

		<i>Papers</i>
1.1	AOB	
1.2	Apologies	
2.	Declarations of Interest	
3.	Updates	
4.	Minutes/Committees	
4.1	Minute of Meeting held on 20 March 2019 Board Action Log and Workplan Matters Arising	Attached Attached
4.2	Remuneration Committee	
4.2.1	Draft Minute of Meeting held on 20 March 2019	
4.2.2	Verbal update of Meeting held on 19 June 2019	
4.3	Audit & Risk Committee	
4.3.1	• Draft Minute of Meeting held on 16 May 2019	
4.3.2	• Audit & Risk Committee Annual Report	
	Reports	
5.	Chief Executive's Report	Attached
6.	Fourth Quarter/Year-end Organisational Performance Report 2017/18: • 1 April 2018 to 31 March 2019	
7.	2018/19 Draft Budget Outturn	
8.	Financial Strategy	
9.	Property Strategy	Attached
10.	Annual Procurement Report	
11.	Corporate Plan – approach to consultation and development	
12.	Equalities Network Annual Report	Attached
13.	Annual Complaints Report	Attached
14.	Influencing Report 01 December 2018 to 01 June 2019	Attached
15.	Digital Strategy Review	
16.	SCRA Standing Orders Review	Attached
17.	Risk	
17.1	Risk Management Policy	Attached
17.2	Strategic & Operational Risk Registers	Attached
17.3	New Risks	
	Date of Next Meeting: Routine Board Meeting – Wednesday 26 September	



Scottish Children's Reporter Administration
Minute of SCRA Board Meeting held on
Wednesday 20 March 2019
At Ochil House Stirling

Present:

Michelle Miller (Chair)
 Catherine Robertson
 Anela Anwar
 Jim Edgar
 Martin Toye
 Tam Baillie

In Attendance:

Neil Hunter (Principal Reporter/Chief Executive),
 Malcolm Schaffer (Head of Practice and Policy),
 Susan Deery (Head of Human Resources),
 Lisa Bennett (Head of Strategy & OD),
 Tom Philliben (Senior Operational Manager, East and Central Scotland)
 Alistair Hogg (Senior Operational Manager, North and West Scotland)
 Donald Lamb (Data Manager) – Item 6
 Pamela Armstrong (Governance Officer, Minutes)

Apologies

Sam Anderson – Board Member
 Suzanne Vestri - Board Member
 Maryanne McIntyre - Press & Communications Manager
 Ed Morrison - Head of Finance & Resources

		Timescale	Action
1.1	<p>AOB</p> <p>Remuneration and Succession Planning Committee – The Head of Human Resources provided a verbal update of meeting held on Wednesday 20 March 2019 - The Committee met prior to the Board meeting. As the Committee was inquorate, agenda items were discussed and the Committee Chair brought the following item to the Board for further discussion and consideration.</p> <p>Staff Pay – 2019/20</p> <ul style="list-style-type: none"> The current offer includes the whole of that allowable within SG Pay Policy. This follows a recent letter from the Cabinet Secretary encouraging all NDPBs to maximise all flexibility. This allows for very little subsequent flexibility and negotiation in any future rounds. 		

		Timescale	Action
	<ul style="list-style-type: none"> SCRA is constrained by both budget and Scottish Government pay policy parameters and is now operating at the limits of both. A commitment has been given by SCRA to maintain current terms and conditions, which are valued by SCRA staff. <p>Agreed:</p> <ul style="list-style-type: none"> The Board supported the development of a pay offer in line with SG Pay Policy Guidance and Ministerial expectations and noted UNISON's 2019/20 Pay Claim <p>Board Development Day</p> <ul style="list-style-type: none"> A new date to be identified to ensure maximum attendance by Board members. This will be done via Doodle Poll. <p>Joint Meeting of CHS/SCRA Boards</p> <ul style="list-style-type: none"> It has been suggested by Scottish Government (SG) that a facilitated joint meeting of the Boards may be advantageous with particular attention to be given to influencing and issues around governance. The expectation is that this would not be Officer led. SCRA Board Chair will discuss further with SG and CHS Board Chair. 	Immediate	PA MM
2.	<p>Declarations of Interest</p> <p>There were no declarations of interest.</p>		
3.	<p>Updates</p> <p>Martin Toye</p> <ul style="list-style-type: none"> Attended February Audit & Risk Committee Attended appraisal with Board Chair <p>Jim Edgar</p> <ul style="list-style-type: none"> Attended Purple Friday event in Dundee Attended Dundee Locality Management Team meeting Chaired February Audit & Risk Committee Chaired March Digital Deliver Oversight Committee <p>Tam Baillie</p> <ul style="list-style-type: none"> Attended Purple Friday event in Glasgow 		

		Timescale	Action
	<ul style="list-style-type: none"> • Met with Erica Murray, Senior Practitioner, Highlands and Islands • Chaired Child Protection Committee <p>Catherine Robertson</p> <ul style="list-style-type: none"> • Attended the February Audit & Risk Committee <p>Anela Anwar</p> <ul style="list-style-type: none"> • Attended Purple Friday event in Glasgow <p>Sam Anderson</p> <ul style="list-style-type: none"> • Met with the Head of Human Recourses to explore Peer Works and Dialogue materials <p>Michelle Miller</p> <ul style="list-style-type: none"> • Attended Purple Friday event at Ochil House • Met with the Practice Team • Met with Catherine Rankin re: Practice Award • Met with Michael Chalmers, Director of Children and Families • Scheduled to attend Court with Edinburgh Reporters and children's hearings in Edinburgh 		
4.	Minutes/Committees		
4.1	<p>Minute of Board meeting held on Wednesday 23 January 2019</p> <p>Agreed as accurate.</p> <p>Board Action log and Workplan</p> <p>The action log and workplan were reviewed.</p> <p>Matters Arising</p> <p>None</p>		
4.2	<p>Minute of the Audit & Risk Committee held on Thursday 28 February 2019</p> <p>The Chair of the Audit & Risk Committee provided a verbal update from the minute, covering the following;</p> <ul style="list-style-type: none"> • Information Governance • Quality Assurance & Performance • External Audit • Internal Audit • Risk Management • Digital Oversight Committee • Pensions Update <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The Board wishes to pass on its formal 		

		Timescale	Action
	<p>congratulations to all staff on work done around GDPR and the early indicators of successful outcomes as a result of concerted efforts and a broadening out of approach. GDPR is now viewed as fully embedded and Business as usual.</p> <p>Moving forward, the minute should capture and make a more explicit link to any work being done as identified in associated action plans.</p>	May 19	NH/PA
	Reports		
5.	<p>Chief Executive's Report</p> <p>Principal Reporter/Chief Executive introduced the report which provided updates in the following areas:</p> <ul style="list-style-type: none"> • Partnership Forum • Strategic Partnerships • SCRA/UNISON health, wellbeing and staff survey group <ul style="list-style-type: none"> ○ Improved communication with staff ○ Helping staff stabilise and manage workload ○ Improving opportunities for professional development ○ Enhancing value and reward ○ Menopause ○ Dementia ○ Mindfulness Ambassadors • Sustainable Service delivery in SCRA • Press and Communications <ul style="list-style-type: none"> ○ Annual Report for Young People ○ Our Hearings, Our Voice latest ○ Care Day ○ Purple Friday ○ Hearing room improvements • Research • Practice & Policy <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The Board asked if there is an opportunity to engage with OHOV and for the Young People to engage with the Board, It was agreed that the most important message at this stage, is that the Board offer its complete support, interest and availability, should the young people express a wish to meet directly with members. • The Board welcomed a positive and encouraging report. • Board Members valued the Stop:Go template in 		

		Timescale	Action
	Appendix A of the report and agreed constitutes a good tool to convey an understanding about how our current programmes aim to respond to the Independent Review of Care.		
6.	<p>Organisational Performance Report (01 October – 31 December 2018)</p> <p>The Data Manager introduced the report with the Management response provided by the Senior Operational Manager (North and West)</p> <p>Noted:</p> <ul style="list-style-type: none"> • The management response to this OPR focuses on those measures where SCRA is projecting to miss or has missed target. • Although performance on decision making has met the target in the quarter, Grampian Locality has struggled with timely decision making. This is more recently showing signs of improvement and the Locality Plan for next year has targeted decision making as their principal locality objective with a number of actions that should lead to an improvement. • Arranging Hearings within 20 days has a varied performance. This was raised by Senior Operational Managers at their recent locality planning sessions/performance reviews and will be a focus for the localities struggling to meet this target. • Appeal outcomes continue to vary widely and this will be a focus of the court management network, although it was highlighted that appeal outcomes are not in SCRA's direct control. • SCRA recently reported to the Audit and Risk Committee a reduction in the volume of information breaches for which SCRA was responsible in quarter 3; 41 including one non-disclosure breach. We shall continue our programme of internal training and are taking forward a national data sharing agreement with local authorities. We shall also continue our surveillance of high risk areas. The Audit and Risk Committee has agreed to receive a report on a six monthly basis unless there is a steep rise in the number of breaches or a significant incident. • Short-term absence remained on target at 2.0%,. Long-term absence increased to 4.6% after two quarters of decrease. It remains above the 2% 		

