearsay	
		Briefing Note on Joint Investigative Interviews	
		Submissions on Close Connection	
Finance	Revised	Schedule of Delegated Authority	Annual
		Procurement Policy	Annual
		Fraud Policy	Annual
		Risk Management Policy	Annual

* Practice Direction is issued directly by the Principal Reporters through reserved statutory powers and duties

4. Programme for 2023

Function	Status	Title
HR	Revise	Performance Appraisal Scheme
Health & Safety	Revise	Staff code of Conduct
		Accident and Incident Policy
		Accident and Incident Form
		Accident and Incident Guidance Notes
		Eye Test Policy
		First Aid Policy
		Manual Handling Policy
		No Smoking Policy
		Sharps and Bodily Fluids Policy
		Violence in the Workplace Policy
		Control of substances hazardous to health (COSHH policy)

		Asbestos Management Policy
		Substance Misuse Policy
		Lone Working Policy
Information Governance	New	Privacy notice for people who contact us
		Privacy notice for SCRA job applicants
		Privacy notice for SCRA staff
		Privacy notice for people who sign up to receive our e-newsletter
	Review	Records Management Plan
		Breach Management and Reporting Procedures
		Retention Policy
Information Technology Security	Revise	SCRA Information Security Handbook
		CSAS accreditation data set
		The Incident Response Plan (Business Systems)
Practice	Revise	Practice Direction and other materials, including training, are updated on an ongoing basis to reflect any changes in legislation, case law or policy.
		Practice Direction and other materials will be reviewed to ensure proper reflection of any material UNCRC considerations.
		Work is ongoing with COPFS to revise the agreement on joint reporting of cases.
		Practice Direction and other materials will be reviewed as appropriate to ensure proper reflection of any Promise considerations.
		Locality-based Induction for Reporters and Assistant Reporters during their First Year in Post will be published in 2022.
		A revised Practice Note on Advocacy Services will be published in 2022.
		Further revisions to Practice Direction 4 on Non-disclosure will be published in 2022, reflecting the work of the Non-disclosure Focus Group.
		Practice Training on Harmful Sexual Behaviour, and related materials, are being developed with the aim of commencing delivery in 2023.
Finance	Revise	Schedule of Delegated Authority
		Procurement Policy
		Fraud Policy
		Risk Management Policy
		The Corporate Procurement Strategy 2020 – 2023

5. Recommendation:

5.1 The Board is asked to:-

- a) Note the programme of policy reviews undertaken in 2022.
- b) Review and agree the schedule planned for 2023 and the proposed delegations for approval.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Strategic and Operational Risk Registers

Accountable Director: Principal Reporter/Chief Executive **Date:** 14 December 2022

Report Authors: Head of Finance & Resources
Governance Officer

Recommendation:

1. To review the Strategic and Operational Risk Registers.

Reason for Report: For monitoring

Resource Implications: Not applicable

Strategy: Not applicable

Consultation: Executive Management Team, PPN

Equalities Duties: Equalities impact assessment not required

Document Classification: Not protectively marked

1. Introduction

- 1.1 This report provides an update to the Board on the Strategic and Operational Risk Registers.
- 1.2 The Risk Registers were last reviewed by the Audit and Risk Committee at its November 2022 meeting and the Board at its June 2022 meeting.

2. Risk Management in SCRA

- 2.1 SCRA's revised Risk Management Policy was approved by the Board at its meeting in March 2022. The Board has responsibility for the system of internal control and risk management within SCRA. The Risk Management Policy will next be reviewed by the Audit and Risk Committee in February 2023 and any changes reported to the March 2023 Board for approval. The Board charges the Audit and Risk Committee with overseeing the operation of the system of internal control and with ensuring robust risk management arrangements within SCRA, including reviewing the Strategic and Operational Risk Registers six-monthly.
- 2.2 The Risk Registers are kept under review by the Executive Management Team (EMT) and the Planning and Performance Network (PPN).
- 2.3 2022/23 Locality Plans have linked Locality Risk Registers and the common risk themes are reviewed by PPN with any escalated risks considered by EMT.
- 2.4 The risk register format includes an assessment of inherent, residual and target risk in order to demonstrate the impact of existing control mechanisms and to link the agreed organisational risk appetite.
- 2.5 A new risk management tool, Decision Time, has been rolled out and reports from the tool are attached. The tool is very intuitive and following training from the provider all risk leads are using the tool with support from the Head of Finance & Resources and Governance Officer.

