SCRA Board Meeting
A G E N D A
Thursday 25 March 2021 at 10.30 a.m.
By MS Teams

	Item	*Purpose*	*Papers*	*Owner*
1.1	AOB			
1.2	Apologies			
2.	Declarations of Interest			
2.1	Welcome and Introductions • Lesley Sheppard, Deputy Director, Care and Justice, Scottish Government			
3.	Updates			**Board Members**
4.	**Minutes/Committees**			
4.1 4.2 4.3 4.4	Minute of Meeting held on 21 January 2021 Board Action Log Workplan Matters Arising	**Approval**	**Attached**	
4.5	Audit & Risk Committee • Draft Minute of Meeting held on 18 February 2021 • Draft Minute of Private Meeting held on 18 February 2021 *	**Noting**	**Attached**	**JE**
4.6	Nominations Committee – minute of meeting 20 January 2021	**Noting**	**Attached**	**MM**
	Reports			
5.	Chief Executive's Report	**Noting**	**Attached**	**NH**
6.	Draft Budget 2021/22*	**Approval**	**Attached**	**EM**
7.	Budget Monitoring Report	**Noting**	**Attached**	**EM**
8.	Corporate Plan 2020-23 • Draft SCRA Business Plan 2021/22		**Attached**	**LB**
9.	Annual Workforce Planning Report	**Approval**	**Attached**	**SD**
10.	Data and Performance Report		**Attached**	**LB**
11	Environmental Annual Report	**Noting**	**Attached**	**EM**
12.	Health and Safety Annual Report	**Noting**	**Attached**	**SD**
13.	Digital Programme Update	**Noting**	**Attached**	**NH**
14.	Equality, Diversity & Inclusion Mainstreaming Report 2020-2021	**Noting**	**Attached**	**SD**
15.	New Risks		**Discussion**	**All**
16.	2021 Board/Committee Dates	**Noting**	**Attached**	**PA**
	Date of Next Meeting: Wednesday 23 June 2021			

* commercial/sensitive - restricted

Scottish Children's Reporter Administration
Minute of SCRA Board Meeting held on
Wednesday 20 January 2021
By Teams

Present:
Michelle Miller (Chair)
Catherine Robertson
Anela Anwar
Suzanne Vestri
Tam Baillie
Jim Edgar
Martin Toye

In Attendance:
Neil Hunter (Principal Reporter/Chief Executive),
Ed Morrison (Head of Finance and Resources),
Susan Deery (Head of Human Resources),
Alistair Hogg (Head of Practice and Policy),
Lisa Bennett (Head of Strategy and OD),
Helen Etchells (Senior Operational Manager),
Paul Mulvanny (Senior Operational Manager),
Monica Sweeny (UNISON Branch Secretary/Reporter),
Iain Fitheridge (Scottish Government),
Pamela Armstrong (Governance Officer, Minutes)

		Timescale	Action
1.1	**AOB** **Nominations Committee** – Verbal Update • The Nominations Committee convened to consider the recruitment process for one vacant and one future vacancy. Board gaps to be identified by a skills matrix which will be issued to board members for their input. • Also discussed was how to improve on the engagement and involvement of care/hearing experienced young people in the process. The Chair will liaise with SG Sponsor and Public Appointments teams, and Our Hearings, Our Voice.		
1.2	**Apologies** None		
1.3	**Declarations of Interest** There were no declarations of interest.		

		Timescale	Action
2.	**Minutes/Committees**		
2.1	**Minute of meeting held on 16 December 2020** Agreed subject to update provided by the Head of Finance.	**Immediate**	**PA/EM**
2.2	**Board Action log and Workplan** The action log and workplan were reviewed.		
2.3	**Matters Arising** All matters arising are covered within the agenda.		
	Reports		
3.	**Chief Executive's Report** The Principal Reporter/Chief Executive spoke to the update report, which detailed work being done across the organisation in response to COVID 19 and provided the Board with an update on the results of the 2020 SCRA Staff survey. **Noted:** **COVID 19** • With the extension and tightening of restrictions since 26 December and the issuing of a further lockdown on 4 January, SCRA has now returned to a business continuity phase and there are immediate challenges to the day-to-day operations of the children's hearing system. EMT held an unscheduled urgent meeting on the evening of 4 January to look at the immediate implications of the First Minister's emergency statement to Parliament. • Face to face hearings will be reduced significantly in number and limited to those circumstances where they are essential for the participation of a child, young person or relevant person. The balance of hearings which require to and can proceed will proceed virtually or in some instances using hybrid approaches. All of this is aimed at reducing person to person physical interaction to the lowest level possible in the face of the pandemic and new variant COVID. • SCRA is aware of the strong possibility of severe capacity reductions across our own service as a result of the closure of schools and the subsequent transfer of home learning and care to parents. This will affect a great		

		Timescale	Action
	many of our own staff, possibly up to one third. SCRA is also aware of severe reductions in capacity amongst local authority staff and Panel Members. This will inevitably impact on our ability to schedule hearings and we are currently reviewing what if any changes to our prioritisation arrangements may be required. • We are in regular touch with Scottish Government officials and CHS and the multi-agency Children's Hearings Recovery Group continues to meet weekly to review arrangements across partners and consider mitigations and necessary singular or joint developments. **SCRA staff Survey results 2020** • There were 240 respondents to the staff survey, which represents 49.8% of all SCRA staff. Eighty percent of respondents were from our Locality Teams and 20% from Head Office roles. • The survey varied significantly from the annual staff survey in order to reflect the very acute and specific circumstances caused by the COVID pandemic. • The SCRA/UNISON Health and Wellbeing Group will consider the results and necessary adjustments to existing programmes or new activities in partnership. • It is clear from the survey that the combined impact of COVID, the resultant rapidity of disruption and change in our operations and the spectre of CSAS transition are undoubtedly causing significant pressure and stress across SCRA. The staff survey results point to a service and a staff group who are working under hugely difficult circumstances. Whilst additional investment and staffing are becoming available in early 2021 the combined influence of perpetual change in a highly unstable operating environment is evident. • There are however some areas of strength which come through in the survey results, for example, huge efforts made by line managers to support their staff over this period are recognised and valued, and ambition and optimism about managing future ways of		

			Timescale	Action
		working and building on the positive aspects of home and office balance. Board members reiterated their support and appreciation of staff's efforts and their understanding of the pressures staff have been working under for many months. Members also expressed support for the Principal Reporter/Chief Executive's commitment to address the key issues from the survey in a systematic way. **Issues arising during discussion:** **Covid 19** • SCRA is starting to look at an extended recovery period and will look again at extra staffing, in terms of what number would be required and would they be required longer term. • SCRA is in a very difficult position with excess workload building up over time, which will continue. • There has been a vulnerability around virtual hearings in terms of technology. Locality teams are adaptable but have limits. A new virtual hearings support model is being urgently worked on. • Shielding staff members have access to kit at home enabling then to continue working. **Staff Survey** • While this has been a challenging staff survey there is some degree of positivity and SCRA will continue to build on this. • The results of the survey will be published to the staff group following discussion with the Board.		
4.	**Finance and Resources**			
4.1	**Budget Planning 2021/22** The Head of Finance and Resources introduced the report recommending the Board note the draft budget plans for 2021/22 and asking the Board to comment on the key issues identified for Challenge and Review. **Noted:** The report provided updates in the following areas: • Spending Review 2020		

			Timescale	Action
	- Draft Budget 2021/22 - Revenue - Staff Costs - Non-staff Costs - Digital Strategy - Income - Challenge and Review - Capital - Alignment with Business Plan - At this stage Sponsor Team has indicated that the most likely revenue settlement for SCRA is standstill 20120/21 funding, plus recovery funding, plus funding for pay award. This will not be confirmed until after the Scottish Government Draft 2021/22 Budget is published later this month. Without that increase in revenue funding, it will not be possible to present a balanced budget to the Board in March 2021. - The impact of the pandemic on service delivery will continue into 2021/22 and this will be assessed as part of Challenge and Review in February. Every effort will be made to ensure sufficient resources are in place to deliver the recovery plan whilst trying where possible to build future resilience. **Issues arising during discussion:** - SCRA is working closely with the SG Finance team, who are cognisant of the pressures faced by the organisation at this time. - Costs are beginning to increase in terms of items such as tables and chairs required for staff to work from home.			
5.	**Strategy and Planning**			
5.1	**Draft Business Plan 2021/22** The Head of Strategy/OD introduced the first draft of the Business Plan 2021-22, which covers the second year of the 2020-23 Corporate Plan. **Noted:** The report details the intention of delivering the Corporate Plan's aims and objectives through the supporting strategies. All of the strategy plans for 2021-22 should be concluded by mid-February 2021. This report			

			Timescale	Action
		currently states the plans for the following strategies: People, Communications and Engagement, Finance and Resources, as well as Corporate Parenting.		

- The pandemic will continue to affect our services, and therefore, the Business Plan incorporates high level priorities for recovery planning throughout the year.
- The structure of the plan reflects on the previous year and focuses on what is necessary and pragmatic to deliver, whilst understanding the ongoing impact on staff and the organisation from the pandemic.
- The first draft of the Business Plan 2021-22 will be shared with the Scottish Government and CHS during January, following the Board meeting. Their feedback will be incorporated, as appropriate.
- The draft EHRIA will be completed following the ratified final version of the Business Plan by the Board in March.
- The Business Plan will be published following Board approval in March 2021, with a view of implementation from 1 April.

Issues arising during discussion:
- Given the difficulty of the current situation it is reasonable to give ourselves permission to deprioritise some activity. The plan does not require to be quite as comprehensive given the situation we are in. How do we reflect the impact of COVID versus keeping moving ahead with core (albeit paired back) objectives?
- Further thought to be given to performance outcomes, for example, with a much clearer balance between quantitative, time-based measures and qualitative, outcome-based measures.
- Where SCRA is not solely responsible for outcomes, i.e. the quality of decision making, this should be done in conjunction with other partners in the system.
- The report will benefit from the use of more specific language around the mainstreaming of themes, in particular diversity and inclusion.

		Timescale	Action
6.	**Digital Strategy Update** The PR/CE introduced the report recommending the Board: • Note the content of this report • Note the progress made in relation to CSAS transition to go live • Note the financial position in relation to Digital Strategy • Note the establishment of vital technology infrastructure projects **Noted** • CSAS transition and the focus on consolidation, normalisation and improvement • Recovery investment and the impact on Hearing Centre infrastructure • Virtual hearings and rapid response programme being put in place to underpin more stable virtual hearings and enhanced support for staff and panel chairs • Digital finance • Governance arrangements previously agreed and being put in place over Q4 2020/21 • Data migration and the continued migration of 'dormant' cases • Security and Information Governance and the intended decommissioning of CMS to agreed UKG standards		
7.	**New Risks** No new risks were identified.		
	Date of Next Meeting Thursday 25 March 2021, by Teams		

Board Action Log as at March 2021

Meeting/ Item	Action	Timescale	Owner	Comments	Status
Dec 20 **Overview of policies**	Consider a change to governance and approach to reporting format, which more clearly set out policies in play and review schedules	Dec 21	PA		Not yet due

SCRA Board Meeting Workplan March 2021

Business Item	Wed 20/01/21	Thur 25/03/21	Wed 23/06/21	Wed 22/9/21	Wed 15/12/21
Strategic/Corporate					
Policy & Influencing Report			✓		✓
Research Programme					✓
Risk Register			✓		✓
Governance					
Audit Committee Minutes		✓	✓	✓	✓
Development Day Minutes					
Committee Annual Reports			✓		
Nominations Committee Minutes		✓			
Board Committee Membership			✓		
SCRA Standing Orders Review (Next due 2022)					
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					
Data & Performance Report		✓	✓	✓	**✓
Operational					
Locality Performance Reviews					*
Chief Executive's Report	✓	✓	✓	✓	✓

Business Item	Wed 20/01/21	Thur 25/03/21	Wed 23/06/21	Wed 22/9/21	Wed 15/12/21
Complaints Review			✓		
Equalities Annual Report			✓		
Environmental Annual Report		✓			
Overview of Policies Annual Report					✓
Health & Safety Annual Report		✓			
Efficiency Report			✓		
Procurement Report			✓		
Property Strategy			✓		
Digital Strategy update	✓	✓	✓	✓	✓
Review of Risk Policy			✓		✓
Organisational Change Policy				✓	

* As a result of the operational response to Covid-19, locality reviews did not take place this year.

** The Data and Performance report will replace the OPR whilst localities are working to the SCRA Covid-19 recovery plan and the transition to live in CSAS continues.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Chief Executives Report

Accountable Director:	Neil Hunter	**Date:**	25 March 2021

Recommendation:
1.   To note the Chief Executives update report

Reason for Report   At request of Board

Resource Implications   In line with revised budget

Strategy   In line with Corporate Plan

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 Impact Assessment Required/Completed

☐   Yes

■   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 in early February. The focus of the discussion was on the 2020 staff survey results (reported to the Board in January 2021) and the subsequent actions linked to the survey. Staff wellbeing and support continues to be the agreed key priority for the coming financial year, between UNISON and SCRA and are being progressed via the NPF sub group on Health and Wellbeing.

1.2 Continued progress on the transition on CSAS was noted as well as the 2021/22 programme of assimilation, stabilisation and elements of incremental development. UNISON will play a key role in supporting the 'standard operating model' work being led by the Senior Operational Manager (East and Central) which will drive our operational optimisation of the CSAS platform across SCRA.

1.3 An overview of the SCRA Covid Recovery Plan in light of the 2nd national lockdown, the Public Health Scotland risk assessments (updated in January 2021) and the deployment of additional staffing were also covered in discussion.

1.4 Areas of future joint work with UNISON will include how we can delivery on staff aspiration of future working arrangements between home and office, the technological and organisational supports that are required to achieve this and the individual and organisational gains that can be achieved.