		Timescale	Action
	<p>target and is rated as red. Along with the ongoing delivery of the absence management strategy, cases are reviewed individually to provide sufficient assurance of their effective management.</p> <ul style="list-style-type: none"> Financial targets are forecast to be on target at this time apart from revenue expenditure which is marginally (0.1pp) above the 1% variance target. A projected year-end underspend in revenue will be redeployed into 2019/20 priorities to support sustainability and greater resilience. The SCRA 2018/19 Business Plan is divided into seven plans and strategies, which are overseen by internal networks. Overall, 66% of actions are currently forecast as being on target. For the 34% which have experienced slippage in the year, plans are in place to bring back into line or actions within them are being reviewed. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> The number of Pre Hearing Panels (PHPs) varies nationally. It was suggested this could be explored with OHOV and their views on the obligation on the child to attend hearings discussed. <p>Agreed:</p> <ul style="list-style-type: none"> Management response to be moved to the front of the report with national and locality detail behind. Management response to focus on challenges and outliers and provide detail around exceptions. Year to date figure to be included in all reports moving forward. To approve the Third Quarter Organisational Performance Report 2018/19: (1 October to 31 December 2018) and associated management response. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>LB/DL</p> <p>SOM's</p> <p>LB/DL</p>
7.	<p>Budget Monitoring Report 2018/19</p> <p>The Principal Reporter/Chief Executive introduced the report on behalf of the Head of Finance & Resources, recommending that the Board note the revenue and capital positions for the year to January 2019.</p> <p>Noted:</p>		

		Timescale	Action
	<ul style="list-style-type: none"> This report provides a summary of SCRA's financial position for year to January 2019 and forecast (based on January results) for the full year 2018/19. The total available revenue resources for 2018/19 are £23,302k, comprising the £22,800k allocated by Scottish Government, £427k other income (shared services, rents and secondments) and £75k from 2017/18 in respect of Our Hearings Our Voice (OHOV). In addition, SCRA is drawing down from Scottish Government £408k awarded for the revenue costs of the joint SCRA and CHS Digital Delivery Plan. Depreciation is reported within expenditure expense head and depreciation expense is a non-cash charge. A depreciation budget of £2m has been included in the 2018/19 budget allocation by the Scottish Government to cover depreciation, amortisation and impairment charges. The total available capital resource for 2018/19 is £2.65m. This comprises Core Grant in Aid of £0.65m and funding for the Digital Delivery Plan of £2m. £35k of the £2m digital capital resource is being drawn down directly by CHS. Forecast revenue expenditure is currently under budget with capital slightly over budget. The revenue position is clearer now that the 2018/19 pay offer and Carillion settlements are finalised. Staff costs are on budget after accounting for the additional costs of the pay award and up front voluntary severance costs as Locality and Head Office teams have exceeded savings targets. The draft 2019/20 plans have been developed in anticipation of a 2018/19 revenue underspend of £350k and additional resources will be deployed to activities and investments which will support short-term resilience and medium term sustainability. <p>Agreed:</p> <ul style="list-style-type: none"> The Board acknowledged the positive position and thanked all involved for their hard work getting to get this stage. 		
8.	<p>Draft Budget Plans 2019/20</p> <p>The Principal Reporter/Chief Executive introduced the report on behalf of the Head of Finance & Resources, with the following recommendations;</p>		

		Timescale	Action
	<ul style="list-style-type: none"> To approve the draft 2019/20 revenue and capital budgets. To approve the staffing establishment of 395.68 FTEs. To approve the Efficiency Plan for 2019/20. To delegate approval of the minor works capital budget to the Executive Management Team. <p>Noted:</p> <ul style="list-style-type: none"> In June 2018, the Board reviewed and approved the updated Financial Strategy 2019/20–2023/24 and the PR/CE and Head of Finance & Resources updated the Board in September 2018 on discussions with the Scottish Government about 2019/20 funding. In the Financial Strategy, SCRA's revenue requirement for 2019/20 was £23.856m excluding Digital. The report stated that to secure financial sustainability over the medium term will require continued in year support from Scottish Government for new and unforeseen pressures and GiA increases of 4.6% in 2019/20, 3.3% in 2020/21 and 3.1% per annum from 2021/22 to 2023/24. SCRA's 2018/19 forecast outturn was reported to the Board in December 2018 and an updated forecast outturn will be reported to the March Board. EMT have considered options to utilise a revenue underspend to support medium term financial sustainability. The latest 2018/19 revenue budget plans address many but not all of the challenges of maintaining service levels in times of increasing demand and resource constraints. At this stage the published revenue cash settlement for 2019/20 provides SCRA with the same level of cash resources as 2017/18 however Sponsor Team have confirmed that an extra revenue budget pressure of £2.5m will be carried in the portfolio's budget. Demands continue to increase in many areas of SCRA's business and it is essential that published revenue grant in aid figures are brought into line with agreed funding requirements at the earliest possible opportunity. The continuing one-year nature of funding 		

		Timescale	Action
	<p>settlements creates risks in setting the revenue budget for 2019/20 due to the uncertainty of funding from 2020/21. An updated five-year Financial Plan will be presented to the Board in June 2019.</p> <p>Agreed:</p> <ul style="list-style-type: none"> • The Board acknowledged the good work done by the Executive Management Team, with Scottish Government. The good work done by and support of the Sponsor Team was also acknowledged. • To approve the draft 2019/20 revenue and capital budgets. • To approve the staffing establishment of 395.68 FTEs. • To approve the Efficiency Plan for 2019/20. • To delegate approval of the minor works capital budget to the Executive Management Team. 		
9.	<p>Draft Business Plan 2019-20</p> <p>The Head of Strategy/OD introduced the paper recommending that the Board review final draft of SCRA Business Plan 2019/20 and approve the plan for noting by Minister</p> <p>Noted:</p> <ul style="list-style-type: none"> • The purpose of the plan is to: <ul style="list-style-type: none"> ○ Set out the actions that will deliver SCRA's strategic outcomes and key priorities during the forthcoming year; ○ Outline the governance arrangements supporting the plan; and ○ Provide information about the ways in which SCRA will measure and monitor performance improvement. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The Board commented that the plan presented well and was clear, and members were particularly happy with the Digital section. • Numbering in section 5 requires adjustment. <p>Agreed:</p> <ul style="list-style-type: none"> • Interim six monthly review of the plan to be taken to EMT and Board. • To approve the Business Plan 2019/20. • To approve the plan for noting by Minister 	<p>Immediate</p> <p>Sep 19</p>	<p>LB</p> <p>LB</p>

		Timescale	Action
	<ul style="list-style-type: none"> To agree the actions laid out in the plan to deliver upon SCRA's Corporate Parenting Commitments (Appendix B) 		
10.	<p>Environmental Annual Report</p> <p>The Principal Reporter/Chief Executive introduced the report on behalf of the Head of Finance & Resources, recommending the Board note the contents of this report, the public sector duties placed on SCRA and the most recently submitted mandatory Climate Change report.</p> <p>Noted:</p> <ul style="list-style-type: none"> As a public body, SCRA must comply with the climate change duties introduced by the Scottish Government. The Climate Change (Scotland) Act 2009 is the key piece of environmental legislation and it came into force on 1 January 2011. This Act created the requirement for public sector bodies to ensure that they are contributing towards government targets and putting in place steps to adapt to a changing climate. The third mandatory climate change report was submitted in November 2018 and SCRA was able to report a continued reduction in greenhouse gas emissions. It is expected that the legislative, financial and resourcing impact of current and future environmental policies will continue to encourage organisations to deliver their services in the most environmentally friendly and sustainable way in order to meet the greenhouse gas reduction targets set for 2032 and 2050. Adaptation and Sustainability involves making the services we deliver resilient to the effects of climate change. Where extreme weather events occur, teams will rely on good business continuity planning to deliver services. Over time our climate is forecast to change and such weather events may be more frequent. To ensure that our buildings and services are resilient to the effects of climate change further ongoing investment is likely to be required to meet in our mitigation, adaptation and sustainability duties. The expectation is that environmental considerations are mainstreamed within public sector organisations and feature prominently in all strategy, planning and business decisions. Ideally, consideration of our Climate Change mitigation, adaptation and sustainability duties should extend 		

		Timescale	Action
	<p>to all Teams, Localities and areas of the organisation as a part of our business as usual activities.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • All staff are encouraged to utilise Skype/VC and discourage non-essential business travel. • Our property strategy is focused on making buildings more energy efficient when opportunities arise • A switch from carbon based fuels to renewably sourced fuels will require some investment • Further update reports will be brought back to the Board in relation to our mitigation, adaptation and sustainability climate change duties. 		
11.	<p>Health and Safety Annual Report</p> <p>The Head of Human Resources introduced the Health and Safety Annual Report asking the Board to consider the health and safety update and developments outlined in the report.</p> <p>Noted:</p> <p>The Report provided updates in the following areas;</p> <ul style="list-style-type: none"> • Accident and Incident Reporting <ul style="list-style-type: none"> ○ RIDDOR incidents ○ Ill Health ○ Assaults / aggression ○ Near Misses • Policy Development - The following policies and guidance documentation have been updated during 2018/19; <ul style="list-style-type: none"> ○ Display screen equipment regulations ○ New and expectant mothers guidance ○ Sharps and bodily fluids policy ○ Manual handling policy ○ Fire documentation <ul style="list-style-type: none"> ▪ Fire safety policy ▪ Fire safety guidance ▪ Short fire risk assessment blank template ▪ Short fire risk assessment work examples ○ Eye test policy ○ First aid policy ○ Policy statement and risk assessment summary ○ No smoking policy ○ Substance misuse policy 		