3. Strategic Risk Register

- 3.1 The current Strategic Risk Register is attached at Appendix 1. The register and potential new risks have been considered at EMT meetings.

3.2 Changes to the register are as follows:

Risk 1 - IT Security measures are insufficient to prevent a successful cyber-attack on SCRA case information which results in loss of data which cannot be recovered. This risk is continuously monitored and the following actions have been completed;

- Hold briefing session SCRA Board members to inform them about the NCSC Board Toolkit
- DMARC has been implemented on the 4 domains SCRA commonly use.
- Implement NCSC Early Warning System to protect CSAS from attack.
- Engage an IT consultancy to review CSAS backup and recovery arrangements to ensure they meet business needs. CSAS DR&BC scenario exercises undertaken with external supplier support.
- EMT 'exercise in a box'.
- Attend seminars/events to learn from other public bodies experiences.
- Ensure all lessons captured from recent CSAS Major Threat.

There are two actions outstanding and the actions from the Internal Audit Cyber Security review will be added.

Risk 2 - The optimum model for CSAS ownership and accountability and a joint future partnership between SCRA and CHS is not adequately defined and agreed. This risk is owned by the Principal Reporter and National Convener and progress and actions are monitored at the Digital Change Advisory Board. Controls effectiveness has been re-assessed and the following actions have been completed:

- Agree a framework for application of the Digital budget in 2022/23 which gives agreed levels of autonomy in decision making for CHS/SCRA.
- Establish separate budgeting, payment and accountability arrangements between supplier and CHS/SCRA – (a) development (b) Support and Maintenance.
- Develop distinct Digital Capacity, proportionate to need across both Bodies
- The development of CHS and SCRA Digital Strategies for 2022/23, Aims and Objectives

There are two outstanding actions: responding to the recent Audit Scotland recommendation in relation to CSAS development priorities and identification of the risks of the current model.

Risk 3, SCRA do not maintain a skilled, motivated and flexible workforce which can meet current demands and future needs. No new actions have been added in the latest review and all actions are due for completion in the last quarter of 2022/23.

Risk 4, Significant policy, legislative and reform/transformation change agenda impacts on SCRA's ability to deliver core services or necessary change programmes. – Work is ongoing on assessing the impact on different areas of the organisation of policy, legislative, reform/transformation changes. The relevant working group is chaired by the Principal Reporter. Work to create a Programme Board is also ongoing.

Risk 5, Failure to progress Board approved Environmental plan (e.g. reduce GHG emissions by 10%-20% by March 2024) and inability to accelerate plans to meet new targets. Sustainability actions are now included in 2022/23 Business and Locality Plans and a Sustainability Working Group is meeting regularly however a number of the actions have been pushed back due to competing priorities.

Risk 6, Inability to engage with digital inhibits realisation of full potential of new technologies resulting in significant operational disruption. This been further developed by the Head of HR. Improving control effectiveness will be a continuing focus however the key mitigating actions are medium term.

Risk 7, Inability to meet staff expectations on pay/reward resulting in operational disruption/staff engagement in change. This a new risk, developed by the Head of HR and the wider EMT at its June meeting. A number of mitigating controls and actions have been identified as we move into negotiations with UNISON and the wider staff group.

Partnership between UNISON and SCRA continues to be strong with regular open and honest and transparent meetings including the National Partnership Forum and the JNCC. The Branch Secretary is also in regular contact with the Principal Reporter and the Head of HR.

A new risk - **2023/24 Scottish Government budget does not deliver required level of revenue funding with impact on ability to deliver a quality service and respond effectively to new legislative and policy pressures**. The Principal Reporter and Head of Finance & Resources are in regular dialogue with Sponsor Team and the SG Finance Business Partner and briefing materials have been provided as requested.

4. Operational Risk Register Profile

4.1 The current Operational Risk Register is attached at Appendix 2. The register and potential new risks were considered at a meeting on 26/10/22.

4.2 Changes to the register as follows:

Risk 1, “During the early implementation of CSAS there is a heightened risk of Non-Disclosure breaches”. The components of the risk are:

- Staff pressures
- Capacity for double-checks
- CSAS functionality changes
- CSAS migration

There is an extensive set of controls in place to mitigate this risk, most of which are assessed as operating effectively. Two actions are outstanding: concluding the work of the ND Focus Group and using CSAS to redact hearing outcomes on Records of Proceeding and CSOs.