2. Strategic Partnerships

2.1 The Childrens Hearings Improvement Partnership met in late February and discussed:-

- Progress against the interagency COVID recovery plan, including the impact of the 2021 2nd lockdown on our timelines and trajectory
- A short report on CHS/SCRA work on improving virtual hearings (**see appendix A** and link here to the SCRA updated virtual hearings web page)
- The winter funding plan – including new in year resources to Local Authorities to support Hearing system recovery
- An update on Our Hearings:Our Voice, the appointment of an interim OHOV lead post, how we have supported continuity of relationships during COVID and ongoing work on the OHOV 40 calls for action **(see appendix B)**

2.2 The Youth Justice Improvement Board held a workshop in early February which focussed entirely on the Youth Justice Vision and Priorities for 2021 (A Rights-Respecting Approach to Justice for Children and Young People). The Vision and Priorities will replace the 2015-2020 Youth Justice Strategy and as it stands embeds key elements of the Promise, UNCRC incorporation, recognition of definition of a child to age 18, and through that the ongoing work on extending age of referral to the Principal Reporter. The Vision and Priorities document restates the commitment of Ministers to the Kilbrandon principles and ethos and is scheduled for publication in June 2021, after the Parliamentary elections.

3. Scottish Government Liaison

3.1 SCRA and Scottish Government officials had their quarterly 'accountability meeting earlier in March. The agenda was structured around the following issues:-

- COVID update, recovery plan and Emergency legislation reporting – including the data derived from SCRA that underpins the emergency legislation reporting, the prospects for extending legislative provisions to September 2021 and the ending of these provisions by October 21.
- Digital strategy and CSAS roll out – with a focus on the priorities for 2021-22 and longer-term rework of Digital Strategy for 2022-25, need for ongoing investment at circa 5% of organisational turnover and need for increased senior and Ministerial visibility of the success of the first phase of investment
- Finance – year end forecasting for SCRA (2020/21) and implications for budget 2021/22 and importance of retaining synchronicity between actual and published budgets
- SCRA Business plan 21/22 – noting that this is subject to Board approval in March 21 and from there to e noted by Ministers. SG have contributed comments and suggestions on the Business Plan.
- Practice and legislation – reflecting an extremely busy, although progressive and positive policy and legislative environment. SCRA highlighted a number of policy and future legislative plans which will have operational and cost implications that need to be factored into discussions on investment and phasing out of recovery costs
- Partnership – with a specific discussion on ensuring CHIP retains oversight over the national Better Hearings programme and the need for all statutory agencies to co-ordinate efforts around keeping The Promise

4. The Promise

4.1 The Head of Practice and Policy and Head of Strategy and Organisational Development are leading for SCRA on engaging with The Promise team in preparing the Promise Plan, which will reflect the individual and collective agency priorities for change and improvements in the Hearing system. A recent session focussed on sharing the thinking of the Promise Team ahead of their reporting to the new Promise Oversight Board on the Promise Plan for 2021-24. In relation to SCRA and the wider Hearing System the following areas were highlighted

- Creating a multi-agency core group of key statutory partners (likely to include CHS/Police Scotland, Local Authorities, SCTS, SLAB etc.)
- Making progress on issues of rights, language and culture change
- Delivering a programme of work on a trauma informed hearing system
- Examining areas where partners considered there is a need for legislative change to support Keeping the Promise
- Ensuring that the voice and experience of children and young people is embedded in the change and improvement programme

4.2   SCRA is developing its own internal Promise Delivery Team and we are in dialogue about increasing our specific officer capacity to support this work via a joint bid to the Promise Fund, which would be 50% matched by SCRA. We propose to continue to chart progress and issues of significance to the SCRA Board initially via the existing PR/CE report.

5.   COVID 19 Recovery Plan

5.1   The interagency COVID recovery plan is available via a link at section 2.1 of this report. Work is ongoing to analyse the impact of the 2nd national lockdown on the timeline of the original recovery plan reported to the Board in September 2020. At a very high level, even with the additional recovery staffing now largely in post and commencing live casework, the likely impact of the 2nd lockdown is likely to push the end point of recovery from Sept/October 2021 until at least Q4 2021/22 (Jan- March 2022). The Head of Strategy and OD, Senior Operational Manager (North and West) and Data Manager are currently working through these variables and assumptions in order to share a revised profile with Scottish Government and partners, principally CHS and Local Authorities in order that we can effectively plan required capacity together and identify gaps and risks that require management. This work will also be reflected in Locality Plans which have now recommenced following their suspension following the outbreak of the pandemic in 2019/20.

5.2   The First Minister has announced the [timetable for easing COVID restrictions](#) on 16 March. This timetable will have a material consequence for the resumption of Hearing activities, albeit with continued adherence to FACTS and observance of risk management within our centres. The dates of significance are:

- 2nd April – stay at home restrictions lifted, but limited to travel within LA boundaries
- 5th April – opening of some non-essential retail
- 12th – 19th April – all schools return full time
- 26 April – 4 people from 2 households can meet inside in a public place, some public buildings re-open (e.g. galleries and museums)
- 17th May – 4 people from 2 households are able to meet in a private home, small scale outdoor and indoor events can resume, with capacity restrictions
- Beginning to end of June – a plethora of restrictions listed for both indoor and outdoor events and mixing – although likely that FACTS will remain advisory and capacity restrictions will apply

5.3   The community prevalence is falling week on week and confidence of a gradual return to some degree of normality is increasing amongst politicians and public health officials. The national vaccination programme will make further progress through priority age bands and vulnerable groups.

5.4   SCRA office and hearings centres have remained open throughout the 2nd lockdown – albeit at a much-reduced operational capacity. In these circumstances it is highly likely that we can consider a further, gradual

expansion of use of our Hearing Centres and offices over the course of late April and May. This of course will be subject to continued reduction in community infections and the willingness of centre users (children, young people, families and panel members etc.) to attend hearing centres, continued adherence to FACTS and local risk management controls that we determine require to be in place.

6.   Improvements to Virtual Hearings

6.1   CHS and SCRA are embarking on a rapid response pilot to test improvements in how virtual hearings are organised, to improve user experience and to resolve the current ongoing difficulties in relation to connectivity and functionality.

6.2   A redesign of the support arrangements for virtual hearings is underway with significant increases in the virtual hearings support arrangements as described t section 2 of this report and shown in more detail at appendix A.

7.   Understanding Child Exploitation in Scotland (UCES)

7.1   SCRA with Barnardo's Scotland is leading a new group to take forward the findings and recommendations from our research on child sexual exploitation (CSE). This new group, Understanding Child Exploitation in Scotland, extends the membership of the Research Advisory Group to include Social Work Scotland and Glasgow Caledonian University. The remit of UCES is wider than CSE - it covers all forms of child exploitation. Those teams involved from SCRA are Information & Research, Press & Communications and Glasgow Locality.

7.2   As part of this work, on CSE awareness day, which takes place on Thursday 18 March, we published information on our website, on social media and Connect. This included highlighting six case studies from the original research report. In addition, we offered Holyrood magazine an online exclusive on the issue with the research and CSE awareness day as the hook. We provided quotes and interviews with Daljeet Dagon from Barnardo's Scotland and our Board Member Tam Baillie. At the time of writing this report, the article was still to be published.

7.2   This will be followed by a presentation to the Scottish Parliament's Cross Party Group on Trafficking on 24th March, by Gillian Henderson (SCRA) and Daljeet Dagon (Barnardo's).

7.3   UCES is also planning a series of webinars/workshops in autumn 2021 on different forms of child exploitation, and producing information materials for practitioners and those working with vulnerable children.

8.   Disabled Children Child Protection Network

8.1   The Research team has been asked by the Disabled Children Child Protection Network to develop a prototype toolkit that can be used by practitioners to identify if a looked after child is likely to have or to develop a disability.

8.2 Current data on children with disabilities sources is inconsistent and recorded concerns are often lower than expected. The aim of this work is to explore if it is possible to have more consistent and informative data collection, and if this can be done within current systems and processes. A secondary aim is for the Network to take a proposal for funding to the Scottish Government to commission research to fully develop and pilot the toolkit.

8.3 The research team aims to have developed a toolkit and to test it on a sample of cases of children of different ages who are in care by end April. We will report back to the Network in May.

9. Research on the age of criminal responsibility

9.1 SCRA is currently conducting research on offending by 12- to 15-year-olds. This research was commissioned and funded by the Scottish Government's Age of Criminal Responsibility (ACR) Advisory Group. The current research was due to be completed in June. However, data collection has identified areas that we consider require further research – these are around sexual offences (including those involving consensual activity), children who commit serious offences, and gender differences in offending. SCRA is funding a 9-month extension to the research and this has been approved by the ACR Advisory Group. The research will now conclude in January 2022.

10. Strathclyde University social work students

10.1 SCRA has been hosting two placements for final year social work students. Unfortunately, these placements have had to be virtual but the students have been able to meet with staff in different roles from across the organisation. They have also been carrying out research projects for Stand Up For Siblings.

11. Stand Up For Siblings – third anniversary

11.1 As co-founder of Stand Up For Siblings, SCRA continues to play a leading role in the partnership. To mark the third anniversary on 9 March, our Press and Communications team worked with various partners to launch a suite of materials on the Stand Up For Siblings website to mark the milestone. This included a congratulatory message from Minister for Children and Young People Maree Todd.

Press and Communications Team update March 2021

12. Orkney – 30 years – media

12.1 SCRA received a request from BBC Radio Scotland to take part in a programme to mark the 30th anniversary since the Orkney abuse case. SCRA had previously taken part in a similar programme to mark the 25th anniversary. Neil Hunter did a pre-recorded interview with BBC presenter Fiona Stalker and it aired on Sunday 28 February as part of a 30-minute-long programme. It also

included contributions from the NSPCC, as well as archive radio footage. Neil focused on what improvements/changes had been made to child protection since then.

13   Incorporation of UNCRC

13.1   On Tuesday 16 March, MSPs backed the UN Convention on the Rights of the Child Bill. Scotland is to become the first devolved nation in the world to directly incorporate the United Nations Convention on the Rights of the Child (UNCRC) into domestic law. In preparation for the momentous vote, we prepared a series of communications, including a latest news item for our website, for Connect and posts/visuals for social media.

14.   International Women's Day

14.1   To celebrate International Women's Day on 8 March we published a series of case studies of inspirational women in the organisation. We posted the case studies, along with a latest news item on our website and on Connect and also promoted International Women's Day on all our social media platforms.

15.   Our Hearings, Our Voice

15.1   Our Press and Communications Team continues to support Our Hearings, Our Voice until a Project Lead starts on 1 April. Since January 2 focus groups have been held with young people on advocacy and siblings. In addition, we continue to maintain the OHOV website and social media channels to ensure OHOV remains visible during this interim period. We also maintain contact with the young people through the secure BAND platform.

16.   Sign Language Week

16.1   To mark Sign Language Week (15-21 March) we published our new British Sign Language (BSL) action plan. The plan supports commitments in the Scottish Government's British Sign Language Plan 2017 - 2023 and sets out the actions we intend to take to promote BSL and support BSL users over the period covering 2021 to 2023. We promoted the plan on Connect, our website and social media.

17.   Virtual Hearings

17.1   With the majority of Hearings being held virtually, we have introduced a series of communications to publicise/provide information about virtual Hearings. This has included: the creation and launch of RAVHI the robot (see para 2.1 for link), a new one stop shop section on our website and the launch of a series of feedback surveys for children, young people and adults who have participated in a virtual Hearing.

18.   CSO film for young people

18.1   In January SCRA launched a new film for children and young people about Compulsory Supervision Orders (CSOs). The short film covers what a CSO is, what it means for children and young people and how long it can last. It also covers the right to appeal, advocacy and legal representation and where to get more information. The film was made at the end of last year following strict physical distancing measures. There is also versions available with BSL and subtitles. The idea for a film about CSOs came from young people at Our Hearings, Our Voice and was created in consultation with one of our Hearings-experienced Modern Apprentices.

19.   Focus on staff health and wellbeing

19.1   During the first week in February, we launched a week-long focus for staff on mental health and wellbeing. This included promoting a series of new resources on Connect and encouraging staff to take Time to Talk on Thursday 4 February. Neil Hunter recorded a short film to launch the week stressing the importance of staff taking the time to look after their mental health.

CHILDREN'S HEARINGS IMPROVEMENT PARTNERSHIP (CHIP)

Description of key issue/workstream: Virtual Hearings have been conducted using Vscene, which has always been seen as a very temporary solution, however there is a now a need to address dissatisfaction with the service offering as virtual hearings are likely to be the predominant method of delivering hearings in place until at least April 2021. There has been a mix of technical and user issues causing disruption and frustration over the last 10 months. CHS and SCRA are embarking on a rapid response pilot to test improvements in how virtual hearings are organised, to improve user experience and to resolve the current ongoing difficulties in relation to connectivity and functionality. A redesign of the support arrangements for virtual hearings is underway with significant increases in the virtual hearings support arrangements in order to:- • Improve line and device testing and connection arrangements **prior to** virtual hearings for all participants • Improve advice and support to participants **in the hearing** to prevent and /or respond to drop out • To develop and deliver a cloud based Remote Access Virtual Hearings Interface (RAVHI) for hosting all virtual hearings, including streamlined invitations/joining instructions and access to pre and in hearing advice • To test and make recommendations to CHS/SCRA in relation to relative performance and functionality of virtual hearings software • To test and make recommendations to CHS and SCRA on integration of technical components in future upgrades and release to the Childrens Hearings Digital platform - CSAS • To test in the pilot phase how we can further respond to the recommendations of the 2 x evaluations of virtual hearings published in 2020 (SCRA/CELCIS), including enhanced person to person virtual hearings support for all participants. • Increased training and skills and confidence development for all participants • A revised approach to timelines for submission of papers to the Reporter and notification of hearings is being put in place to adequately support this pilot and maximise its success. These changes are being discussed in partnership at local level • A pilot of audio connectivity will also be tested to ensure that CHS and SCRA have adequate business continuity arrangements (software/hardware and user competence) in circumstances of network outage or persistent user disconnect to virtual arrangements • Pilot commences on 22 February and will run until June 2021
I would welcome comments/suggestions on: 1. ensuring that CHIP members have awareness of the progression and scope of the pilot 2. are in a position to offer ongoing support and advice to CHS and SCRA as we see to improve the technical, functional and (most critically) the support arrangement to improve virtual hearings experience
I would appreciate assistance/steer on the following: 1. Noting and promoting understanding across agencies of the need for revised timelines for submitting papers to the Reporter and subsequent notification of hearings

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our hearings, **our voice**

Update Report

This report is to give some brief updates on Our Hearings, Our Voice.