		Timescale	Action
	<ul style="list-style-type: none"> ○ Lone working policy ○ Incident reporting documentation <ul style="list-style-type: none"> ▪ Incident reporting policy ▪ Incident reporting guidance ▪ Incident reporting form • Training <ul style="list-style-type: none"> ○ Locality Support Manager refresher training ○ Conflict Handling ○ Mindfulness ○ E-Learning ○ Mental Health Awareness • Health and Wellbeing Group <ul style="list-style-type: none"> ○ Healthy Working Lives ○ Disability Confident Scheme ○ Healthy Being Magazine ○ Flu Vaccination <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • While there has been a reduction in the numbers of incidents reported it was discussed that possibly not all accidents or incidents are being reported or that there is variation in reporting. A common drive has been set up to make reporting easier for local managers. 		
12.	<p>Draft Influencing Strategy between SCRA & CHS</p> <p>The Head of Practice and Policy introduced the report recommending the Board approve the CHS and SCRA Influencing Strategy.</p> <p>Noted:</p> <ul style="list-style-type: none"> • Children's Hearings Scotland and the Scottish Children's Reporter Administration are the non-departmental public bodies charged with the administration and running of Scotland's children's hearings system in the Children's Hearings (Scotland) Act 2011. • Both agencies have a common purpose in relation to the children's hearing – but both agencies also have very different roles and responsibilities within the system. • This Influencing Strategy has been developed by Children's Hearings Scotland and the Scottish Children's Reporter Administration to provide a framework for our common influencing agenda, as well as a framework for both agencies to develop and share their respective views and positions, when these differ. 		

		Timescale	Action
	<p>Issues arising during discussion:</p> <ul style="list-style-type: none"> The report can be viewed as a set of operating principles however is possibly missing key objectives moving forward. What are we going to do together, what would we like to achieve? What is the strategy moving forward and how will we measure ourselves against it? <p>Agreed:</p> <ul style="list-style-type: none"> After discussion between the PR/CE and Board Chair, the report was withdrawn. It was not believed to meet the original aspirations of the SCRA Board. Further discussions will be conducted with CHS on how to progress this aspect. In the first instance, the Chair of SCRA will discuss the way forward with the Chair of CHS. 		MM
13.	<p>New Risks</p> <p>Brexit and any potential risks were discussed. The CE/PR advised that as a Public Body we are part of Scottish Government's contingency plans and have submitted 2 key pieces of data relating to SCRA's dependency on EU nationals in our work (low) and supply chain risks with current providers (low). There are no significant known risks to the organisation of a 'no-deal' Brexit at this stage.</p>		
14.	<p>Date of Next Meeting</p> <p>Wednesday 19 June 2019 at Ochil House, Stirling</p>		

Board Action Log as at June 2019

Meeting/ Item	Action	Timescale	Owner	Comments	Status
June 2018 SCRA Sustainability Report	PR/CE to report on progress of recommendations related to organisational sustainability	March 19	NH	Progress reported at March 19 and operational update contained in CEO report June 19. Further update March 20.	Complete
December 2018 Committee Membership update	Training for Board Members on membership of Appeals Committee to be considered/planned	April 19	NH/SD	Likely delivery later in 2019	Not yet due
December 2018 OPR	Improved specificity and read across to data in management response linked to OPR	March 19	LB/NH	Suggested amendments implemented by the Data Team.	Recommend Complete
Mar 2019	Management response to be moved to the front of the report with national and locality detail behind.	June 19	LB		Reformatted in June 19 report
	Management response to focus on challenges and outliers and provide detail around exceptions.	June 19	LB		Incorporated in June 19 report
	Year to date figure to be included in all reports moving forward.	June 19	LB		June 19 report is a Q4 and year end report. September 19 OPR is a Q1 report, therefore recommendation will be incorporated in Q2 reporting December 19.

Meeting/ Item	Action	Timescale	Owner	Comments	Status
December 2018 Digital Strategy	Further Digital Strategy progress report to Board	June 19	NH	To be reported in June 19	Complete

SCRA Board Meeting Workplan 2019

Business Item	Wed 20/3/19	Wed 19/6/19	Thurs 26/9/19	Wed 18/12/19	Wed 29/01/20
Strategic/Corporate					
Policy & Influencing Report		✓		✓	
Research Programme				✓	
Risk Register		✓		✓	
Communications Plan			✓		
Governance					
Audit Committee Minutes	✓	✓	✓	✓	
Development Day Minutes		✓		✓	
Committee Annual Reports		✓			
Nominations Committee Minutes	✓	✓			
Board Committee Membership				✓	
SCRA Standing Orders Review		✓			
Finance					
Budget Monitoring Report	✓	✓	✓	✓	
Draft Budget	✓				✓
Annual Report & Accounts			✓		
Financial Strategy		✓			
Planning					
Draft Corporate, Corporate Parenting & Business Plan	✓	✓			✓
Draft Annual Report			✓		
Annual Workforce Planning Report				✓	
Performance					
Organisational Performance Report	✓	✓	✓	✓	
Operational					
Locality Performance Reviews				✓	
Chief Executive's Report	✓	✓	✓	✓	

Business Item	Wed 20/3/19	Wed 19/6/19	Thurs 26/9/19	Wed 18/12/19	Wed 29/01/20
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		✓			

Development Day Dates

6 November 2019

Audit and Risk Committee dates

29 August 2019

21 November 2019

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Chief Executives Report

Accountable Director: Neil Hunter

Date: 19 June 2019

Recommendation:

1. To note the contents of this report

Reason for Report:

Regular update from the Principal Reporter/Chief Executive at Board request

Resource Implications:

Within existing budgets

Strategy:

Within existing strategies/plans

Equalities Duties

Indicate whether an Equalities Impact assessment 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 Team**

Document Classification:

Open

1. National Partnership Forum

1.1 SCRA and UNISON met as part of the NPF in mid-May. Monica Sweeney has been elected to the role of Branch Secretary. As previously established practice Monica will be invited to attend Board meetings as an observer on behalf of staff partnership. UNISON's attendance at Board and receipt of Board papers has been an important step in improving openness and transparency in SCRA and underpinning our commitment to positive and progressive partnership relations.

1.2 The NPF focussed on the following key areas in June:-

- The SCRA sustainability programme (see **appendix A**) and short term arrangements to provide senior operational manager cover as well as longer term proposals on further efficiencies in senior management and re-investment in skills mix and development and promotional opportunities.
- Digital Strategy update – focussing on business readiness programme, training and support proposal for MVP/go live and an up to date assessment on technical development and timelines
- Staff health and wellbeing and Equalities network updates
- A summary of SCRA's year-end financial position in 18/19 and projections for 19/20.

2. Strategic Partnerships

2.1 Childrens Hearings Improvement Partnership

2.1.1 The Childrens Hearings Improvement Partnership meets on 10 June and will receive the first annual progress report on Better Hearings implementation from across Scotland. Locality Reporter Managers have been central to the leadership of better hearings at local level, galvanising local partners and developing priority activities in support of the 32 evidence based Better Hearing standards. The standards break into 8 key themes:

- **Planning your hearing** – with a focus on bespoke planning and offers pf pre-hearing visits and contact with SCRA staff, support and preparation for children, young people and their families
- **Reports and Information about you** – with an emphasis on up to date contemporary information, less irrelevant historical information and a much stronger emphasis on the views of children, young people and their families being contained in reports to the hearing
- **Safety and Privacy** – which will include a medium term need to update hearing centre standards over time and as opportunities arise to create more private space as well as the creation by all professionals of the

sense of safety and security for all children and young people – on how they are welcomed and treated, the extent to which they are the focus of and orientated towards proceedings etc.