4.3 Two new risks have been added to the Operational Risk Register. These will be developed further by the SOMs and Principal Reporter and discussed at the PPN meeting on 10th November.

- Reduced system capacity, particularly in key partners, impacts on SCRA efficiency in terms of progressing hearings and making decisions resulting in delayed outcomes for children and young people. Management capacity.
- Inefficient case processing and budget restrictions leads to delay in establishing the optimum workforce profile resulting in ineffective use of resources and reduced quality of service.

5. Conclusion

- 5.1 The risks across both registers focus on the ongoing challenges in the delivery of a safe and effective service with the focus on capacity, resources and information governance.

6. Recommendation

- 6.1 To review the Strategic and Operational Risk Registers.

Previous Papers:

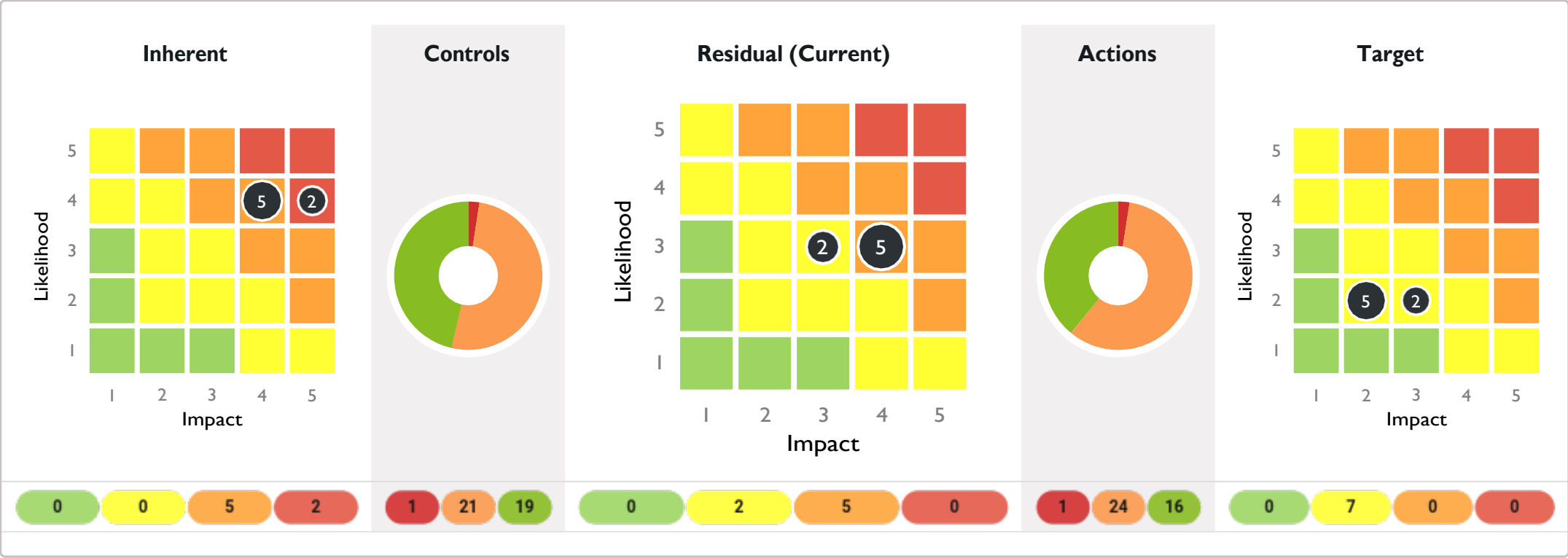
Risk Register Report to Audit & Risk Committee November
2022