In December, Jacqui Dunbar – the Project Lead for Our Hearings, Our Voice, left the project to move on to an exciting new role within Children 1st.

CHIP were updated at the last meeting that we would be seeking to secure a position to work with Our Hearings, Our Voice over the next period – to maintain relationships, to keep the young people engaged and moving forward with the work, to support the evaluation of the project and to work with partners in the Hearings System as they take forward the 40 Calls to Action from the Zine.

We are thrilled to be able to tell you that Gordon Main from CELCIS has agreed to come over on secondment to Our Hearings, Our Voice to see the project through this next phase.   Gordon has been working with Our Hearings, Our Voice over the past year on a voluntary basis – supporting Board meetings and young people's participation in them. In addition, Gordon was involved in the preparatory multi-agency work to get Our Hearings, Our Voice established. It was important that we were able to provide a degree of consistency to the young people – to allow them to continue to work with someone that they have already developed a relationship with.

We, and importantly, the young people, are very excited that Gordon will be joining the project and I am sure the CHIP group will welcome both Gordon and the ongoing support, partnership and healthy challenge that Our Hearings, Our Voice brings in the year ahead.

Our Hearings, Our Voice continues to work hard and the voice of the 40 Calls to Action is increasingly being amplified. There are discussions taking place on a number of fronts about this work – within The Promise meetings, SCRA's Participation group, CHS' Board, Joint CHS/SCRA work on rights, at the Covid recovery group. and many more.. It is a key piece of work for the CHIP group to make demonstrable change now as it progresses towards implementation of The Promise.

In the meantime, Our Hearings, Our Voice have continued to respond to a number of requests for their input – they have worked on two commissions for their young people to take part in work around Siblings and around Advocacy, and are supporting with Panel Member recruitment

We held a session on the law around Siblings on 21st January and were able to feed back to Scottish Government the support and views of the young people in this key piece of legislation.

Starting in February, the Information and Research team within SCRA will begin conducting an evaluation of the OHOV project. This work will be overseen by a multi agency Research Advisory Group with representation from a number of CHIP partners. This will seek to connect with the young people, as well as CHIP partners and external stakeholders interacting with or impacted by the work – this evaluation will consider the model, the structure and the approach of the project going forward. This piece of work will be reporting early summer.

But for now, a new phase begins for Our Hearings, Our Voice – with an interim new project lead and with five of the young people now moving on to be Young Advisors to the group, there will be lots of planning and activity to shape how that will look and feel.. and of course how it will all happen – with little prospect of all getting together in person for some time. However, it has not stopped the group in the past – the Zine was developed entirely during the first lockdown so we know that it can and will be done!

Please get in touch with any questions at: ourhearings-ourvoice@gov.scot

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Budget Monitoring Report Period 10 2020/21

Accountable Director: Principal Reporter/Chief   **Date:**   25 March 2021
Executive

Report prepared by: Head of Finance and Resources

Recommendation:

1. To note the revenue and capital positions for the year to February 2021.

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 February 2021 and forecast (based on January results) for the full year 2020/21.

2. Background

2.1 The Scottish Government have allocated core revenue funding of £24.91m for 2020/21. In addition the Scottish Government has allocated £250k for the revenue costs of the Digital Delivery Plan.

2.2 In August the Scottish Government confirmed additional funding of £1.049m to support SCRA's recovery plan to 31st March 2021. £599k of the funding is for additional staffing (Reporters, Assistant Reporters, Virtual Hearings Team), £400k is for Digital Strategy projects (£340k for CSAS core development, digitizing hearing room capability and improving connectivity and access across the SCRA sites; and £60k for digital training) and £50k for property alterations.

2.3 Following discussions with the Scottish Government in early December, the funding reflected in the revenue and capital tables in this report is £590k for additional staffing, £340k for Digital Strategy (the training element not being required) and £50k for property alterations, less £250k as in-year non-recurring savings that will not be drawn down as grant in aid (see section 3.8 below). The latest funding position is reflected in all the budget tables in this report.

2.4 Depreciation is a non-cash charge and is excluded from the expenditure tables in section 3.

2.5 The Scottish Government have allocated core capital funding of £600k for 2020/21. The available capital funding of £810k in the table in section 5.1 also reflects funding from reserves for delayed 2019/20 projects and the £50k for property alterations mentioned in 2.2 above. In addition the Scottish Government has allocated £750k for the capital costs of the Digital Delivery Plan.

3. Revenue

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

Previous Full Year Actual £000	Expense Head	Budget Year to Feb £000	Actual Year to Feb £000	Variance Year to Feb £000	Full Year Budget £000	Full Year Forecast £000	Forecast Variance £000	Forecast Variance %
18,614	Staff Costs	18,244	17,742	-502	19,903	19,468	-435	-2.2%
3,005	Property Costs	2,784	2,358	-426	3,037	3,053	+16	+0.5%
253	Travel Costs	64	26	-38	69	48	-21	-30.4%
2,374	Other Operating Charges	2,210	1,826	-384	2,411	2,283	-128	-5.3%
5	Capital Financing	3	2	-1	3	3	+0	0.0%
-442	Other Income	-314	-324	-10	-343	-357	-14	+4.1%
23,809	**Sub-total**	**22,991**	**21,630**	**-1,361**	**25,080**	**24,498**	**-582**	**-2.3%**
-23,728	Grant In Aid	-23,383	-23,555	-172	-25,250	-25,250	+0	0.0%
81	**Net Total for SCRA**	**-392**	**-1,925**	**-1,533**	**-170**	**-752**	**-582**	

3.2 Revenue expenditure in the year to date is £1,361k under budget, primarily arising from property and administrative cost savings due to the pandemic response plus the timing of some property and IT costs.

3.3 The following table summarises the position, excluding depreciation and unfunded pensions, to February 2021 by budget centre.

Previous Full Year Actual £000	Cost centre	Budget Year to Feb £000	Actual Year to Feb £000	Variance Year to Feb £000	Full Year Budget £000	Full Year Forecast £000	Forecast Variance £000	Forecast Variance %
297	Communications	315	235	-80	344	250	-94	-27.3%
8,679	East And Central Scotland Area	8,142	8,145	+3	8,882	8,983	+101	+1.1%
338	Executive	384	262	-122	419	319	-100	-23.9%
6941	North West Scotland Area	6,465	6,233	-232	7,053	6,903	-150	-2.1%
1,258	Practice And Policy	1,125	1,059	-66	1,228	1,174	-54	-4.4%
6,295	Support services	6,559	5,697	-862	7,155	6,871	-284	-4.0%
23,808	**Net Total for SCRA**	**22,990**	**21,631**	**-1,359**	**25,081**	**24,500**	**-581**	**-2.3%**

3.4 The forecast spend by Locality is detailed as follows:

Locality	Variance Year to Feb £000	Forecast Variance to March £000	Variance %
East & Central Scotland Office	37	44	+27.7%
Tayside And Fife Locality	-48	-22	-1.1%
South East Locality	20	34	+2.0%
Central Locality	41	43	+3.1%
Lanarkshire Dumfries & Galloway Locality	-49	-8	-0.4%
Ayrshire Locality	1	10	+0.7%
North West Area Office	-52	7	+3.6%
Highlands And Islands Locality	-23	-10	-0.9%
Grampian Locality	-20	-12	-1.2%
North Strathclyde Locality	-62	-70	-3.5%
Glasgow Locality	-75	-66	-2.4%
	-230	**-50**	**-0.3%**

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

3.5 **East and Central Scotland Area**

As previously reported, salary costs are forecast to exceed budget by £220k. The forecast overspend is due to extending contracts and additional hours to support SCRA's Recovery Plan. Some funding for the overspend will come from savings across non-staffing costs of £120k. Due to reduced frontline activity, the expected saving from printing, postage and stationery is £175k and from travel is £75k based on original budget: the £250k in-year budget reduction mitigates this variance

3.6 **North West Area**

North West is forecasting to be under spend its budget by £150k. Due to greater certainty around COVID savings, the forecast under spend has increased by around £125k since October. Frontline activity has reduced, therefore non-salary

costs are expected to be £225k under the original budget (£100k under revised budget). The £250k in-year budget reduction mitigates this variance.

The expected outturn for staffing costs is an underspend of £50k.

3.7 **Head Office**

Support Services

There are savings within HR where provisions for expenditure on workforce sustainability measures are now reflected in locality forecasts (£185k). HR is also underspent by £102k as 2 additional reporters are now budgeted within Recovery task team. A £24k underspend is from delayed recruitment in recovery task team. Training is underspent by £16k, there is a VR saving of £9k, and £26k underspend on staff vacancies.

IT forecast is £62k overspent. There are underspends on staff costs (£14k), travel costs (£8k) SCOTS costs (£87k) and telephone costs (£10k), offset by £84k spend on equipment that will no longer be met from the capital budget, £25k for docking stations (including installation) accelerated from 21/22 and £18k for engineer work. CMS legacy costs are a £158k overspend, partially offset by a CSAS underspend of £105k.

The Finance team is forecasting an overspend due to expenditure on a new finance system reporting solution (£25k) and a shortfall on staffing and corporate savings target (£14k).

The Planning team have an underspend of £75k. £101k is delayed recruitment, £7k is an underspend on travel, and £13k of Data Warehouse budget is not required in 2020/21. This is partly offset by spend on two additional projects: decommissioning work (£20k) and options appraisal for data solution (£25k).

The Property team are saving £32k on rates, £83k on facility management costs, and forecasting £49k additional income. This is offset by a £21k staff overspend, a £150k provision for dilapidations, a £14k overspend on shared costs, £16k for an estates valuation exercise, £10k on PPE, and £4k for a smart working feasibility exercise.

Executive
Executive are forecasting £100k underspend, primarily staff savings due to the decision to delay recruitment to new senior team posts until the start of 2021/22. There is also an expected underspend in Our Hearings, Our Voice (OHOV) operating costs.

Press and Communications
An underspend of £81k is forecast due to delayed recruitment of two OHOV posts, and £11k underspend staff event budget no longer required in 20-21, and £2k underspend on travel.

Practice and Policy
The underspend of £54k is largely due to £65k underspend on legal costs this year due to the impact of COVID-19 on hearings and court activity. £15k savings on travel due to increased working from home during lockdown. The £4k underspend

on staff costs, offset by deferred income of £35k as SG funded research work is now taking place in 2021/22.

3.8　The underspend of £582k takes into account the £250k hand-back to SG previously agreed and covered in December's Board paper, and reflects a total provision of £150k for property dilapidations on upcoming lease breaks and expiries. The Finance Team are confirming with Audit Scotland that the dilapidations provision can score against core revenue budget.

SCRA will require to safeguard £300k of 2020/21 resources to support the 2021/22 Budget Plans and enable the delivery and conclusion of the Recovery Plan in 2021/22. This will leave an underspend of around £280k. Any further hand-back will be agreed with Scottish Government in mid-April 2021.

4.　Efficiencies

4.1　As approved by the Board in March 2020 efficiency savings of £124k (0.5%) have been targeted in 2020/21 (vacant space savings £15k, procurement savings £50k, Head Office staff savings £30k, Interpreting & Translating £4k, Locality initiatives £25k).

4.2　The Budget Efficiencies Group and Business Managers are focused on ensuring Locality efficiencies (both cash and time releasing) are tracked and captured for inclusion in efficiency reports in line with the Efficiency Framework recently approved by EMT.

5.　Core Capital

5.1　Net expenditure in the period to January 2021 is £291k. Details of the budgets, actual spend and forecast are as follows:

	Board-approved Budget March 2020 £000	Adjust-ments £000	Available Budget 2020/21 £000	Actual YTD Jan £000	Full Year Forecast £000	Variance forecast to budget £000
Aberdeen - changes to meeting room/admin areas	25	(25)	0	0	0	0
Glasgow - 4th Floor	100	(80)	20	4	4	-16
Hamilton - potential release of surplus space at lease renewal	50	(50)	0	0	0	0
Livingston - capital element of rent	45	0	45	0	45	0
LED Lighting Retrofits	50	0	50	0	41	-9
Hearing Room Improvements	100	0	100	9	113	13
Kilmarnock - Ground floor	0	20	20	25	26	6
Spraying Machines	0	47	47	40	40	-7
Property alterations	0	50	50	30	71	21
Minor works	100	123	223	30	122	-101
Corporate Projects	13	10	23	2	9	-14
Corporate Project – Enabling Tech	30	0	30	27	17	-13
VC Replacement	55	0	55	61	61	6
Mobile Device Replacement	32	0	32	25	0	-32
New IT Projects - Chrome books	0	25	25	25	0	-25
New IT Projects - Staff Laptops	0	43	43	6	36	-7
New IT Projects - Hearing Room Laptops	0	47	47	7	40	-7
Laptops for recruitment & refresh	0	0	0	0	23	23
Total capital	**600**	**210**	**810**	**291**	**648**	**-162**

5.2　The capital plan above reflects decisions taken by EMT to amend plans in response to the COVID-19 pandemic and were made possible by allocating the 2019/20 budget underspend of £160k, deferring some property projects (Aberdeen, Glasgow, Hamilton) and additional Scottish Government funding of £50k.