- **Managing the Hearing** – with improved time management, much more carefully delivered explanations and promoting understanding of what is happening and why between the hearing and children and young people
- **Helping you give your views** – exploring new and innovative ways before and during the hearing to help, support and enable children and young people to clearly express their views and opinions and to be confident these will be considered
- **Decisions** – clearer more understandable decisions, communicated well to children, young people and their families, with plenty of opportunity to ask question and clarify implications and expectations of hearing decisions
- **What happens next?**– obliging key professionals to immediately sit with children, young people and their families to explain decisions, clearly and in a supportive way, ensuring that formal written reasons are clear and understandable and delivered promptly to those affected.
- **Your rights** – a comprehensive focus on rights to challenge decisions, ask for review hearings and opportunities to feedback on experience and improve future planning and management of individual hearings

2.1.2 Our annual progress review of Better Hearings illustrates the range and volume of activity that is happening across Scotland in the last 12 months, co-ordinating the efforts of Area Support Teams, Chief Social Work Officers and Locality Reporter Managers as core drivers for progress. There are undoubtedly capacity challenges. Much of the input of AST's is through voluntary effort, Local Authorities face multiple demands and challenges – but yet real progress is being made – albeit at early stages. Below (and in **appendix B**) are some examples of the kind of work that is happening to support the delivery of the Better Hearing Standards:-

- **Local guidance** for professionals in preparing children and young people for hearings being signed up to and implemented . Specific training for Education staff/teachers on preparation of children and young people for hearings
- **Improvements to the hearing rooms** or centres to make them more young person friendly. Whilst driven nationally by SCRA this is being supplemented locally
- **Experiential training of panel members** directly by young people becoming a standard approach across the country and supported by the national development of the CHS Learning Academy. Targeted training of Panel Members by Advocacy Workers to help them better understand concepts of participation and engagement.
- **Multi-agency training** around roles and responsibilities (solicitors/social workers/health visitors/reporters/panel members)– with new learning materials being developed by CELCIS for local delivery

- Local **surveys of time management** of hearings and agree actions from finding and Trials of reduced hearing sessions
- **Organising local focus groups of children and young people** to garner their views and ideas for improvement, how they would like to give their views, participate and attend their hearings and corresponding local commitments to delivery and implementation. Local trials of participation tools within hearings
- Pilots with young people to support the **improved use of technology around hearings** to encourage better participation and the commissioning of a research programme with Who Cares? Scotland to help deliver the Hearing System digital transformational opportunities for children and young people
- More **systematic local feedback** from children and young people to improve future practice around hearings after they have been through the experience.
- **Case sampling** of the quality of Social Workers to ensure improvements and alignment to better hearing standards and review practice to embed the young person's input to reports.
- Analysis around **attendance at hearings** of children and young people, review and improvement of inter-agency practice in supporting this
- More **systematic monitoring and observation** of the quality of chairing of hearings.
- Development of **'top tips'** for panel members including on communication and unconscious bias.
- **Children and young people working directly with panel members** to develop their (PMs) understanding of the relevant issues in their lives

2.1.3 What we are learning about Better Hearings in year 1 is:

- There is universal acceptance by all partners at a senior level of the evidence, the programme and the imperative for sustained delivery. All partners are clear that getting the fundamentals right is key to deliver of better hearings
- All 32 partnership arrangements across the country now have in place baseline assessments of preparedness for delivery of Better Hearings. These assessments have assisted in the creation of local priorities for action and improvement activities and will assist in monitoring progress over time
- There is much innovation and creativity being delivered at local level in delivery of the Better Hearings Standards and many diverse inputs and outputs. We need to ensure that all partnerships are focusing on the delivery of the evidence based standards through these inputs/outputs
- There are capacity and capability issues for all partners (including SCRA). The recent CHS investment in Area Support and Improvement Officers will improve the AST's ability to respond to Better Hearings which has been an issue ac

- Better Hearings is to some degree embedded in and accountable to local partnership governance arrangements (Childrens Services Plans/Corporate Parenting) but this needs ongoing strengthening, visibility, priority and a systematic approach everywhere, not least for opportunities to explore longer term investment in local areas.

2.2 Youth Justice Board

2.3 Report on an expert review of the provision of mental health services, for young people entering and in custody at HMP YOI Polmont

2.3.1 SCRA were invited to contribute to this review which was chaired by HM Inspector of Prisons in Scotland (HMIPS). Whilst the resultant 80 recommendations cover a range of issues specific to the Scottish Prison Service, the Scottish Government and the NHS, we were encouraged that our professional advice and expertise was incorporated in the body of the report in relation to:-

- The welfare based principles of the hearing system and through that Scotland's youth justice system
- The need to address alternatives to prosecution and imprisonment for young people wherever possible and to utilise pro-social models of behavioural change that comprehensively address young people's underlying issues
- The need for much improved information sharing about young people's needs, risks and vulnerabilities at every key point in the decision making process – from arrest to custody to prosecution, court and beyond and for a thorough examination of plausible alternatives

2.5 Some aspects of the work we contributed, whilst ultimately deemed out of scope of the HMIPS brief (such as prosecution of 16/17 year olds and use of secure care as an alternative to prison), were nonetheless welcomed and supported in principle by partner agencies. We will now commence follow up with HMIPS, COPFS and Police Scotland seeking alternative routes for this work to be progressed.

2.6 The report and recommendations are now with the Cabinet Secretary for Justice for consideration.

3. Age of Criminal Responsibility Bill passes

3.1 The Scottish Parliament passed the Age of Criminal Responsibility (Scotland) Bill in early May and will shortly be making its way through the Royal Assent process. This is a landmark piece of legislation for Scotland and whilst overall for SCRA doesn't go far enough in relation to raising the age to 12, we were pleased that the Bill contains a requirement for Ministers to review the age of criminal responsibility further no later than 3 years after commencement. A review process

will be established by Ministers and SCRA hopes to play a full part in this arrangement.

- 3.2 SCRA argued hard that we should implement the Bill as it stood without any further delay and seek to move the age to at least 14 after a period of implementation, further research, information gathering and on the basis of experience of the minimum being set at 12. We have also worked hard in the background to ensure that some of the stage 2 amendments which would have required a medical assessment of 'mental capacity' and 'diminished responsibility' were removed. Constructively Parliament have agreed a late amendment which will allow the Hearing to require the Principal Reporter to seek any further reports it consider relevant. This was an acknowledgment that the age and stage of development of children and young people is a concern and may require some further assessment to aid positive disposals and appropriate, timely and resonant support for children under 12 involved in harmful behaviour.
- 3.3 SCRA staff were able to contribute their knowledge and insight to this important piece of children's rights legislation. We will be working with Police Scotland and other partners on the process of getting ready for implementation. Whilst the Act will have different dates for implementation for various aspects, but the core item for SCRA in relation to not using offence grounds for under 12's and changing the criteria for victim information will commence in September 2019.. Further direction is being prepared by our practice team.
- 3.4 The Equal Protection (Scotland) Bill has passed stage 1 of the parliamentary process and has attracted a great deal of (at times polarised) coverage. SCRA is a leading supporter of prohibiting the physical punishment of children and gave evidence at the Equalities and Human Rights Committee of the Parliament.
- 3.5 The Incorporation of the United Nations Convention on the Rights of the Child (UNCRC) into Scots law has just recently opened for consultation until August 2019 and SCRA will respond to the proposals set out by Ministers.

4. Press and Communications Team update April – May 2019

4.1 World Autism Week

- 4.1.1 World Autism Week took place from 1-7 April. To mark the week, SCRA launched sensory toolkits in our Hearing rooms. These were developed with young people from Reach for Autism, a charity devoted to helping children and young people with autism. Filming also took place during the week in Glasgow's Hearings centre. Young people from Reach for Autism helped us develop a film script and one of the young people starred in the film. It is about going to a Children's Hearing and is aimed at young people with autism and other sensory

issues. The film will be launched in June. There was a communications plan in place to promote this work via our websites, social media and Connect.

4.2 Sensory garden - Stirling

- 4.2.1 SCRA's first sensory garden was created and launched outside our Hearings centre in Stirling during National Gardening Week in April. The garden includes seating areas, plants covering all five senses, children's welly boots filled with flowers and a sandpit set within a small picnic table. The space also includes wind chimes and a water feature. There was a communications plan in place to highlight the garden and we received positive feedback online. In addition, visitors to the garden have been very complimentary about it.

4.3 Publication of Corporate Parenting Plan 2019/20

- 4.3.1 SCRA published its Corporate Parenting Plan for 2019-20 on 18 April. The plan which is aimed at young people, outlined our Corporate Parenting activities for the next 12 months. It is the final year of our three year Corporate Parenting Plan 2017-20. The plan was launched via our Corporate Parenting website with supporting communications on social media etc.

4.4 Mural – Dalkeith Hearings Centre

- 4.4.1 A new mural created by young people was unveiled at our Hearings Centre in Dalkeith on Friday 10 May. The eye catching mural was designed by young people from Midlothian Champion's Board. It had been under wraps for a last couple of weeks ready for the reveal during 25 people attended the event and the Hearings centre was buzzing. It was also an opportunity for people to see the new look Hearing room which was recently completed. An open afternoon. An official unveiling took place with some of the young people present, along with SCRA staff and partners.

4.5 Young people's photography competition

- 4.5.1 The winning entries from our 'Scottishscapes' photography competition are now on display at our Children's Hearings Centre in Falkirk. SCRA launched the competition at the end of last year. It was aimed at young people living in the Falkirk area. Entitled 'Scotland and Me' young people from in and around Falkirk were invited to submit photos they have taken of Scottish landscapes and nature.
- 4.5.2 The winning images are now on display on the walls of SCRA's recently refurbished Children's Hearings Centre in Falkirk. The theme of the photography competition was chosen to complement the design theme of the refurbishment 'Scottishscapes'. The competition winners

were invited along to see their photographs on display. A small event was held on Friday 24 May at the Hearings centre in Falkirk. We promoted this via our websites and social media.