Risk Register Report to Board – June 2022

Risk Summary Report

Risk Register: Strategic Risk Register

Risk Status: Open

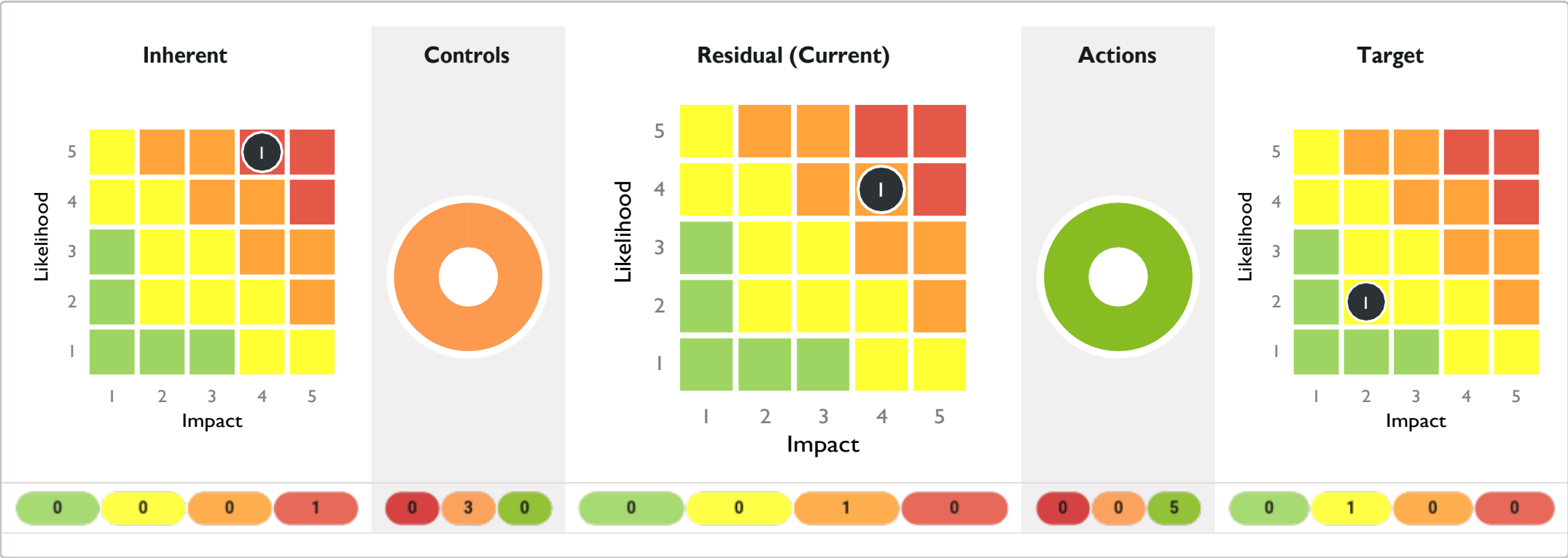


Ref	Category	Title	Controls on Track	Residual Risk Likelihood x Impact	Movement in score	Actions on Track	Target Risk Likelihood x Impact
I	Strategic	IT Security measures are insufficient to prevent a successful cyber- attack on SCRA case information which results in loss of data which cannot be recovered.	<div> <div>● 1 Amber</div> <div>● 5 Green</div> </div>	<div>3 x 3</div> <div>9</div>	<div>✱</div>	<div> <div>● 2 Amber</div> <div>● 8 Green</div> </div>	<div>2 x 2</div> <div>4</div>
2		The optimum model for CSAS ownership and accountability and a joint future partnership between SCRA and CHS is not adequately defined and agreed.	<div> <div>● 1 Red</div> <div>● 4 Amber</div> <div>● 3 Green</div> </div>	<div>3 x 3</div> <div>9</div>	-	<div> <div>● 1 Red</div> <div>● 4 Amber</div> <div>● 2 Green</div> </div>	<div>2 x 2</div> <div>4</div>
3	Strategic	SCRA do not maintain a skilled, motivated and flexible workforce which can meet current demands and future needs.	<div> <div>● 3 Amber</div> <div>● 3 Green</div> </div>	<div>3 x 4</div> <div>12</div>	-	<div> <div>● 3 Amber</div> <div>● 4 Green</div> </div>	<div>2 x 2</div> <div>4</div>
4		Significant policy, legislative and reform/transformation change agenda impacts on SCRA's ability to deliver core services or necessary change programmes.	<div> <div>● 3 Amber</div> <div>● 3 Green</div> </div>	<div>3 x 4</div> <div>12</div>	-	<div> <div>● 3 Amber</div> </div>	<div>2 x 2</div> <div>4</div>
5		Failure to progress Board approved Environmental plan (e.g. reduce GHG emissions by 10%-20% by March 2024) and inability to accelerate plans to meet new targets.	<div> <div>● 2 Amber</div> <div>● 1 Green</div> </div>	<div>3 x 4</div> <div>12</div>	<div>✱</div>	<div> <div>● 3 Amber</div> <div>● 2 Green</div> </div>	<div>2 x 3</div> <div>6</div>
6		Inability to engage with digital inhibits realisation of full potential of new technologies resulting in significant operational disruption.	<div> <div>● 3 Amber</div> <div>● 4 Green</div> </div>	<div>3 x 4</div> <div>12</div>	-	<div> <div>● 5 Amber</div> </div>	<div>2 x 2</div> <div>4</div>
7		Inability to meet staff expectations on pay/reward resulting in operational disruption/staff engagement in change.	<div> <div>● 5 Amber</div> </div>	<div>3 x 4</div> <div>12</div>	-	<div> <div>● 4 Amber</div> </div>	<div>2 x 3</div> <div>6</div>