5.3　The deferred property projects were considered in planning for 2021/22.

5.4　EMT and the Board approved a substantial Minor Works programme to ensure essential and desirable projects identified by the Property Team could be delivered in 2020/21 however, the pandemic has created problems in carrying out these projects, due mainly to resourcing issues experienced by contractors.

5.5　COVID-19 related recovery plan projects approved by EMT have been funded from reprioritisation within the capital plan and £50k additional funding from Scottish Government for property alterations. The VC replacement programme and elements of the Corporate Projects programme also supported implementation of the recovery plan.

5.6   Smaller capital items have been transferred to revenue in quarter 4, including mobile device replacements and Chromebooks.

5.7   The Hearing Rooms Improvement projects are almost complete delivering very impressive results in Selkirk, Ayr, Glasgow, Cumbernauld, Paisley and Thurso.

5.8   The £101k underspend on Minor Works represents project delays and as such will be allocated to the 2021/22 Minor Works programme, the detail of which will be considered by EMT in quarter 1. EMT will consider options for any final underspend above £101k and any necessary updates to the capital budget will be presented at the September Board.

6.   Digital Delivery

6.1   The Digital funding, excluding carry forward, is £1m, of which £250k is revenue and £750k is capital. The available budget includes a further £120k carry forward from 2019/20. Sponsor Team and Scottish Government Finance have been advised that allocations of £750k revenue and £250k capital are required due largely to the longer period of dual systems running in 2020/21. Discussions with Scottish Government in early December confirmed that these revised allocations can be accommodated.

6.2   The allocation of Digital funding and current forecast on the original and subsequent funding is as follows:

Programme Aims	Budget 2020/21 £k	Forecast 2020/21 £k	Variance 2020/21 £k
CSAS Development	135	169	34
Transition Costs	192	192	0
Support Costs	257	272	15
Licence Costs	293	293	0
Hosting Costs	85	60	-25
Contingency	181	218	37
Organisation contributions	-147	0	147
Internal Costs	96	0	-96
Agency staff costs	28	28	0
Sub-total	**1,120**	**1,232**	**112**
Additional in year funding			
CSAS Core Development	75	71	-4
Digitizing hearing room capacity	140	105	-35
Improving connectivity	125	134	9
Digital training	0	0	0
Total	**1,460**	**1,542**	**82**

6.3   The forecast submitted by the Programme Director confirms spend is on track to within £82k (5.6% of budget) for this year, with savings on some lines being redeployed within the programme to further develop the utility of CSAS. Excluding internal transfer lines (organisation contributions, internal costs and digital training) the forecast overspend on core project lines is £31k. The previously reported potential slippage over the year-end due to the supply chain for tangibles is now less likely, but this is being kept under careful review by the Director and the programme remains agile and flexible to react to changing circumstances.

7.   Conclusions

7.1   There is a significant COVID-19 impact on the revenue and capital budget plans. EMT has reprioritised budgets to meet this challenge and the Scottish Government provided very welcome additional funding.

The overall accruals based revenue underspend is forecast to be £582k (2.3%). This is mainly due to underspends on staffing (£435k) and other operating charges (£128k) resulting from reduced activity, budget hand-back notwithstanding. As set out in section 3.8, SCRA is required to safeguard £300k of this underspend to support 2021/22 budget plans. There may be a further hand-back of any remaining unused resource to Scottish Government in md-April.

The core capital budget is forecasting a £162k underspend. SCRA will require this resource mainly to support 2021/22 minor works plans delayed from 2020/21.

The Digital budget shows a £82k overspend. EMT will consider the use of core revenue underspend to meet this pressure.

8.   Recommendation

8.1   To note the revenue and capital positions for the year to February 2021.

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	+34.3	+34.1	+59.4	+33.3	+53.6	+4.6	**+219.3**
Property Costs	-6.5	+12.5	-4.0	-3.5	-1.5	-5.9	**-8.9**
Travel Costs	+0.5	-2.7	+4.6	+2.7	+3.6	+2.3	**+11.0**
Other Operating Charges	-18.6	+0.2	-17.2	-40.5	-21.3	-23.3	**-120.7**
Income	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	**+0.0**
Total	**+9.7**	**+44.1**	**+42.8**	**-8.0**	**+34.4**	**-22.3**	**+100.7**

North And West Scotland Area

	North West Area Office	Highlands And Islands Locality	Grampian Locality	North Strathclyde Locality	Glasgow Locality	Total
Staff Costs	+11.7	-9.2	-0.1	-52.2	-1.1	**-50.9**
Property Costs	+0.0	-5.5	+0.0	-9.5	-14.5	**-29.5**
Travel Costs	-2.8	+4.9	+1.2	+4.7	+0.7	**+8.7**
Other Operating Charges	-1.5	+0.3	-13.3	-12.6	-51.0	**-78.1**
Total	**+7.4**	**-9.5**	**-12.2**	**-69.6**	**-65.9**	**-149.8**

Head Office

	Communi-cations	Executive	Finance	Human Resources	Information Systems	Planning	Practice & Policy	Property	Total
Staff Costs	-81.0	-79.0	+14.0	-359.0	-14.0	-101.0	-4.0	+21.0	**-603.0**
Property Costs	+0.0	+8.0	+0.0	+0.0	+0.0	+0.0	+0.0	+47.2	**+55.2**
Travel Costs	-2.0	-3.0	-1.0	-3.0	-8.0	-7.0	-15.0	-2.0	**-41.0**
Other Operating Charges	-11.0	-26.0	+27.0	+0.0	+84.0	+33.5	-70.0	+33.7	**+71.2**
Other Income	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+35.0	-49.0	**-14.0**
Total	**-94.0**	**-100.0**	**+40.0**	**-362.0**	**+62.0**	**-74.5**	**-54.0**	**+50.9**	**-531.6**

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

ANNUAL WORKFORCE PLAN

Accountable Lead: Head of Human Resources   **Date:**   25th March, 2021

Recommendations:

1. **To note the composition of the current workforce**
2. **Approve the workforce plan for 2021/22 in line with Year 2 of the 2020/2023 People Strategy.**

Reason for Report: **For Board discussion**

Resource Implications: **Within approved budgets**

Strategy: **Corporate Plan**
     People Strategy

Consultation: **Executive Management Team**
     UNISON
     HR Sub Group

Equalities Duties   **EHRIA completed and submitted to ERG**

Outcome - a positive impact on all staff regardless of protected characteristics with a clear focus on wellbeing and attracting a more diverse range of applicants to SCRA and supporting their development and progression.
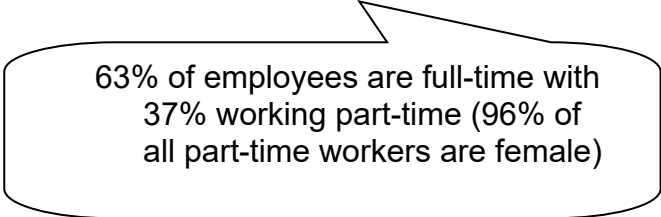
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1.   Introduction

1.1   SCRA's three year People Strategy sets the strategic direction for our workforce until 2023. The Annual Workforce Plan for 2021/22 aims to meet the second year of the Strategy, which is a supporting strategy of SCRA's Corporate Plan. The actions planned for 2021/22 will be included in our Business Plan for the same period.

1.2   This Workforce Plan for 2021/22 has been developed in a slightly different way than we would usually approach it. The plan retains ambition for real positive progress and support for our workforce, but it is primarily developed on the learning from 2020/21 and the challenges and complexity of working through a year of lockdowns, restrictions and a global pandemic. The impact that this period has had on our workforce has been significant and as such, the key focus of the plan is on wellbeing, stability and capacity, which aligns with the clear themes that came from the 2020 staff survey.

1.3   The particular challenge for workforce planning in 2021/22 is ensuring that we offer some stability to our staff whilst still in a period of change and recovery. Our staff have made the transition to CSAS, not wholly unscathed, and we recognise that we are still in the very early stages of confidence in using a new case management system. The development of our Standard Operating Model, and other external drivers such as The Promise, incorporation of UNCRC as two examples, will have a broad reach across the organisation in terms of how we deliver our services. We therefore have to recognise the balance between ambition and realistic achievement in this one year workforce plan.

1.4   Both the Workforce Plan and the Operational Plan focus on wellbeing, workforce planning and stability as outcomes. The Operational Plan will be embedded within Locality Plans and therefore we will see alignment from our plans adopted at individual and local level. Workforce planning is a key aspect of local management and the aim is that this workforce plan will have positive impacts locally.

1.5   The aims of the People Strategy of Recruitment, Reward, Fair Workloads, Wellbeing, Development and Engagement have been considered and developed in the Workforce Plan.

1.5   Given our experiences of 2020, we know that things don't remain constant and the ongoing challenges of COVID-19 will likely continue to impact on our workforce over the next 12 months. Therefore, this workforce plan has to be flexible and responsive to the challenges ahead.   It will be reviewed regularly, in partnership, to ensure its continued fit with the business, purpose and objectives of other supporting strategies.

1.6   The completed actions from the 2020/21 Workforce Plan are highlighted in Appendix 1. A number of the intended actions could not be completed as we turned our focus on managing and supporting staff during the COVID-19 pandemic. The planned actions for 2021/22 are detailed at Appendix 2.
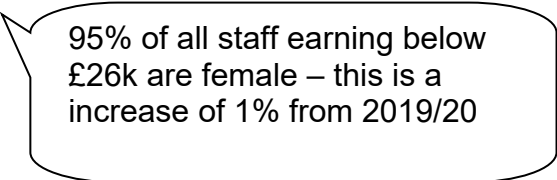
2.   Our Workforce Data

2.1   To help us plan our workforce requirements for 2021/22, it is firstly important to recognise the composition of our workforce, and how that meets current operational requirements.

2.2   In 2020 we delivered a small VR/VER exercise focusing on our agreed approach to reshape our management structure in line with our sustainability programme. However, with some other locality structural changes we saw a small increase in our establishment figures therefore retaining our headcount overall for fifth year. There are no VR/VER programmes planned for 2021/22 but dependent on ongoing reviews this may be further considered in the last quarter of 2021/22.

2.3   Flexible working was the core approach to our service delivery in 2020 with the majority of staff working from home/working different patterns to fit in with home schooling and other caring arrangements. In the main, these were informal arrangements that supported staff during this period. The formal contractual arrangements still see staff continuing to benefit from an extensive range of opportunities for flexible working including full-time, part-time, job share, term-time, compressed hours and secondments. We saw a significant decrease in part-time working of 6% in 2020/21. This is in part due to the implementation of SCRA's Recovery Team posts which were mostly filled by full-time members of staff.

> 63% of employees are full-time with 37% working part-time (96% of all part-time workers are female)

2.4   88% of our employees are female and 12% are male – a consistent figure with 2020. The majority of our support roles are undertaken by female employees, which in itself has a significant impact on SCRA's reported gender pay gap. The high percentage of female employees has a direct correlation on the level of part-time working across the organisation.

> 95% of all staff earning below £26k are female – this is a increase of 1% from 2019/20

The average length of service is 12.47 years – a marginal decrease of 0.51 from 2019/20 data

2.5 The average age of staff is 46.5 years of age, which is a decrease of 0.5 years on 2019/20. 40% (203 headcount) of staff are currently over the age of 50, a decrease of 2.4% on 2019/20. The age profile of our staff remains as a strategic risk in terms of succession planning, loss of skills and experience.

Composition of staff over the age of 50
Frontline Support Staff – 43.4%
Frontline Reporter Staff – 30%
Head Office/Management – 26.6%

There were 47 internal recruitment exercises, which lead to 22 external recruitment exercises

2.6 Recruitment was very limited during the lockdown period in 2020. Once recruitment recommenced in June 2020, some of these exercises were recruitment campaigns in their own right. For example, one advert covered the recruitment exercise for the COVID-19 Recovery Team which saw the appointment of 7.5 fte Reporters and 19 Assistant Reporters across the organisation. This was managed centrally by the HR Team, with recruiting teams drawn from Locality Reporters Managers. This was managed extremely efficiently despite the scale of recruitment and the logistical and timescale challenges of obtaining final PVG and BPSS clearances to enable start dates at the start of January 2021.

2.7 Turnover for the 12 month period from 16/2/20 is 5.6% which is an increase of 0.9% but still maintains a low level of turnover being experienced across the organisation.

2.8 The agreed core establishment at 31st December 2020 is broken down as follows:-

Role	2020	2019	2018	2017
Caretaker/Security	1.2	1.2	1.6	1.6
Support Assistant (Reception)	34.03	33.91	33.17	31.73
Support Administrator	95.38	97.7	97.1	97.07
Locality Support Manager	20.06	21.89	22.53	23.1
Assistant Reporter	35.54	24.37	23.88	22.10
Reporter	113.35	116	115.8	115.64
Senior Practitioner	17.01	15.18	15.18	15.11

Locality Reporter Manager	20.11	21.86	21.91	21.91
Business Manager	2	2	2	2
Area Assistant	1	1	1	1
EMT (including PR/CE)	7	7.5	7.5	7.5
Head Office roles (management)	55.94 (Mgt 13.9)	53.44 (Mgt 15.4)	54.01 (mgt 14.5)	53.26 (mgt 13.5)
Total	**402.62**	**396.05**	**395.68**	**392.02**

The core establishment is further supported by three Modern Apprentices/Trainee Support Administrators. SCRA are also hosting the Our Hearings Our Voice project which will be led, during an interim 12 months period of review, by a secondment from CELCIS. Management roles make up 14% of all posts across the organisation (a reduction of 2% from last year). Head Office represents 16.4% of the establishment which is an increase of 1.4% compared to 2019/20, however, a significant percentage of those staff are front facing business partners and data providers who support statutory requirements such as production of accounts, property provision and procurement, or transactional staff for example payroll and IT systems management.