4.6 Equalities award – SCRA shortlisted

- 4.6.1 SCRA has been shortlisted for a prestigious national equalities award. SCRA recently applied for the Employers Network for Equality & Inclusion (enei) Awards in the category Employee Network Group 2019. The annual awards recognise the commitment of organisations to achieving diverse and inclusive workplaces and celebrate the teams and individuals who are really making a difference. The winners will be announced at an awards ceremony in London in July.

4.7 International Day Against Homophobia, Transphobia and Biphobia

- 4.7.1 International Day Against Homophobia, Transphobia and Biphobia took place on Friday 17 May. To mark the important date (the date commemorates the decision to remove homosexuality from the International Classification of Diseases of the World Health Organisation (WHO) in 1990), SCRA launched a short online survey for LGBT staff to have their say. The survey is part of our work to secure the LGBT Youth Scotland Charter. The survey is anonymous and it is hoped the results will help the LGBT Sub Group identify areas for improvement, as well as areas of good practice. There was an internal communications plan in place to promote the survey.

Appendix A



A sustainable SCRA

The SCRA Board received a report in June 18 ([Board Report June 18](#)) which detailed the significant challenges being experienced by the organisation in relation to year on year financial and operational sustainability. At that time the report focussed on a number of critical issues and detailed a number of service delivery scenarios for SCRA linked to standstill or reducing budgets. These scenarios detailed the impact on how we could deliver our core statutory services, the likelihood of delivery of our corporate plan, a managed reduction/phasing out of non- statutory services and impact on our ongoing organisational performance.

The report made a number of recommendations including:-

- continued development and improvement of our organisational culture,
- further investment in the skills mix of SCRA to support our core statutory functions
- the need to optimise the introduction of future new technology,
- maximising resource availability by reducing sickness absence
- recommendations in relation to SCRA's organisational structure in order to improve career progression opportunities, opportunities to reduce our gender pay gap and improve operational management capacity
- delivering further efficiencies and reductions in SCRA senior management.

As part of this, we agreed to look again at the outstanding recommendations from the 2015 review of Senior Operational Managers. Importantly the Board approved the recommendation that there was no necessity for a fundamental restructuring within SCRA – but that evolving some key areas, as opportunities arose and in support of our wider sustainability and improvement ambitions was appropriate.

In the 2015 Senior Operational Manager Review, we consulted widely and made revisions to functions priorities and focus – primarily around performance review, which have proven welcome. We recognised at that time the need to create further capacity in support of the revised SOM role – but

were unable to do so as no resources existed at that time. The current turnover in our senior management arrangements offers a further opportunity through delivery of efficiencies in our senior structure to invest directly in improving operational management capacity and support to Localities, whilst at the same time creating progression opportunities across SCRA.

Our medium term ambition is to re-invest efficiencies from a further reduction in senior management capacity at EMT level to improve operational management capacity and development opportunity across the organisation. We also propose to work alongside Localities to support increased availability of roles such as Assistant Reporter and Senior Practitioners in support of the statutory Children's Reporter function and to strengthen our practice and quality oversight and create capability and capacity to more effectively deliver our corporate parenting duties, which are integral to our commitment to better hearings.

Immediate Issues

We are proposing to temporarily fill the forthcoming Senior Operational Manager vacancy(s) until March 2020. Thereafter, following further changes in EMT (see below) we propose to move to a single Head of Operations for SCRA. This Head of Operations post will have direct line management of up to 3 Operational Manager roles who will work alongside the 9 Localities in the organisation. Further work is yet to be done to develop the role descriptor for the Operational Manager role and from this enter into a period of discussion and consultation across SCRA. However the Operational Manager role will be entirely consistent with the approach established by the Board in 2012 in relation to devolution of decision making and delegated authority and will:

- guide localities in terms of strategic priorities
- monitor overall performance, seeking to support Locality response when problems are experienced
- work with Localities on distribution and use of resources including a managed process of any required equalisation of resources across the country
- work with Locality Management Teams on supporting local initiatives aimed at dealing with issues of performance or risk
- unblock obstacles at a macro level including with partner agencies
- offer leadership and clarity of direction
- harmonise service provision by taking a strategic overview and using communication, advice and support

These proposals are designed to come into effect no later than 2020/21 – at the commencement of our new SCRA corporate plan and will enable the delivery of our organisational priorities over that 3 year period on quality, on practice, on performance, on opportunity and on organisational sustainability.

Most of you will know that Tom Philliben is leading the organisation to be business ready for the implementation of our new case management system which is due to go live between December and March, 2020. To release Tom

to focus on this challenging organisational objective, we intend to backfill a further 0.5 fte temporary Senior Operational Manager role until February, 2020. This will be advertised at the same time as the temp SOM vacancy arising from Alistair Hogg's move to the Head of Practice role. I can also take the opportunity to confirm that Tom Philliben will retire from SCRA in 2020. This provides the opportunity to reshape the leadership team and the supporting structures around the Localities.

Next steps – recruiting to the SOM role

There will be further engagement/communications on the proposals contained in this short summary paper over the late spring/early summer and we have begun discussions within the Partnership Forum. We intend to progress with the temporary filling of the 1.5 fte SOM roles in early June, by internal advert. The posts will be subject to review and linked to the outcome and discussion on the longer term sustainability proposals.

Please don't hesitate to contact me or Susan Deery, Head of HR if you have any questions or queries.

A handwritten signature in black ink, appearing to read 'Neil Hunter', with a stylized, cursive script.

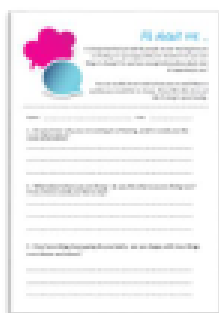
Neil Hunter
Principal Reporter/Chief Executive
21 May 2019

Better Hearings in Stirling

Explain there are many different ways to provide their views ahead of the Hearing:

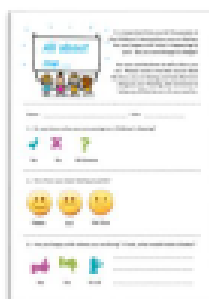
- The child/young person should be encouraged to fill in the “All About Me” form. Links to the forms are below.

12 and over



[Click here to view the young person's form](#)

11 and under



[Click here to view the children form](#)

- Encourage completion of “Your Views” for a Pre-Hearing Panel
- Suggest they write down what they want to say beforehand or getting someone else to write down what they want to say.
- They wish to draw a picture or other artwork, etc.
- They could use Talking Mats or other methods.

Help them to work out what is best for them. It is helpful if the views of a child/young person can be included in their own words.

It is very important to remind them that they can ask to speak to the panel members on their own or with their friend/representative or another trusted person if this would be helpful. However, remind them that the gist of anything discussed will still need to be shared with the larger group.

In certain circumstances it may be possible for young people to participate in their Hearing through videolink if available. There must be a good reason not to attend in person eg distance or distress, and the child requests it.

6. Understanding the Local Authority's Recommendation:

Better Hearings in Aberdeenshire

Guidelines on preparing children and young people for attending a Children's Hearing

These guidelines are for all professionals supporting children and young people who are going to a Children's Hearing. This could include, social workers, teachers, school nurses, children's rights officers, community learning and development workers etc.

It is very important that children and young people come to a hearing as well prepared as possible. This checklist provides a framework for any professional working with a child to undertake this task and it is the responsibility of the lead professional to ensure that the work has been done.

- Why the Hearing is being held
- What decisions might be made e.g. Compulsory Supervision Order (CSO), Interim CSO, appointment of Safeguarder
- That they have a right to take along a friend or representative such as a Children's Rights Officer.

Explain the physical set up of the Hearing Centre, who will be in the waiting room with them, that the Hearing is a tribunal and may be more or less formal than they are expecting. Help them think through what it might feel like for them both entering the Hearing and being expected to participate. The links below show the Hearing Centres in Aberdeen and Fraserburgh

Aberdeen: <https://www.scra.gov.uk/contact-us/office-locations/aberdeen/>

Fraserburgh: <https://www.scra.gov.uk/contact-us/office-locations/fraserburgh/>

Ensure the child knows that a Children's Hearing will have a Panel of three people who have been trained to make decisions in the best interests of the child. These decisions can last up to a year.

The Panel will hear from everyone there including the child/young person and consider all the reports. Then they will decide things like: where the child will live, if away from home whether there needs to be measures about contact with family members, if there is a need for an early Hearing. They will also decide if a Safeguarder is needed. This is a person who is independent who will speak to everyone concerned and make a recommendation that they consider to be in the child's best interests.

Explain that decisions should be clearly explained and the child/young person can ask any questions.

Understanding what a Children's Hearing is

Ensure that the child/young person has access to the Scottish Children's Reporter Administration leaflets which can be accessed on the "Children" or "Young People" pages on the SCRA website <https://www.scra.gov.uk/>

There also two Information Packs, one for younger and one for older children, available from the Reporters' Office. (Contact no: 0131 244 8720) Copies of the leaflets are in the packs.