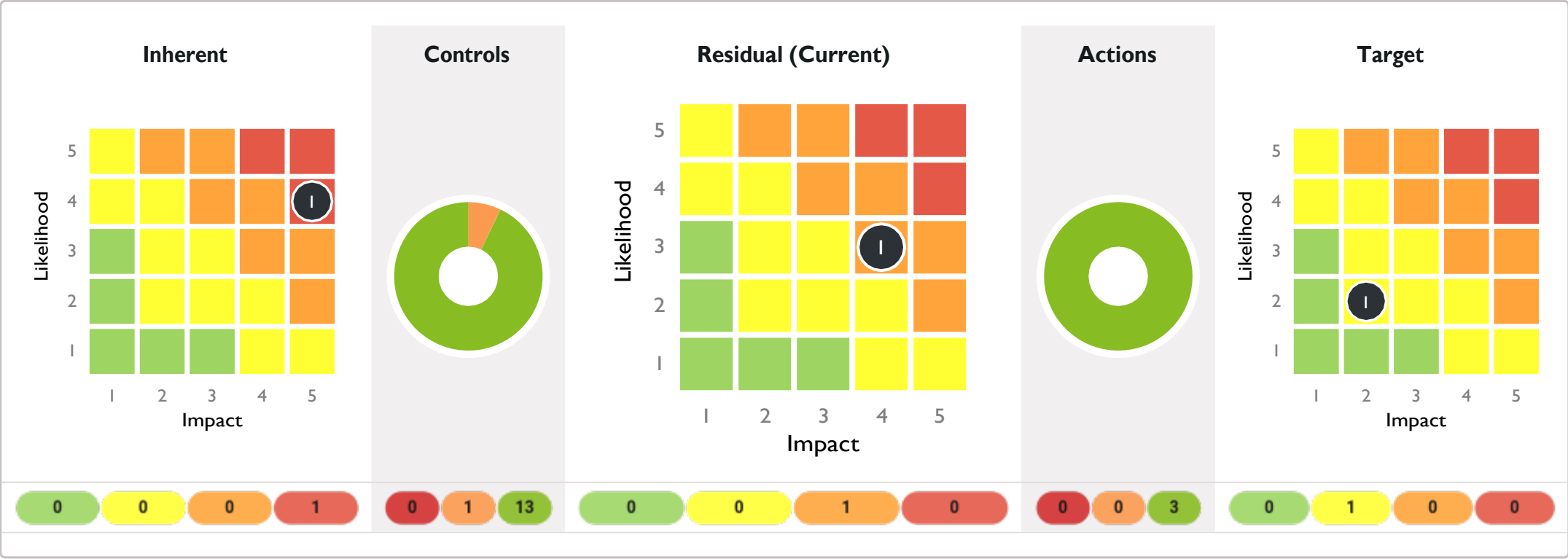
Risk Summary Report

Risk Register: Strategic Risk Register

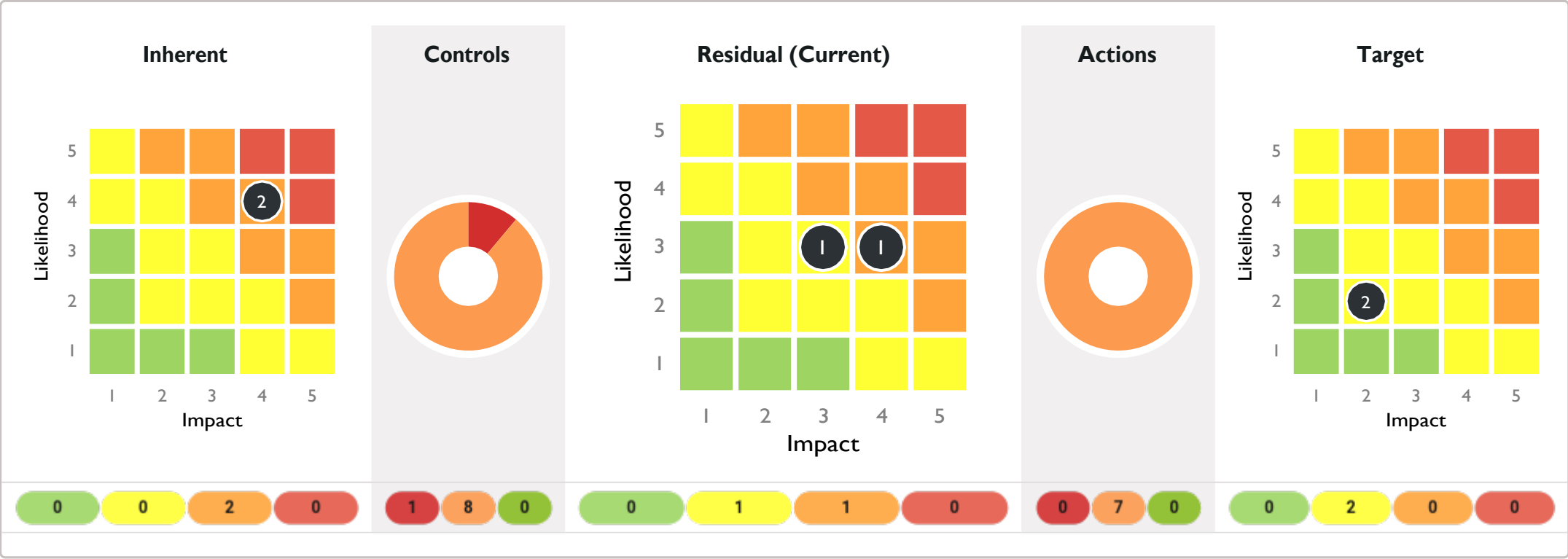
Risk Status: New/Emerging



Ref	Category	Title	Controls on Track	Residual Risk Likelihood x Impact	Movement in score	Actions on Track	Target Risk Likelihood x Impact
108	Strategic	2023/24 Scottish Government budget does not deliver required level of revenue funding with impact on ability to deliver a quality service and respond effectively to new legislative and policy pressures.	<div><div></div><div>3 Amber</div></div>	<div><div></div><div>4 x 4</div></div> <div><div></div><div>16</div></div>	<div><div></div><div>21st Sep 2022</div></div>	<div><div></div><div>5 Green</div></div>	<div><div></div><div>2 x 2</div></div> <div><div></div><div>4</div></div>



Ref	Category	Title	Controls on Track	Residual Risk Likelihood x Impact	Movement in score	Actions on Track	Target Risk Likelihood x Impact
8		<div>During the early implementation of CSAS there is a heightened risk of Non-Disclosure breaches.