Fixed term contracts significantly increased at the end of 2020 with the implementation of the Recovery Team. SCRA received additional funding from the Scottish Government to resource SCRA's recovery and this team will be in place for around 18 months. This means that our fixed term employment contract has increased to 38.5fte, 9.1% of all contracts of employment, an increase of 2.9%.

2.9 Sickness absence for 2020 has remained constant from 2019/20 at around 4.5% (inclusive of both long and short term). While this remains above the key organisational performance indicator of 4%, it is still reduced from a number of years ago when absence was an issue in terms of capacity. The recent internal audit programme supports SCRA's approach to managing absence and the interventions in place and it is proposed that we keep moving in the right direction. This absence rate is the equivalent of 9.93 days per employee (up by 0.03 days) which is higher than the 8 average days lost per employee for public sector workers in 2020[1].

To help us understand the ongoing nature of our absence we continue to report long and short-term absence separately, at a target of 2% respectively. For 2020, short-term absence was 1.13% which is significantly lower than our KPI. Some of this can be attributed to staff working from home for a lengthy period of time during the year and not feeling the need to take time off work. Long-term absence was recorded at 3.39% (up by 1%). The highest recorded reason in 2020 of 39.39% of all absence was attributed to Psychological absences, which include stress symptoms, anxiety, depression etc.. This is up

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[1] CIPD Health & Wellbeing at Work Report 2020

by 7% on the previous years' figure. The table below shows the %age of long-term absences for psychological reasons across the staff groups which shows Reporter Staff as having the highest number of absences in this category, although this has reduced in 2020 with support staff seeing over a 5% increase in stress related absences. The CIPD Health and Wellbeing Report also reports that mental ill health and stress are the two most common long-term absences across the public sector. Mental Health and Wellbeing is a key focus for 2020/21 strategies.

	Psychological Absences	
	2020	2019
Head Office	1.86	4.15%
Manager	2.79	2.04%
Reporter	49.92	53.52%
Support	45.43	40.28%

2.10 The workforce plan considers the holistic needs of our workforce which can be further analysed by the data available to us by staff recording their protected characteristic information. Due to the ongoing challenges of the pandemic, we did not undertake a monitoring campaign in 2020 given the priorities staff were facing. However, our employee data is as follows:-

Disability: We are a "Disability Confident" employer with 4.9% of our staff having declared a disability although we believe the actual figure covered by the Equality Act 2010 will be higher. This is an increase of 0.9% on 2019/20. We continue to work toward becoming a Disability Confident Leader.

Ethnic Origin: Our ethnicity data shows the majority of our staff are white 70.3% (down 5% from 2019/20), BAME 2% (down 0.3%) and 27.7% (up 4.2%) of staff have chosen not to declare. We would expect these figures to improve following our next monitoring campaign.

Marriage and Civil Partnership: The majority of our staff are married/in a civil partnership/living with a partner/are widowers/in relationships at 49.8% (down 4.5%), with 12.1% being single (down 1.4%) and 38.1% (up 15%) of staff choosing not to declare or recording 'other'.

Pregnancy and Maternity: SCRA currently has 13 staff on maternity/adoption leave. For many years now, we have had 100% of our staff returning to work following adoption/maternity/ paternity leave.

Religion and Belief: The majority of SCRA staff (75.6%) have not declared their religion/belief, 4.5% recording they have no religion/belief with 19.9% stating that they do have a religion/belief.

Sexual Orientation: We know that in terms of sexual orientation: 74.4% of staff have chosen not to declare, 23% are heterosexual and 1.8% are LGBT.

3.   Workforce Planning Objectives for 2021/22

3.1   Appendix 2 details the planned objectives and actions for 2021/22.   Whilst maintaining ambition and growth, the plan also recognises the need for capacity to provide continued management and support during the ongoing, and our recovery from, the COVID-19 pandemic.

3.2   As previously noted, the plan has been developed with a focus on staff wellbeing, learning and development, capacity building and stability.   We should also recognise that there is ongoing activity that will take place in addition to those actions which are specifically aligned to our three year strategies. Some of these are outlined below for information.

3.3   The HR Sub Group, a sub group of the National Partnership Forum, have a cycle of policy review, that generates significant engagement and consultation with staff and the intention is to improve on the current good terms and conditions that are already agreed.   The policy review agenda for 2021 is as follows:-

- Standby Policy
- Staff Code of Conduct *
- Whistleblowing Policy *
- Exit Interview Policy
- Flexible Working including home and remote working, office space etc.
- Fixed Term Workers Guidance
- Pro-rating Dependent Care

     * these policies will require to be approved by the Board in due course in line with the Board's Governance Framework.

3.4   The SG Pay Policy Guidance for 2021/22 has been published which allows for a 1% basic pay award for all staff earning over £25k. Early indications from our TU colleagues show that pay negotiations will be challenging this year and we will need to ensure that we can deliver a pay offer, whilst meeting SG parameters, and that can align in some way with staff expectations.

3.5   We will be rolling out new and refreshed e-learning modules for staff and recruiting managers on our new recruitment and selection policy which was launched last year. Our recruitment strategy is to aim for internal recruitment in the first instance and providing our own staff with advice and guidance on preparing for a recruitment process will be welcomed. Our recruiting managers will be required to complete the new e-learning module before making any recruitment decisions from 1st April, 2021.

3.6   The staff survey undertaken in late 2020 provides a wealth of information on how staff were feeling. We have committed to responding to that survey wherever possible. Therefore, we will ensure that any new initiatives or further developments that are taken forward outwith the anticipated workforce plan are able to be tracked back to a need that has arisen from the staff survey.

3.7 We had hoped to increase the number of trained Mindfulness Champions and Mental Health First Aiders over the course of 2020. However this has not been possible. It is still our intention to provide an increasing number of staff with the opportunity to train in this area, given the wider organisational benefits. This will be explored further throughout the year. In the interim, some of our current Mindfulness Champions have recorded mindfulness sessions which are on our intranet and have been regularly accessed.

3.8 To complement our approach to becoming a trauma informed workforce, with trauma awareness training being delivered to all staff in early Summer 2021, SCRA has implemented a Trauma Clinic, supported by our specialist EAP, offering for front-line operational and some head office staff. This provides an opportunity to 'de-brief' following the management or accessing of challenging and complex case management information, which may make them vicariously vulnerable to trauma. This debrief would be followed up with at least one other session dependent on the needs of the individual. We believe that having access to independently trained professional guidance will provide many staff with the support that they need.

3.9 When we launch our agreed Shadowing and Mentoring Scheme, it will create opportunities and partnerships, outside the normal line management relationship, to enhance career development, performance, learning or development opportunities for staff. We will consider this in a phased approach so that we can provide the breadth of support required. In advance of the launch, we will seek to recruit internal mentors and provide them with on-line learning so that they are equipped and ready to support mentees on the launch of the scheme. The scheme will also provide for external shadowing and mentoring opportunities and key contacts will be made to support this where requested.

4. Summary

4.1 SCRA clearly recognises that in order to achieve its outcomes outlined in the 2020/23 Corporate Plan and People Strategy, it is important to put the workforce at the heart of SCRA. We are cognisant that 2021/22 is a year where we will be managing and supporting our workforce through COVID-19 restrictions as well starting our recovery and it is hoped that the Annual Workforce Plan recognises this and is developed accordingly.

4.2 This workforce plan will deliver the second year of the 2020/23 People Strategy.

4.3 We will discuss the workforce plan and its implementation in partnership with UNISON.

5. Recommendation

5.1 The Board are asked to note the current workforce metrics and approve the workforce plan for 2021/22.

Appendix 1

What did we achieve in 2020/21?

- We provided significant support and advice to the workforce during COVID-19, through a programme of FAQ updates and support.
- We worked in partnership with Health Protection Scotland to develop robust risk assessments to support our staff returning to the office and in the provision of face-to-face hearings.
- We implemented the revised Recruitment and Selection Policy and Procedures
- We implemented a new Internal Transfer Scheme and a Probationary Policy
- We undertook a pay and benchmarking exercise to inform our 2020/21 pay offer
- We implemented a new grade within our pay and grading structure for Senior Practitioners
- We relaunched our Supervision Framework to include specific focus on casework and staff wellbeing
- We reviewed our workload data and made some clear decisions on allocation of roles to meet our workload equalisation objectives.
- We implemented Wellness Action Plans
- We implemented the outcomes of the Assistant Reporter Review
- We successfully submitted a business case for funding for additional resources to support SCRA's recovery from COVID-19
- We managed a significant recruitment campaign to the new Recovery Team
- We reviewed our learning and development policy and developed an annual training plan for staff
- We developed and undertook a special staff survey which captured SCRA's management of COVID-19, wellbeing of staff and CSAS implementation
- We introduced working from home risk assessments and provided appropriate kit to staff to support ongoing working from home.

Appendix 2

People Plan 2021/22

Objectives	Actions	Owner	Timescale	
Following the implementation of our new case management system, CSAS, we will, in partnership, assess the impact on our roles and where change is necessary, consult with postholders, amend job descriptions and provide appropriate role based training to post holders.	In partnership with UNISON, we will begin with the Support role to assess the impact of CSAS on the role and take the opportunity to consult on and improve the current JD. Other roles may also be included in this review.	Susan Deery	April	March
We will ensure our staff have the digital skills to support children and young people to engage with SCRA.	We will assess our services needs and any skills gap ensuring provision of appropriate training for staff.	Patricia Morris/LRMs	April	March
SCRA will develop Inclusive Leadership Standards to underpin an inclusive organisational culture which values and develops our people, providing them with the tools and support they need to be skilled, confident, valued, respected and cared for in maximising their potential. The standards will reflect our leadership values and beliefs describing leadership characteristics and indicative behaviours in line with our organisational values and beliefs and will complement our current Management Standards.	SCRA will develop Inclusive Leadership Standards to reflect our leadership values and beliefs in line with organisational values.	Patricia Stevenson	April	September
	We will consult on the developed standards prior to implementation. This might lead to identified learning and development for our leadership cohort.	Patricia Stevenson	September	March

We recognise the high value staff place in being able to work flexibly to balance responsibilities within and out with work. SCRA takes pride in being able to support a flexible approach and will continue to do so where it can align with operational service delivery and the aims of the Operational Strategy.	We will take learning from 2020 and develop a flexible working strategy that will support a mixture of home and office based working. Developing appropriate protocols in partnership to support the approach.	Susan Deery	April	September
We will work to the principles of the Scottish Government's Fair Work in Public Bodies Principles which will see SCRA invest in skills and training, take action on our gender pay gap, genuine staff engagement through our strong partnership working model with UNISON and continue to support and promote Scotland's Living Wage.	In partnership with UNISON, we will review the Principles, plan, prioritise and take the appropriate steps to ensure that SCRA is meeting and often exceeding the requirements laid down.	Susan Deery Monica Sweeney	April	March
We will continue to develop opportunities within the workplace for wellbeing activities that can be accessed by all staff fairly across the organisation and that will improve resilience and ability to manage competing and complex pressures in the workplace.	We will develop a Wellbeing Strategy that will bring together in one place, the wellbeing activities being led out locally and nationally	Susan Deery	April	March
	We will support Localities to deliver on their local health and wellbeing plans and share good practice and opportunities.	Susan Deery	April	March
	We will review learning from 2020 and within the H&W Group, and the Mental Wealth Group, we will consider initiatives that provide additional support to staff to increase wellbeing and resilience.	Morna Sands	Apr	March

We will seek to achieve the Mental Health at Work Standards that will strengthen our commitment to supporting good mental health in the workplace, encourage a culture where our people can talk about mental health and wellbeing, and we will bring together in a more meaningful way, all our strands of support into one accessible forum.	The Mental Wealth Group will lead this work and report regularly in to the H&W Group, consulting with staff as appropriate.	Morna Sands	April	March
We will reintroduce our management development programme in 2021, to support how we support and manage our services differently.	We will consult with managers on topics and approaches for learning and include this within the L&D Plan.	Susan Deery	April	June
	We will explore different models of learning for managers	Susan Deery Patricia Stevenson	April	June
We will take appropriate action to attract a diverse range of applicants for each of our vacant roles in seeking to reflect the communities we serve in our own demographics.	We will take appropriate action to attract a diverse range of applicants to SCRA roles, considering the actions required from our gender, ethnicity and disability pay gaps	Morna Sands Indiya Kurlus	April	March
	We will consider language, placement and reach of our recruitment adverts ensuring promotion of SCRA and open and transparent recruitment across all communities.	Morna Sands/Indiya Kurlus	April	June
	Our e-recruitment development will ensure accessibility for all users	Morna Sands	April	June