Go over the leaflet with the child/young person explaining what it means and give them a chance to ask any questions. Make sure they know:

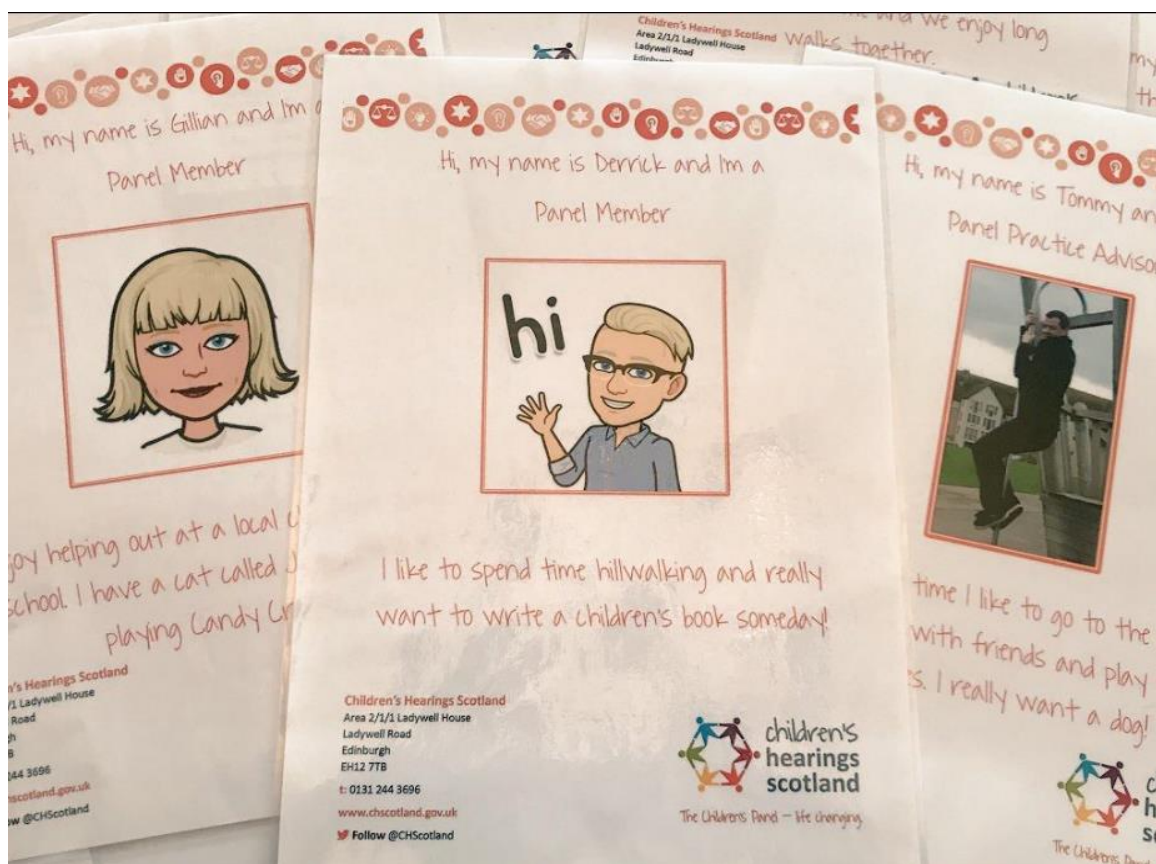
- Who will be at their Hearing and why they have been invited
- What type of Hearing it is for example Initial hearing, Review Hearing, advice to sheriff etc.

SCRA Know your rights video

Find this at www.scra.gov.uk



Panel Member Profiles



Glasgow Children's Hearings Improvement Partnership




Children's Hearings
Improvement Partnership

Marking the first 12 months...



The Children's Hearings Improvement Partnership - working together, sharing ideas and co-ordinating our efforts to improve services for children and young people.



**“Communication Matters –
It’s a Two Way Street**

Saturday 16 March 2019



The aim of this Training Event was to provide panel members with a better understanding of how to improve communication between all attendees and most importantly, between the Panel Members and the child or young person in a hearing.

This leaflet will detail Top Tips provided by each of the workshop contributors and should serve as a handy reminder to Panel Members on ways in which they can improve practice whilst communicating with children and young people within the Hearing Room.

**Dr Lorraine Lockhart
CAMHS**

**Communicating with children and young people –
5 top tips**

1. Think about what you know about a child’s development and use language appropriate to their developmental age and not their chronological age.
2. Use empathy – try to see things from the child’s point of view and let them know you understand. If a child feels understood by you, they are more likely to trust you and will communicate better with you.
3. Consider a mix of open and closed questions. Try to avoid “why” questions wherever possible when communicating with children. Not all children have the thinking skills to understand why things happen (especially their own behaviour).
4. Adopt the help of someone who knows the child well. A familiar and safe adult can help to support a child or young person to communicate effectively.
5. Use simple and concrete language that avoids jargon. Children cannot understand complex language or hold as much information in their mind as adults. Keeping your questions short, simple and focussed will help the child to think through what they are being asked.

**Edmund Cybulski
Unconscious Bias**

Ten tips on how to Brave Your Bias

Here are some steps you can take to tackle your unconscious bias:

- 1 Question your assumptions**
Get into the habit of taking a moment to pause and ask yourself, “Why am I thinking this way?” Be aware of your first impressions or gut reactions as those often are driven by unconscious biases.
- 2 Look for it**
Be alert to the types of situations where you are particularly vulnerable to unconscious biases, such as when you are stressed and under pressure, tired or multi-tasking and make an effort to be more deliberate in your approach.
- 3 Own it**
The intent to be unbiased isn’t enough to eliminate bias. Take advantage of opportunities to self-reflect and consider the subtle ways your biases may be influencing your actions, behaviours or decisions.
- 4 Focus on the individual**
Make an effort to view others based on their personal characteristics rather than stereotypical ones. Avoid broad generalisations such as “All millennials want...” or “Working mothers never...” or even “Why can’t the planning team ever...”.

5 Be comfortable being uncomfortable
We all have a tendency to like “people like us” (this is an ‘affinity bias’); it’s comfortable to surround yourself with people who are similar to you. Unconscious bias operates when there is a lack of information, so push yourself, to seek out opportunities to immerse yourself in environments where you may be out of your comfort zone.


6 Understand differences
Our comfort with people “like us” can also have a negative impact on those who are “different” from us. Look for ways to increase contact among different people or groups, and actively look for complementary skill sets and perspectives. Learning more about others will help prevent your biases from filling in the gaps.

7 Embrace the positive
It’s often easy to find things to praise in people who are similar to us but push yourself to regularly find the positive in people with different backgrounds, work styles, personalities etc. Actively addressing the positive will not only help that person, but is also likely to help you prevent unconscious and unintended slights.

8 Analyse your decisions
Push yourself to look for the evidence and the objective data to support your decisions (particularly decisions that directly impact another’s future).

9 Change your perspective
Consider the situation from the perspective of different people or groups and be open to exploring multiple viewpoints. Think about how you would feel if the situation were reversed or how you would feel if someone said that about you or treated you in that manner.

10 Help someone
Volunteer to be a mentor, either through a formal programme or informally. More specifically, look to work with someone who is different than you in some way – you will both benefit and grow from the difference in perspectives and experience.



**Kirsti Bridgewater &
Claire Lundy**

**Communicating with Young
People with Behavioural
Problems**

Five tips - Do's and Don'ts



- **Do** look beyond the behaviour
- **Do** use total communication
- **Do** use developmentally appropriate language
- **Don't** use jargon
- **Don't** make decisions when you are angry or upset

Janis Watson

**How Teenagers Manage
Panel Members**

Top 5 Tips

- Always speak to young person first when the Hearing starts. Encourage young people to take part in the Hearing throughout the meeting.
- After each professional/agency has spoken, check out with young person if they agree with what has been said if they disagree include this in the feedback near the end of the Hearing. You are demonstrating you have listened to what they have said.
- Be aware of your own values, attitudes and body language and tone of voice. Look for non-verbal cues for example body language, fidgeting, lack of interest from young person. Use language that is plain, simple and young person friendly. Do not use jargonistic language.
- Ask young person if they would like education or other external agencies to speak first then leave the Hearing. Respect young peoples confidentiality.
- Know what young people's Rights are. Use children's rights language that is encouraging and enabling in supporting young person to take part in their Hearing.

Mary Philliben & Louise Torrance

**Language & Communication
Disorders**


**Top Tips for supporting children with language
and communication needs.**

Support understanding:

- Use straight-forward language: avoid jargon
- Use words that everyone will understand
- Limit what you say
- Present one idea or instruction at a time
- Give processing time
- Show more, say less: demonstrate and use visuals, signs, photographs
- Avoid sarcasm and use humour carefully
- Ask for help if you are not sure of the child or YP's level of understanding

"Front load" them – prepare them for what will happen

Support talking:



Give them the opportunity to talk

Talk about what they are interested in

Give them time to respond

Ask open ended questions


Avoid multiple questions: ask once and wait

Avoid finishing their sentences

Repeat back to make sure you have understood what they meant

Respond to what they say, not the way they say it

Don't pretend to understand



SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Property Strategy 2017 to 2022 - Update

Accountable Director: Principal Reporter / Chief Executive **Date:** 19 June 2019

Report Author: Head of Property

Recommendation:

1. To note the progress made implementing SCRA's Property Strategy and the actions being taken to maintain, repair and improve SCRA's estate.