</div> <div>The components of the heightened risk are:</div> <ul style="list-style-type: none">• Staff pressures• Capacity for double-checks• CSAS functionality changes• CSAS migration	<div><div>● 1 Amber</div><div>● 13 Green</div></div>	<div><div>3 x 4</div><div>● 12</div></div>	-	<div><div>● 3 Green</div></div>	<div><div>2 x 2</div><div>● 4</div></div>



Ref	Category	Title	Controls on Track	Residual Risk Likelihood x Impact	Movement in score	Actions on Track	Target Risk Likelihood x Impact
133	Operational	Reduced system capacity, particularly in key partners, impacts on SCRA efficiency in terms of progressing hearings and making decisions resulting in delayed outcomes for children and young people.	<div> <div>1 Red</div> <div>5 Amber</div> </div>	<div>3 x 3</div> <div>9</div>	<div>27th Oct 2022</div>	<div>3 Amber</div>	<div>2 x 2</div> <div>4</div>
134	Operational	Inefficient case processing and budget restrictions leads to delay in establishing the optimum workforce profile resulting in ineffective use of resources and reduced quality of service.	<div>3 Amber</div>	<div>3 x 4</div> <div>12</div>	<div>27th Oct 2022</div>	<div>4 Amber</div>	<div>2 x 2</div> <div>4</div>