	All recruiting staff will be required to undertake refreshed recruitment and selection training prior to involvement in any recruitment exercises in 2021/22. This will be e-learning training and should be refreshed every 3 years.	Morna Sands/Recruiting staff	April	March
We will develop e-recruitment to support end to end recruitment from application to new start within the organisation.	We will develop and pilot e-recruitment and selection within Head Office prior to broader organisational implementation.	Morna Sands	June	October
We will review our Youth Employment Strategy that will provide broader opportunities for work experience, graduate and voluntary placements as well as ensuring our Modern Apprenticeship Programme continues to meet the needs of both SCRA and the Apprentice.	We will review our Youth Employment Strategy.	Susan Deery Jennifer Orren	June	October
	Provider broader opportunities to young people to gain experience and/or employment with SCRA.	Susan Deery/SOMs	April	March
	We will seek to broaden our reach through school and job fairs to promote SCRA as an employer	HR Managers	April	March
We will encourage staff to take responsibility for their own learning and development, seeking opportunities to learn within and out with SCRA, through a variety of mediums and ensuring that they fully record their learning requirements and achievements on their personal learning on Itrent. Having this information recorded enables SCRA to understand the talent within SCRA and how best to use that talent.	We will encourage all staff to complete their Personal Development plans and record this and their skills and achievements on Itrent.	Susan Deery/SOMs	April	September

We will further develop our approach to Succession Planning, the aim of which will be to develop our talent and offer clarity on career paths through the organisation. We will provide opportunities to develop, shadow and be mentored as part of the succession planning approach.	We will take a phased approach to the development of Succession Plans and focus on the roles of LRM and Assistant Reporter for 2021/22. Other key roles will be phased in 2022/23.	Susan Deery	September	March
	We will provide opportunities to shadow and be mentored as part of our succession planning approach. This will be phased as we increase our network of mentors.	Patricia Stevenson	September	March
	We will launch the agreed shadowing and mentoring scheme ensuring that appropriate availability of mentors.	Patricia Stevenson	April	September
Through the development of an annual Training Plan, we will ensure that all staff have access to good quality training that meets their individual and team/role based needs.	Using the information from Personal Development Plans and Practice Team planning. We will develop an annual training plan in consultation with staff, Unison and Practice Team to ensure that all staff have access to good quality training that meets their individual and team/role based needs. The Annual Training Plan will commence in September of each year.	Patricia Stevenson	April	June
We will continue, to conclusion, the review of the shape of our resources and associated structures under the Sustainability Work being led by EMT to ensure that the key role of Reporter is appropriately resourced and supported.	We will review the agreed management structure to ensure that it fits the needs of SCRA and provides a sustainable structure.	Susan Deery	April	December

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Environmental Update Report

Accountable Director: Principal Reporter/Chief Executive   **Date**: 25th March 2021

Report Author: Head of Property

Recommendation(s):

1   To note the contents of this report, the public sector duties placed on SCRA and the most recently submitted mandatory Climate Change report.

2   To note the challenges highlighted and the requirement for further consideration and decisions on the most appropriate course of action. EMT will consider next steps, resourcing implications and set the 3-year interim percentage target for reducing GHG emissions.

3   Further update reports will be brought back to the Board in relation to Climate Change and our duty to take action in the areas of mitigation, adaptation and sustainability.

Reason for Report:	**To Update The Board On Progress**
Resource Implications:	**Not Applicable**
Strategy:	**Within agreed plans**
Consultation:	**Head of Finance and Resources** **Head of HR** **Senior Operational Managers**
Equalities Duties	**Not Applicable**
Document Classification:	**Not protectively marked**

1.0   Introduction

1.1   As a public body, SCRA must comply with the Climate Change Duties introduced by the Scottish Government. The main piece of environmental legislation is the Climate Change (Scotland) Act 2009 which has been amended by subsequent legislation. This legislation requires public sector bodies to contribute towards government targets and to take steps to adapt our services to a changing climate.

1.2   The purpose of this report is to provide the Board with an update on recent developments, changes to legislation and how SCRA is contributing towards our public sector environmental duties. The report also includes the outcome of Internal Audit's recent consideration of the Sustainability arrangements in place across SCRA.

1.3   The report will highlight areas where further development of our approach to Climate Change and Sustainability is required.

1.4   Links to the legislation, guidance and government reports referred to in this report are included at Appendix 1.

2.0   Background

2.1   The Scottish Government has set ambitious climate change targets for reducing greenhouse gas emissions by key dates and to achieve net zero by 2045. These targets are set in legislation and all public bodies are required to work towards them.

2.2   The Climate Change (Scotland) Act states that public sector organisations must actively contribute towards the policies and targets set by the Scottish Government. Part 4 of the Act sets out the specific environmental duties placed on public bodies to fulfil during the course of delivering their functions:

- Mitigation – to contribute towards reducing Greenhouse Gas (GHG) emissions
- Adaptation – to deliver any statutory climate change adaptation programme and to plan for the impact of climate related changes on the delivery of our services
- Sustainability – to embed sustainability as a core organisational value

2.3   During 2019 the Scottish Government declared a Climate Emergency and committed to Scotland becoming a net-zero society by 2045. The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 sets out the revised GHG reduction targets as follows:

2020 - GHG emissions to be reduced by 56%
2030 - GHG emissions to be reduced by 75%
2040 - GHG emissions to be reduced by 90%
2045 - Net Zero GHG emissions

2.4   Following a Scottish Government consultation exercise at the end of 2019, amendments to the public sector reporting requirements were passed in September 2020 (The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020). This places additional requirements on public bodies to report progress against the 2019 targets.

2.5   Following the 2019 Act, the Scottish Government intended to publish an update to the Climate Change Plan 2018-32 (RPP3) in April 2020. Due to the global coronavirus pandemic, publication of the updated plan was delayed until December 2020 to allow revisions to be made that reflected the impact of the pandemic.

3.0   Updates and Current Position

3.1   In November 2021 Glasgow will be the host city for the United Nations Climate Change Conference (known as COP 26). This major international summit brings countries together to push for further actions and commitments to reduce the emission of gases that contribute to global warming and climate change. The Paris summit in 2015 was concluded with a new international treaty committing to reduce emissions and was signed by 195 countries.

3.2   To meet this commitment, challenging targets have been set in the UK nations and Scotland set new ambitious GHG reduction targets in the 2019 Climate Change Act. To monitor public sector progress towards meeting the targets, secondary legislation was introduced in September 2020 increasing the information to be provided in our annual climate change reports. Specifically, this relates to the setting of targets to reach Net Zero, to state how bodies will use their resources to reduce emissions and to provide a date for achieving their target.

3.3   At present SCRA does not have climate change targets and this was highlighted as a part of the recent internal audit review. In terms of our carbon footprint, SCRA has been able to report that this has generally been reducing year on year, as shown on the chart below.
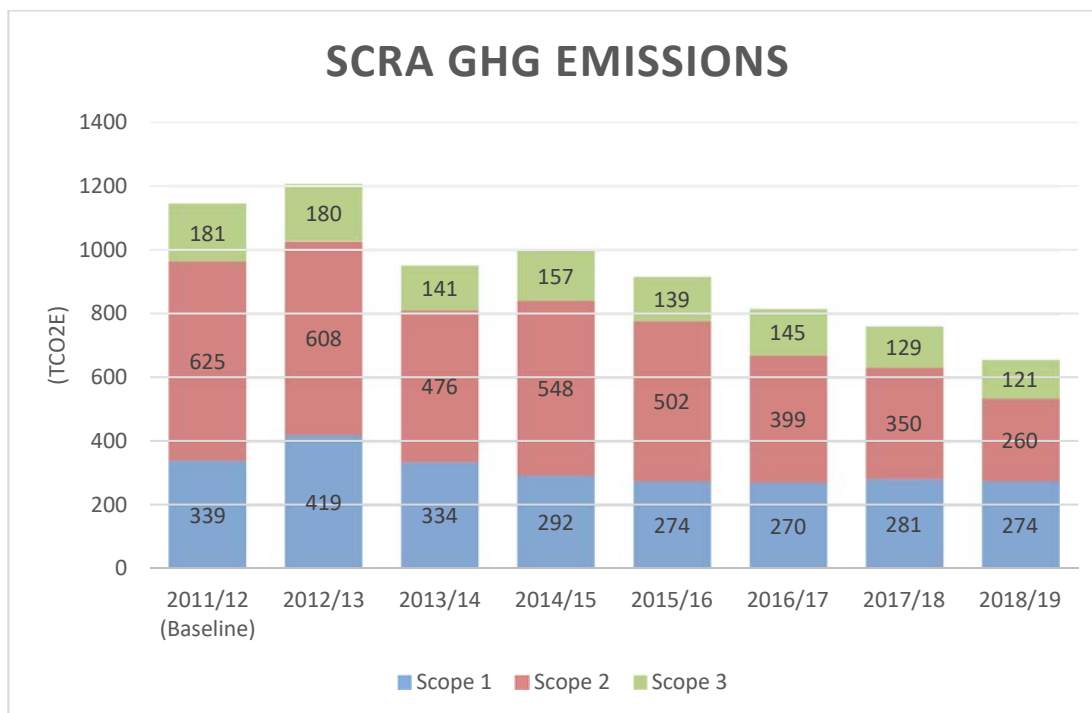
Scope 1 - emissions from Heating (oil & gas)
Scope 2 - emissions from Electricity use
Scope 3 - emissions from Electricity Transmission, Travel & Waste

3.4   Property use remains our largest source of GHG emissions although the overall size of our estate (SqM) has reduced by around 18.2% between 2010 and 2020. This

became possible following changes to our operational delivery model around 2010. The coronavirus pandemic has forced every organisation to work differently and accelerated the uptake of digital services. An increase in home working and less reliance on the traditional office are likely to lead to further estate rationalisation and a review of our need for daily hire hearing premises.

3.5 Emissions from our most recent climate change report for 2019/20 (attached at Appendix 2) shows a further overall reduction but there is a slight increase in Scope 1 and 3 emissions. The breakdown of our emissions data is as follows:

Emission Source	Scope	19/20 (tCO2e)	18/19 (tCO2e)
Heating (Oil & Gas)	1	283.1	273.6
Electricity (generation)	2	221.9	260.3
Electricity (transmission)	3	19.1	22.2
Business Travel	3	82.7	87.2
Waste – Recycled	3	1.3	2.0
Waste - Landfill	3	29.0	4.5
Water Provision	3	4.5	4.7
Total		641.6	654.4

After buildings, business related travel is our second largest category of emissions and is largely related to how we deliver our hearings/ services across the country. Our travel emissions do not currently include staff journeys to and from their place of work.

3.6 Reducing our emissions and working towards Net Zero present big challenges for our organisation. Reducing our scope 1 emissions requires changes to how we heat our buildings, the majority of which rely on oil or gas heating systems. District heating systems, air source heat pumps and hydrogen/ biomethane are potential alternatives but may not be available or suitable depending on where our buildings are located. Reducing emissions across scopes 1,2 and 3 will require changes to how we deliver our services as an organisation, targeted unvestment alongside shifts in the culture and behaviours that we promote.

3.7 Our new Corporate Plan for 2020 to 2023 includes Climate Change and environmental objectives in our strategic aims and they also form part of our organisational values and behaviours. Planning for the delivery of our services, and how we work, must minimise our impact on the environment. Our Corporate Plan objectives will flow down to Locality Planning to ensure that there is a focus on climate change and sustainability as a part of local service delivery.

3.8 In December 2020, the Scottish Government published the update to its Climate Change Plan 2018-32. This document was published following the 2019 Climate Change Act coming into force and sets out the revised policies and proposals to work towards Net Zero. A link to the full document is provided at Appendix 1 and some of the main points relevant to SCRA are summarised below:

Buildings
- To publish a Heat In Buildings Strategy during 2021. By 2030 at least 50% of all buildings heated using zero emission systems
- The heat supply to our buildings is very substantially decarbonised, with high penetration rates of renewable and zero emissions heating

- Our buildings are highly energy efficient, with all buildings upgraded where it is appropriate to do so, and new buildings achieving ultra-high levels of fabric efficiency
- Net Zero Carbon Public Sector Buildings Standard will be introduced in 2021 and progressively rolled out across the public sector, as announced in the Programme for Government 2019.
- Assessment of Energy Performance and Emissions Regulations. A review in 2021 is planned to look at introducing more challenging improvement targets to deliver the level of energy demand and emissions reductions needed.
- 2024 New Build Zero Emissions from Heat Standard: requiring new buildings to have zero emissions heating systems.

Business Travel
- To address our overreliance on cars, we will reduce car kilometres by 20% by 2030
- New petrol/ diesel cars and vans phase out by 2030 but for the public sector this date is 2025

Waste & Circular Economy
- End landfilling of biodegradable waste by 2025
- Reduce the percentage of all waste sent to landfill to 5% by 2025
- Recycle 70% of all waste by 2025
- Develop tools and guidance to use public procurement to support a green recovery and our wider climate ambitions. Embed climate considerations in organisational procurement strategies by 2021

Behavioural Change
- Public buy-in and behaviour change is key to climate action. Climate Change Commission research estimates that more than 60% of emissions reductions to meet net zero will need to come from societal change.

3.9 Alongside the updated Climate change plan, Scottish Government are currently consulting on their draft Public Engagement Strategy to build "a social mandate for the societal transformation needed to become a net zero nation". Once finalised, the strategic objectives are expected to cover increased public awareness, public participation in policy and that taking action on climate change is normalised and encouraged in communities.

3.10 What does all of the above mean for SCRA? There is an increasing expectation that every public body is actively contributing towards the delivery of the Scottish Government climate change targets. Our organisational planning and use of resources is expected to work towards achieving Net Zero and our annual climate change reporting should set out targets, timescales and progress.

4.0 Internal Audit Review and Further Actions

4.1 As a part of the regular auditing cycle, an Internal Audit review was completed by BDO at the end of 2020 to assess the sustainability arrangements in place across our organisation. Overall, the level of assurance was assessed as moderate for both design and operational effectiveness. A number of areas of good practice were highlighted in the final report and five key findings were highlighted as areas for further action:

- **Environmental Objectives**: SCRA has environmental objectives outlined in their Corporate Plan however these do not flow down to locality plans. Preparation of locality plans for 2020/21 were set aside as a result of covid-19;

- **Emissions Targets:** SCRA does not have any emissions targets;

- **Consumption Data Capture:** SCRA does not regularly analyse consumption of utilities;

- **Sustainability Training:** SCRA currently does not have climate change awareness training included within its induction programme; and

- **Environmental Champions:** there are currently no Environmental Champions at SCRA.