Reason for Report: To Update Board On Progress

Resource Implications: Within available resources

Strategy: Within agreed plans

Equalities Duties Not Required

Consultation: Head of Finance and Resources

Document Classification: Not protectively marked

1.0 Introduction

- 1.1 SCRA's refreshed Property Strategy was approved by the Board in June 2017.
- 1.2 This report is intended to provide the Board with an update on implementation along with the actions that are planned for the current financial year. In addition, information is provided on the estate and its performance.

2.0 Background

- 2.1 The Property Strategy was originally approved by the Board in 2010 and over the following years significant progress has been made to provide an improved estate that requires less space but at the same time supports the operational changes to how we deliver our services.
- 2.2 The current SCRA core estate comprises of 35 properties of which 19 are owned. Details of these core properties are attached at Appendix A. In addition to the core estate SCRA makes use of approximately 35 outreach hearing centres which are utilised on an ad-hoc basis.
- 2.3 The Property Strategy is developed around five key themes that are aligned with the outcomes of our Corporate Plan. The key themes are:
 - Meeting the Needs of Property Users
 - Flexible Service Delivery
 - Location and Quality of Hearing Centres
 - Sustainability
 - Working in Partnership

The main focus of our Strategy is the provision of high quality services from our premises that meet the needs of children, young people and families. Over recent years we have looked at how improved hearing facilities can contribute to and support children's participation in the hearing. Our capital programme permits changes to be introduced that facilitate this aim and contribute to improving the service that we provide as an organisation. With competition for available budgets project spend needs to be cost effective and prioritised. Where possible, we will remove any unnecessary space from our operational estate, to ensure that we can maximise available resources.

- 2.4 As indicated above, our strategy needs to be delivered within the available funding for property, which comprises of an annual capital budget of c.£0.5M and an annual revenue budget of c.£3M. Revenue budgets predominantly comprise of significant committed costs, such as rents, rates, utilities and contracted maintenance costs, which leaves a relatively modest discretionary spend of around £0.1M pa to be prioritised and allocated to the cost of emerging unplanned repairs.

3.0 Progress To Date

- 3.1 Since the original Property Strategy was approved in 2010, there has been a lot of work undertaken to improve the estate and adapt our buildings to meet the needs of everyone who uses them. The estate has been transformed since 2010 and the majority of the poorer-quality legacy buildings have either been replaced or substantially improved. The number of core SCRA properties has reduced, and the overall size of the estate has decreased from 15,690 SqM to 12,903 SqM, a reduction of 17.8%.
- 3.2 To meet the goals set out in our 5 strategic themes, the Property Team provide a full range of services to ensure our estate meets the organisations operational requirements. This includes the acquisition and disposal of owned/leased premises, the physical alteration of premises and the regular maintenance, repair and cleaning activities that support the day to day running of our operational teams. In addition to the Property Helpdesk, the Property Team have introduced a partnering service to localities during 2018/19 which has been positively received.
- 3.3 The 2017-20 Corporate Plan sets out our organisational vision and the three outcomes of our strategic framework. Our property is an enabler that contributes to the delivery of these outcomes. The two outcomes that the Property Strategy most directly supports are Outcome 1 (A progressive, user focused service) and Outcome 3 (Effective collaboration). These have been progressed by targeting our capital programme to the delivery of projects that improve our operational properties and working with our public sector partners to improve the service we deliver or reduce our overall property costs.

Our Property Strategy is summarised under five core objectives and progress to date will be considered under each of those headings:

3.4 Meeting the Needs of Property Users

Our objective is to provide a safe, suitable and appropriate environment for everyone who works in or uses our properties. Whilst a lot of work has been carried out to replace unsuitable buildings in our estate, continuous work is necessary to ensure that the internal configuration and condition of our properties continues to meet the needs of our organisation.

With competing demands for available resources, our focus in recent years has been targeted towards alteration and improvement works. During 2018/19 a number of projects were completed around our estate:

- Ayr – restructuring of lease to reduce area and running costs
- Glasgow - feasibility study for reconfiguration of office areas
- Glasgow – provision of accessible toilets on ground floor
- Greenock – reconfiguration of the hearing suite
- Kilmarnock - feasibility study for reconfiguration of office areas
- Hearing room improvements in Bellshill, Dalkeith and Falkirk
- Perth – creation of lettable area on first floor
- Minor works

To keep our buildings operational, a range of facilities management services are provided around our estate that includes planned and reactive maintenance along with office cleaning. Until January 2018, these services were provided under a facilities management contract with Carillion Plc. Performance under that contract was poor and became increasingly difficult up to the point the company went into liquidation.

During 2018/19 a lot of work was carried out to put in place a replacement contract with an alternative FM services provider and to negotiate a final settlement agreement with Carillion's liquidator. FES (Forth Electrical Services) were appointed in May 2018 to provide the required FM services under a 2 year contract with the intention that a new longer term contract will be tendered with services commencing in May 2020.

3.5 Flexible Service Delivery

The Government's expectation is that all public bodies must make best use of resources and only occupy the space that is needed. As highlighted above, SCRA has made progress reducing the overall size of our estate without impacting service delivery.

As a part of the move to our Locality model and staff being brought into "hubs", vacant space was created within a number of our premises. Where possible, this has been leased out to other government bodies and private organisations. Only one property in our estate, Willow House in Inverness, is currently surplus to requirements although this will shortly be removed from our estate.

Leasing out the vacant space in our estate is beneficial for SCRA as it allows the running costs of these buildings to be shared and rental income provided when leased to a non-government body. Between rent and shared costs, this amounts to a figure in the region of £270K per annum. However, the actual saving to SCRA is higher than this as a number of properties are charged directly by local authorities for Rates. Appendix B provides a breakdown of the current tenancies that have been created within our estate.

Unfortunately, some of the vacant space has been on the market for a long time without interest or is not currently capable of being let. The options for these vacant areas are regularly reviewed although some require significant investment to create suitable spaces. As the priority is to focus capital expenditure on our operational estate this creates a challenge. Appendix C provides a breakdown of the current vacant/surplus space within our estate.

Whilst the vacant/unoccupied space in our estate has been identified and is being managed, the challenge from Government is to make sure that the space we operationally use is "right sized". In a number of locations, it is known that our office space is not being fully utilised and there is spare capacity available. This is evident where workstations/desks and meeting rooms within offices are frequently unused. Government is pushing for greater utilisation of available resources with an expectation that organisations require fewer desks than full time equivalent staff. The "right sizing" of our estate is likely to be an area we

will need to look at closely when leases are due to expire and a business case must be submitted.

3.6 Location and Quality of Hearing Centres

Our core hearing centres are either owned or leased and this gives SCRA much more control over the hearing centres in our estate. As a part of the objective to improve participation in hearings, we have been undertaking an exercise to refurbish hearing rooms using three designs developed with the involvement of young people during 2017/18. The sustainability of our approach to delivering refurbished hearing centres has also been reviewed and procurement exercises are planned during 2019/20 to assist rollout of the new designs over the next 4 to 5 years. The three hearing rooms upgraded during 2018/19 (Bellshill, Dalkeith and Falkirk) have all been very well received and photographs of each are attached at Appendix D.

Non-core hearing centres are often informally used on a daily hire basis. These premises do not provide the same standard of accommodation as our core hearing centres and, in conjunction with CHS, we are continuing to review the suitability of this accommodation and the criteria and options that should be considered for their continued use.

During 2018/19 we have carried out a review of our current Property KPI. The existing measure has been used since 2005 when our estate was very different. Against that standard our current estate scores very well but this does not match the perception of how our estate “feels” in practice. Further significant work is required to improve our estate and align it with public expectations modern service delivery. The revised KPI is focused on our hearing centres, as the key point of service delivery, whilst an additional suite of KPI measures will be used to measure performance of the estate. It is intended to run the new KPI alongside the existing KPI during 2019/20 to adjust and refine it, as necessary. Further information on this is attached at Appendix E.

3.7 Sustainability

Our use of property assets requires to be sustainable in terms of both the financial resources required to operate our facilities and the impact our services have on the environment. Through a reduction in the size of our estate, we have reduced both the cost and the environmental impact of our estate.

We are required to follow the requirements of the Scottish Public Finance Manual and in particular the Asset Management Policy. Where estate change is being considered or a lease is to be renewed a business case is submitted to Scottish Government. During 2018/19 business cases were submitted for the renewal of leases in Cumbernauld and Elgin along with the restructuring of our leased premises in Ayr. The new lease negotiated in Ayr allows SCRA to retain the good quality hearing centre created but hand back the office premises that are no longer required. This has reduced both the amount and cost of space that we occupy.