4.2   It was intended that Environmental Objectives would form part of Locality Planning in 2020/21 but, unfortunately, this has been delayed by the coronavirus pandemic. This will now be implemented in 2021/22 plans and will set out as objectives/ actions that require to contribute towards the Scottish Governments climate change targets and Net Zero. This is being led and monitored by the Senior Operational Managers and the Planning Team with support from the Property Team.

4.3   BDO have highlighted the absence of organisational Emissions Targets and the risk that SCRA are not fully supporting the Scotland wide emission targets that have been set. BDO highlight that public bodies with less influence on emissions can set their own targets more flexibly to fit with their planning processes, perhaps over a three- or five-year period. We know that the data that sits behind our existing reporting has limitations and is not as complete as we would wish it to be. We also know that big changes to how we use our buildings and deliver our services will also be needed to meet targets.

4.4   To get to Net Zero, SCRA will need to set its own ambitious targets along with a plan/ programme for achieving them. To meet BDO's recommendation, it is proposed that an interim 3-year target is set for reducing overall GHG emissions while more detailed targets, including a programme of work to achieve them, are developed. In setting an interim target this needs to take into consideration our performance to date and to recognise that a lot of work is necessary to meet wider Scottish Government targets. Between the 2011/12 and 2019/20 reporting years, our greenhouse gas emissions were calculated to have reduced by 44%. However, for the most recent 2019/20 reporting year our emissions have only reduced by 2% compared with 2018/19. This presents a challenge for the organisation when setting an interim 3-year target as a much larger annual reduction is needed but will be difficult to achieve. We will need external support and assistance to develop detailed targets but in the meantime, an interim 3-year reduction target of between 10% and 20% could be agreed by SCRA.

4.5   Regular analysis of Consumption Data enables comparison of utility usage across our estate and identification of sites where consumption is higher than average and the possible causes. Consumption is influenced by the efficiency of installed equipment and local behaviour. SCRA's Business Managers monitor utility budgets to identify anomalies and are setting up a new system with local offices for regular meter reads and analysis of consumption data. This will increase in importance over time as heating systems transition to more expensive electrical systems and as the cost of natural gas increases to encourage both transition and efficiency improvements.

4.6   The audit finding regarding Sustainability Training within the induction programme was noted and this has been addressed. Within the induction pack information on climate

change and sustainability is now included and the topic will also be added to the induction eLearning course. This work is being led by SCRA's HR Team.

4.7 It is recognised that a network of Environmental Champions within the organisation provides an opportunity for encouraging greater staff awareness and engagement of the issues around climate change and sustainability. Within our People Strategy plan for 2021/22 our organisational Ambassador roles will be broadened to include Environmental Ambassadors to help deliver greater awareness, engagement and behaviour change around the organisation. This work is being led by the Senior Operational Managers supported by the Property Team.

4.8 Whilst we have achieved a moderate assessment for the Internal Audit, it has highlighted a number of areas where additional controls and improvements are required. This, along with the revised government targets, reporting requirements and increased expectation of action points to Climate Change becoming an increasing priority for the organisation over time.

4.9 The Coronavirus pandemic has created a unique moment/ opportunity for SCRA to consider its vision for the future delivery of children's hearings and our services. Through necessity the uptake in Digital Solutions has accelerated in the last 12 months and people have become more comfortable with remote working and video meetings. This won't be appropriate for everyone and every situation but it does lay down a challenge for how we work and deliver services in future. As with every technological change, the quality and reliability of the equipment and the infrastructure will increase with time.

4.10 What are some of the challenges and which parts of our organisation are best placed to consider them?

Topic	Lead
Operating model and digital delivery of services	SOMs
Continued use of Daily Hire hearing premises	SOMs
Digital Hearings	SOMs & IT
Heat and Power in our buildings	Property
Estate Management and Rationalisation	Property
New Ways Of Working (inc Smart Working)	HR & SOMs
Energy Consumption	Business Managers & Property
Business Travel	HR
Staff Awareness, Culture and Behaviour Change	HR
Embedding Climate Change and Sustainability into Locality Planning	SOMs
Biodiversity	Health & Wellbeing, Localities
Adaptation	Business Continuity
Waste minimisation	SOMs & Localities
Sustainable Procurement	Procurement Team
Annual Public Body Reporting	Property & Planning
Data Capture & Analysis	Planning & Property

4.11 It is very likely that SCRA will need external support and assistance to progress these challenging questions. This support may come from bodies set up Scottish Government to provide general assistance and through the award of contracts to consultants to undertake specific tasks. Scottish Government have put in place framework agreements for this purpose and these will be closely looked at.

5.0 Conclusions

5.1 The Scottish Government declared a Climate Emergency in 2019 and introduced new legislation bringing forward more ambitious emission reduction targets with challenging timescales. The objective is transformational change and public bodies are required to implement and lead on delivering this change.

5.2 SCRA's Corporate Plan 2020-23 more prominently references Climate Change and Environmental considerations in our strategic aims. They also now form part of our organisational values and behaviours. Through these strategic aims and values we have committed to delivering our services in a way that demonstrates Care and kindness to our environment as well as ensuring that the way we Connect, and work together, minimises our impact on the environment. We now need to establish how we will fulfil these commitments.

5.3 Previous reports to the Board have set out the main areas for organisational action and these are consistent with the strategic aims of the Corporate Plan:

- Property Use
- Energy Consumption
- Business Travel
- Waste Minimisation
- Sustainable Procurement
- Biodiversity
- Staff Awareness, Engagement and Behaviour Change
- Improving Data Capture & Analysis

5.4 The recent Internal Audit review has identified areas where action and improvement is required. Without action there is a risk that SCRA are not fully supporting the Scotland wide emission reduction targets and climate change policies.

5.5 The coronavirus pandemic has forced change and created new ways of delivering our services. There is an opportunity to develop and improve these new approaches rather than reverting to previous arrangements. Digital solutions offer greater flexibility and reduce the need for travel, our second highest source of emissions.

5.6 To work towards achieving Net Zero, SCRA will need to set realistic and achievable targets for reducing GHG emissions. From this report it can hopefully be seen that innovative solutions and challenging decisions are required. The transformational change envisaged impacts on every part of the organisation and responsibility for delivering change will require to be allocated to the most appropriate teams. The impact on resourcing and the need for external support will require consideration by EMT.

6.0   Recommendations

6.1   To note the contents of this report, the public sector duties placed on SCRA and the most recently submitted mandatory Climate Change report.

6.2   To note the challenges highlighted and the requirement for further consideration and decisions on the most appropriate course of action. EMT will consider next steps, resourcing implications and set the 3-year interim percentage target for reducing GHG emissions.

6.3   Further update reports will be brought back to the Board in relation to Climate Change and our duty to take action in the areas of mitigation, adaptation and sustainability.

Legislation & Guidance Documents   Appendix 1
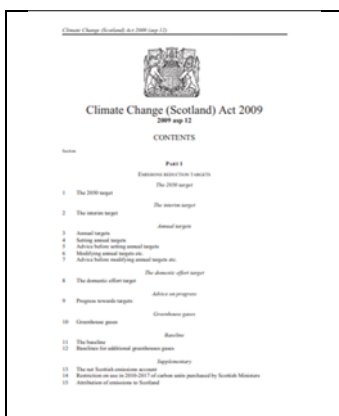
Climate Change (Scotland) Act 2009

https://www.legislation.gov.uk/asp/2009/12/pdfs/asp_20090012_en.pdf
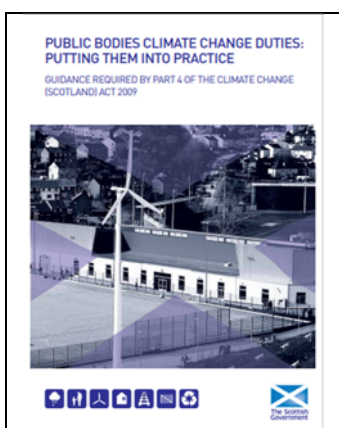
Public Bodies Climate Change Duties: Putting Them Into Practice

https://www.gov.scot/binaries/content/documents/govscot/publications/advice-and-guidance/2011/02/public-bodies-climate-change-duties-putting-practice-guidance-required-part/documents/0113071-pdf/0113071-pdf/govscot%3Adocument/0113071.pdf
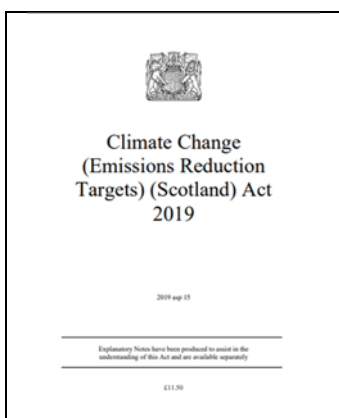
Climate Change (Emissions Reduction Targets) (Scotland) Act 2019

https://www.legislation.gov.uk/asp/2019/15/pdfs/asp_20190015_en.pdf
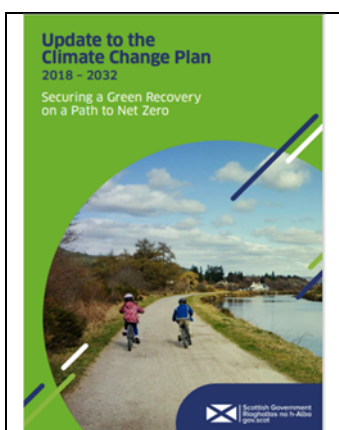
Climate Change Plan (Updated) 2018 to 2032
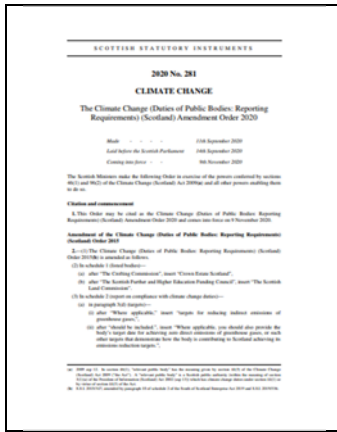
https://www.gov.scot/publications/securing-green-recovery-path-net-zero-update-climate-change-plan-20182032/

Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020

https://www.legislation.gov.uk/ssi/2020/281/pdfs/ssi_20200281_en.pdf
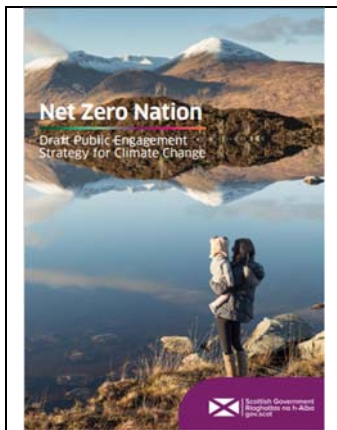
Draft Public Engagement Strategy for Climate Change

https://www.gov.scot/binaries/content/documents/govscot/publications/consultation-paper/2020/12/net-zero-nation-draft-public-engagement-strategy-climate-change/documents/net-zero-nation-draft-public-engagement-strategy-climate-change/net-zero-nation-draft-public-engagement-strategy-climate-change/govscot%3Adocument/net-zero-nation-draft-public-engagement-strategy-climate-change.pdf?forceDownload=true&mc_cid=2f9b16d253&mc_eid=64362a66a9

SCRA Climate Change Report 2019/20   **Appendix 2**

PDF Report.pdf

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

HEALTH AND SAFETY UPDATE

Accountable Director: Head of Human Resources   **Date:** 25th March 2021

Report Author: Health and Safety Adviser

Recommendations:

1. **To consider the terms of this report and current/future activities.**

Reason for Report: Board Update

Resource Implications: Within approved budgets

Consultation: EMT

Document Classification: Unmarked

Equality Impact Assessment: Not applicable

1.   Introduction

1.1   This Health and Safety Annual Report covers the period from 1st April 2020 3rd March 2021, during which SCRA has been managing and responding to the COVID-19 pandemic. Health and safety advice has predominantly been focusing on COVID-19 issues, including supporting staff working from home and ensuring that all health and safety aspects were considered in returning to office working during June and July 2020.

1.2   This report provides an update to the Board on our approach to COVID-19 as well as the usual Health and Safety developments across SCRA including the number of incidents reported during that time as well as policies that have been updated. It also provides updates on wellbeing initiatives that have been introduced within the last 12 months and Healthy Working Lives member status

2.   COVID-19

2.1   Staff were working from home from late March 2020 until early June 2020 as part of the first lockdown. During this period, and in anticipation of staff returning to work, supplies of personal protective equipment in the form of face coverings, hand sanitizer and cleaning detergents were procured through the Scottish Government Procurement process. We also engaged with our cleaning providers to understand the efficacy of the proposed enhanced cleaning service (hydrostatic misting) which provided a long lasting protection against COVID-19 transmission on surfaces. The total spend on Covid related items including the hydrostatic misting equipment has been in the region of around £43k to date.

2.2   In advance of staff returning to phased office working, we developed a robust risk assessment process for both office working and face to face hearings. We were supported by Public Health Scotland in this process and we implemented the clear recommendations in each locality. The main mitigations have been clear and thorough and focus mainly on FACTS e.g. wearing a face covering in communal areas and whilst moving around the office (this was extended to within hearings from January 2021), limiting the number of staff in offices to those that required to be there for face to face hearings, accessing physical systems and for CSAS training, good hand hygiene, physical distancing of at least 2 metres, good room ventilation and clear guidance on when to self-isolate if you had symptoms.

2.3   Also in advance of staff returning, the Property Team ensured that all water services into the buildings were free from Legionella as a result of premises being unused for longer periods. This was managed in a phased basis by FES (our Facilities Provider) and provided further assurance of the safety of our premises

2.4   We continually reviewed our approach as the Scottish Government guidance changed and we further engaged with Public Health Scotland again at the end of 2020 to prepare for the restrictions that were implemented in early

2021. We will continue to review our approach, as we hopefully ease out of the restrictions but through the lens of staff health and safety and the health and safety of our hearing centre users.

2.5 Engagement with UNISON has been a primary consideration in all health and safety aspects and we have consulted with them on our approach to organisational risk assessments, working from home risk assessments and concerns or issues that staff have raised in relation to ensuring the safety of our premises.

2.6 Throughout this year staff have continued to work from home, with a limited number of staff back in offices from June 2020. It is equally important that staff working from home have the appropriate kit to help them comfortably deliver their roles so they have been asked to complete a working from home risk assessment to ensure their home workstation complies with the Display Screen Equipment Regulations 1992 (as amended 2002). This was formally rolled out at the start of the second lockdown and to date we have responded to 78 working from home risk assessments in terms of the provision of additional kit. This in the main has been providing a desk and adjustable chair which comply with DSE regulations, purchased and delivered directly to the users home address. Where possible, we have also been encouraging staff to take equipment from the office. This provision is likely to continue throughout 2021 as it is unlikely staff will fully return to office working and a more agile working practice is adopted by the organisation.

3. Accident and Incident Reporting

3.1 Since 1st April 2020 until the creation of this report (3rd March 2021), there have been a total 4 incidents reported to the Health and Safety Adviser. This is a significant decrease from the previous year of n= 45 (from period 1st April 2019 till March 31st 2020). As the use of offices has been impacted by lockdowns and restrictions and the number face to face hearings reduced significantly, the number of staff within the offices has also been reduced leading to a reduction in incidents reported.

3.2 **RIDDOR**

There have been no incidents reported to the Health and Safety Executive under RIDDOR.

3.3 **Injuries**

There were 2 incidents where injuries occurred during this period with both of staff having fully recovered and SCRA were not liable for either injury.

3.4 **Assaults / aggression**

There was only 1 reported verbal assault incident and no incidents of vandalism (reduced from 5 in the previous year).

4.   **Policy Development**

Between April 2020 and the end of March 2021 the following policies and guidance notes were updated:

Policy	Date completed
Asbestos Policy	April 2020
COSHH Policy and Statutory Duties	March 2020
Display Screen Equipment	April 2020
Manual Handling	July 2020
First Aid Policy	July 2020
Substance Misuse	August 2020
Accident & Incident	March 2020
Eye Test	April 2020
No Smoking	July 2020
Sharps Bodily Fluids	July 2020
Lone Working	August 2020

In addition to the above the following guidance was also updated;
- Accident & Incident Guidance Notes March 2020
- Accident & Incident Form March 2020
- Contact form for Lone working March 2020
- Locality Managers Monthly Checklist March 2020
- Conducting the annual fire risk assessment guidance March 2020
- Fire Risk Assessment (FRA) short form March 2020
- FRA Short form Office example March 2020
- FRA Short form Outreach hearing centre example March 2020
- Pregnancy risk assessment form 2020
- New Start safety checklist 2020
- Modern Apprentice Risk Assessment form 2020
- Generic Manual Handling blank risk pro-forma 2020

Most of the above were minor changes to text or layout.

Note – this list does not include the risk assessment(s) produced in relation to the SCRA Covid-19 recovery nor the working from home risk assessment and guidance that was created for staff to identify equipment that they might require in order to set up a workstation within their own home.

5.   **Training**

5.1   **E-Learning**

The requirement to complete mandatory health and safety e-learning was reduced during 2020 as a result of staff focusing on service delivery. This will be reintroduced form April, 2021 and Locality Support Managers will be asked to remind all staff within their locality to complete the mandatory courses. Managers will also be provided with a quarterly report of those who have completed the training modules.

6.   **Mental Health Awareness**

6.1   Mental health and wellbeing continues to be a key focus for SCRA and a significant effort has been put in to promote and encourage staff to consider their own and others mental wellbeing. We intend to increase the number of Mental Health First Aiders and provide a refresher training course for current staff, provisionally set for September, as due to the nature of the training, this cannot be delivered virtually by the external provider.

6.2   The organisation also continues to engage the HELP Employee Assistance Programme which encourages and supports wellbeing in the workplace. HELP gives access to a team of trained welfare and counselling practitioners who will support employees by offering confidential, independent and counselling and guidance by telephone, on-line and through face-to-face appointments for a wide variety of issues including (but not limited to) mental health, sickness absence, debt, bereavement and childcare issues.

6.3   During Mental Health Awareness Week in May 2020 the organisation held a number of activities under the theme "Kindness" with the Mental Wealth Group sharing information and case studies throughout the week on Connect.

6.4   At the start of August 2020, staff were encouraged to look after their mental health. Links to various organisations that support staff were provided along with a reminder about our Mental Health First Aiders and online mindfulness sessions that had been produced to provide staff with short sessions they could access while in the home (or office).

6.5   In October 2020, staff were given access to Silvercloud, a digital tool to support mental health and provide early intervention during the pandemic. This included a variety of programmes including stress, sleep and resilience which you may find beneficial and was promoted for Mental Health Day.

6.6   A package of additional wellbeing supports were approved by SCRA's Health & Wellbeing Group in November 2020 for staff including a wellbeing day. Staff were also encouraged to take a proper break over the lunchtime period to support everyone to get outside in daylight hours, particularly in the winter months. This was well received by staff.

6.7   December saw Optima Health, SCRA's wellbeing provider launching a new winter wellbeing platform which contained a variety of information, as well as videos and podcasts on how to keep healthy over the winter months.

6.8   Rather than one event on the 4th February 2021 for Time to Talk, the Mental Wealth Group organised a week-long event to promote Mental Health Awareness in the workplace. Neil Hunter began the week recording a short film clip talking about the importance of looking after your mental health and highlighted what would happen throughout the week. Other days focused on better wellbeing, stress and the power of small conversations. More events will be held throughout 2021.

7.   **Healthy Working Lives**

7.1   SCRA successfully retained the Bronze Award from Healthy Working Lives for a fifth year despite the offices being closed for a period of time and staff working from home. HWL were particularly impressed with the resources we had offered staff on mental health during this period and congratulated us on this element of the annual review. In January 2021 the Healthy Working Lives matching tool was forwarded to the HWL team for review. This document must be submitted every 3 years to ensure we meet the strict criteria for Bronze award retention and is in addition to the annual review. Feedback on this document was again extremely positive.

8.   **Disability Confident Scheme**

8.1   SCRA is actively working towards becoming a Disability Confident Leader (Level 3) which involves mentoring from another organisation that has gained this accreditation. ENEI have agreed to mentor SCRA towards this award and evidence is currently being collated to present for inspection. Assuming this is accepted, the next stage would be a review by Department of Work and Pensions before presentation of the award.

8.2   According to DWP, there is currently only one organisation within Forth Valley which has achieved this level (Triage) and SCRA will be expected to provide mentoring for other organisations working towards this level and to encourage service partners to consider joining the scheme as part of attaining Confident Leader status.

9.   **Flu Vaccination**

9.1   SCRA again offered staff the Flu Vaccination which was more important than ever given the ongoing pandemic. This was provided by Boots and 155 vouchers were provided to staff, at a total cost of £1472.50.

10.   **Recommendation**

10.1 The Board is asked to note the health and safety update and developments outlined in this report.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Digital Strategy – update

Accountable Director: Principal Reporter/CEO   **Date:**   25 March 2021

Report Author: Neil Hunter

Recommendation:

a) Note the contents of this report
b) Note the progress been made in relation to CSAS transition
c) Note the financial position in relation to Digital Strategy
d) Note the establishment of work on a standard operating model for SCRA
e) Note the progress of legacy system decommissioning

Reason for Report: Requested by the Board

Resource Implications: Within approved budgets

Strategy: Within approved plans

Consultation: N/A

Equalities Duties: Not required – update report

Document Classification: Not restricted

1.   Background Information

1.1   At its last meeting the SCRA Board were updated on:-

- Completion of the full operational transition to CSAS by 18th December.
- The acute transitional struggles and stress experienced by SCRA operational staff in this transition. Some gaps in support, training and guidance were all identified as key contributory factors as well as the inherent stressors of the change process
- The early planning commence in relation to a revised standard operating model for SCRA, optimising how we can take advantage of the new platform
- Progress on live and dormant case migration from CMS to CSAS
- Ongoing infrastructure development, creating wireless connectivity with guest/public access in all SCRA core hearing centres and deployment of hardware to increase digital capability in hearing rooms

1.2   This update report focusses on the following

- Progress against the standard operating model development
- Immediate post MVP development programme
- Finance update
- Governance arrangements
- Security update and decommissioning of legacy systems

2.   Standard Operating Model

2.1   Work has commenced on developing a Standard Operating Model (SOM) for SCRA which aims to:-

- Maximise the advantage of the design and build of the case management system itself. We now have a fully electronic system that securely allows us to handle sensitive personal information.
- CSAS design was heavily influenced by user requirements and the first drafts of the SOM has been based on user knowledge of the system and the experience of the Vanguard Teams in particular. Training materials and user guides have been constructed to reflect, what at this point in time, is considered good practice in the use of CSAS. These will be developed further as work on the SOM continues.
- As we have rolled CSAS out across all Localities we have seen the divergence of some processes with Localities trying to fit the use of CSAS into historical operational processes – the SOM seeks to reverse this and put in place an agreed convergent approach
- The SOM will have a dynamic interplay with ongoing CSAS development and improvement to support how we wish the operational model to develop. One example of this is where we have a growing need to develop our 'Court file' approach , given that we are exchanging much higher volumes of documentary information with the Courts.

2.2 This work will pull together the best of our current operational practice, settle on a position and ensure that this acts as the core model for delivering the service. Part of this work is being undertaken as part of the CSAS embedding process with Localities sharing their processes and work being undertaken to embed CSAS.

2.3 Many, if not all, of our operational processes involve transactions between roles from point of referral all the way through to Court citations and witness notifications. These processes and role interactions were also constructed around workers occupying the same physical space. With CSAS being fully virtual, and also recent learning around operating in a pandemic, we need to realign how our offices work so that they demonstrate best efficiency. There is a need to focus on how we are managing workload efficiently and effectively in our teams and this will need trailed and tested to optimise a settled position.

2.4 We have ensured user engagement around optimising workflow and work loading processes to maximise staff efficiency and ensure that they are focusing their time on the most productive operational processes, potentially allowing over time opportunities for how we might deploy staffing capability and capacity to other aspects of qualitative operational activity.

3.   Post MVP CSAS Development Activity

3.1 We awarded through a Change Control Notification (CCN) to the main contract an additional programme of work to develop further the CSAS MVP, where:-

- It was felt an enhancement to the functionality of the delivered MVP could improve the user experience;
- Functionality had been delivered as per requirements but that the functionality could be enhanced relatively quickly;
- To remove known bugs that were not fixed in the functionality;
- To look through discovery where further enhancements could be made;
- To close any requirements gaps informed by user experience in Live.

3.2 A small team was assembled made up of the CHS digital project lead, SCRA product owner and the SCRA digital manager. The later of these is currently leading on completion of this scoped aspect of work with clear accountabilities and governance arrangements. The governance oversight is being provided by the CSAS programme director, their project manager and they are reporting into the current digital delivery board and their current arrangements.

3.3 The scoped activity of the CCN is approximately four scaled sprints of three weeks in duration. There are around five supplier engineers assigned to the activity with project management from the supplier providing progress updates and managing the engineering effort. The scoped activity will end after final deployment and testing around the middle of April 2021, the substantive development will be completed as scheduled by the end of March. The work begun in December 2020.

3.4   Currently we are around three sprints into the four sprint activity, with a blend of development across CHS and SCRA needs. On completion of the 4 sprints CHS and SCRA move into a phase of each body being able to invest through their own budgetary provision against individual priorities for CSAS development. These investments will be filtered through the change control arrangements described at para 5.1.

4.   Digital Finance

4.1   The budget for digital in 20/21 is on track, including full use of contingency and utilisation of the additional in year funding from the Scottish Government to support linked infrastructure activities

4.2   As noted earlier the 2021/22 draft budget report for SCRA (Board agenda item 6) makes provision for £1.15m expenditure in the coming financial year, based on 5% of operating expenditure. This level of investment, if supported by Scottish Government for future years, would provide around £650k of investment in CSAS and £500k for core IT infrastructure and hardware.

5.   Governance arrangements

5.1   Revised joint governance arrangements across CHS and SCRA were approved by the respective CHS and SCRA Boards in December 2020. Digital Boards for CHS and SCRA are now being put in place and will define and scope future business needs and investment across the 2 bodies. Proposals for a single Change Control Board have been drafted by the Programme Director which will assess and oversee development of the CSAS platform, ensuring cohesion with the established design principles, technical architecture and cyber security. The Change Control Board arrangements will be subject to approval by the officer-led Digital Delivery Board for which revised terms have been completed and approved by the CHS/SCRA member led Digital Delivery Oversight Committee.
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6.   Security and Information Governance

6.1   As previously reported to the Board decommissioning of the legacy CMS, against external cyber security standards and independent verification is underway and will be completed within the scheduled end of March deadline. This is a key activity given the millions of data items contained within CMS, and not subject to migration, which require to be securely destroyed.
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7.   Recommendations

7.1   The Board is asked to:-

   a) Note the contents of this report
   b) Note the progress been made in relation to CSAS transition
   c) Note the financial position in relation to Digital Strategy
   d) Note the establishment of work on a standard operating model for SCRA
   e) Note the progress of legacy system decommissioning