Sustainability and the effects of climate change are a key theme of the Property Strategy and annual Environmental reports are submitted separately to the Board. SCRA must comply with the climate change duties introduced by Part 4 of the Climate Change (Scotland) Act 2009 which requires public sector bodies to ensure that they are contributing towards government targets and putting in place steps to adapt to a changing climate.

Property use remains our largest contributor to greenhouse gas emissions (GHG) followed by business related travel. By reducing the size and number of buildings in our estate, SCRA is reducing one of the key areas from which greenhouse gases (GHG) are emitted. In our most recent submission to the Scottish Government, for 2017/18, our data points to a further reduction in emissions. Our GHG emissions are generally decreasing each year and were calculated to be 761 tonnes for 2017/18. However, the data indicates that rather than reducing consumption we are benefitting from more environmentally friendly methods of electricity production.

3.8 Working in Partnership

SCRA works with CHS and partners to ensure that the arrangements between the key agencies in the hearing system are developed and strengthened. We continue to work with CHS on a number of areas relating to our properties and have put in place a meeting structure and protocol for providing updates on planned works or changes to our estate. In relation to the quality and location of our hearing centres a questionnaire has been proposed to gather panel member feedback.

Where we have been able to reduce our own need for space in our buildings we have been able to create accommodation for other public bodies to occupy. We now have a number of locations where we co-locate with public bodies and this can be seen on the table at Appendix B. Most recently, Scottish Natural Heritage have taken space within our Kirkwall building and we are currently in discussions with Scottish Government regarding use of our Fraserburgh premises.

4.0 Planned Activity

- 4.1 For 2019/20 a programme of work has been put in place and is attached at Appendix F. This sets out the main activities that will be progressed and contribute towards the Corporate and Business Plan objectives. There are a number of significant activities that will be undertaken during 2019/20 including planning for upcoming major lease events, the procurement of new FM services contracts and the continued implementation of the hearing room improvements programme.
- 4.2 Within our estate a number of our key buildings are held on leases that are due to expire in the next few years. These are our offices in Aberdeen, Hamilton and Stirling where the leases expire over the period November 2020 to December 2021. Negotiations are at an advanced stage to enter into a new lease of our Aberdeen premises although this will be for a reduced area. Our Hamilton and Stirling offices require further consideration in terms of our requirement for

space and this also impacts upon our Glasgow office, although the lease there does not expire until 2024.

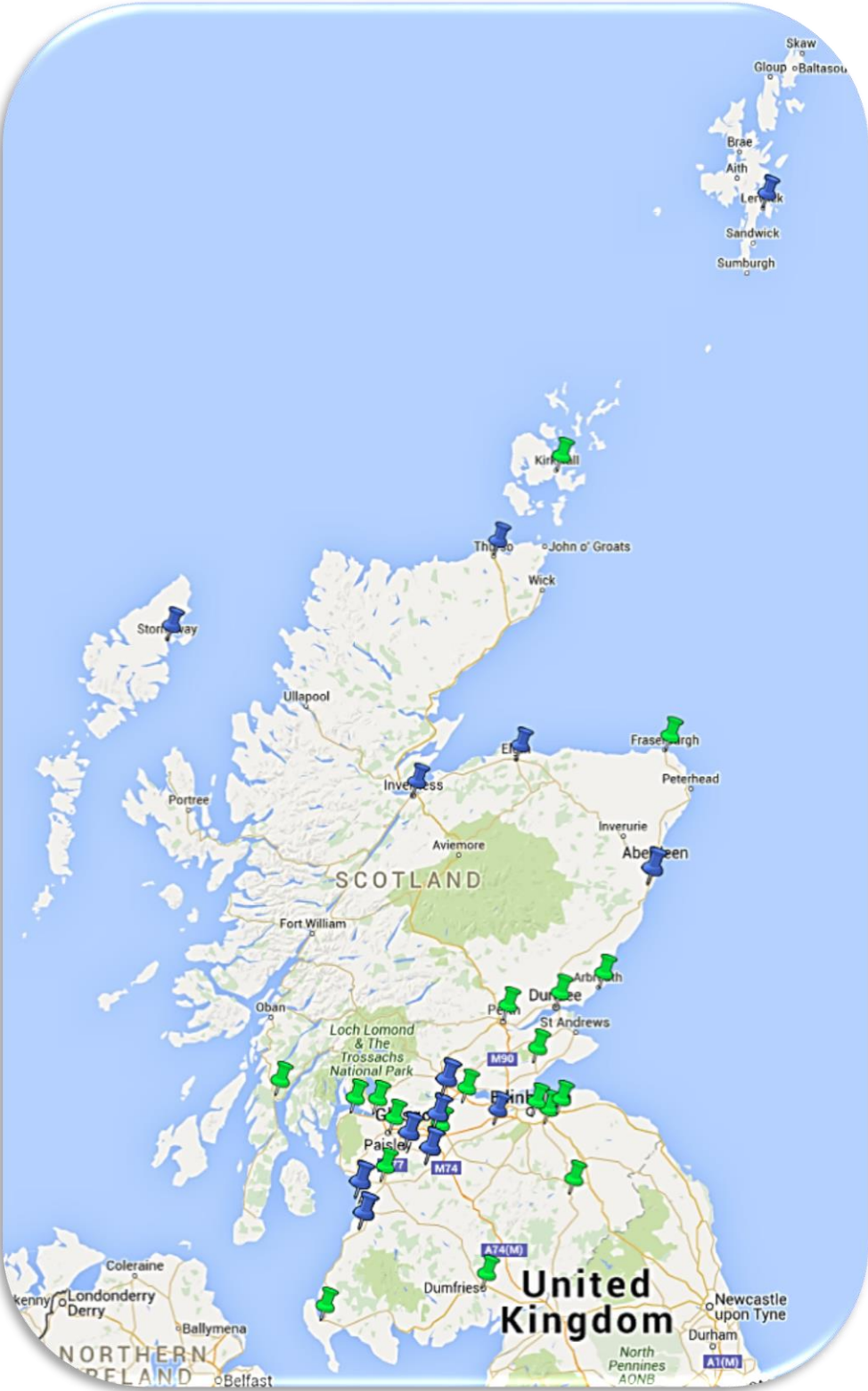
- 4.3 In particular, it is known that office space is not being utilised effectively in these three buildings and the number of desks/workstations provided is high relative to the number of FTE's. SCRA has an ongoing requirement to be in each of these three locations and it is known that the cost of relocation to smaller premises is prohibitive under current budgets. Further consideration of space use requirements in each of these three locations is necessary and, in particular, the opportunities for introducing "smart working" principles to permit release of space that is no longer required or to explore further opportunities for bodies to collocate in our space. It is expected that these considerations will need to form part of our business case submissions to Scottish Government at lease renewal.
- 4.4 "Smart working" principles will be introduced as a part of our 2019/20 projects in Glasgow and Kilmarnock. These projects involve the upgrading and reconfiguration of the office areas to provide operational benefits through contiguous staff location and more efficient use of desks/workstations.
- 4.5 The interim FM Services contract with FES expires in April 2020 and work is currently underway to complete the retendering exercise by the end of October 2019. This will involve a number of new contracts being put in place for the delivery of "hard" and "soft" FM services to our mainland and island locations. The services provided under the new contracts will provide a full range of services including planned/reactive maintenance and cleaning of our buildings. Following contract award, it is intended that the new FM services suppliers will commence mobilisation for the new contracts and be ready to deliver the required services from 1 May 2020. This exercise will require a substantial time input from the Property and Procurement teams.
- 4.6 The hearing room improvements carried out to date have been well received and during 2019/20 it is intended to work with the Procurement team to put in place flexible frameworks for design, furniture and works that will allow further hearing rooms to be upgraded each year in a more sustainable way. The locations that have been identified for hearing room improvements this year are Ayr, Aberdeen, Arbroath and Dundee.
- 4.7 We will also continue to work with CHS to gather Panel Member feedback to inform current and future hearing centre provision. The daily hire, or outreach hearing rooms, remain an area for improvement and an incremental approach to improvement has been adopted with Locality Managers taking the lead in discussions with our key partners, supported by the Property Team. The most recent summary of the "star rating" scoring system for hearing centres is attached at Appendix G for information.
- 4.8 Project work, such as hearing room improvements to our core properties, are also of relevance/interest to CHS and we will build on the protocol agreed to keep colleagues informed and allow dissemination of information to Panel Members.

5.0 Conclusions

- 5.1 Since the Property Strategy was developed in 2010 a significant number of projects have been undertaken to progress the transformation of our estate. The strategy was refreshed in 2017 and included an annual action plan setting out the various activities to be progressed during the following financial year to contribute towards the objectives of the Corporate Plan. The Strategy will be refreshed again in summer 2020 to ensure it is aligned to the new Corporate Plan 2020-2023.
- 5.2 During 2019/20 a full programme of work is planned including further hearing room improvements, reconfiguration of offices including “smart working” principles and the retendering of FM Services into a number of contracts.
- 5.3 Our planned activity for 2019/20 is aligned to our strategic themes and the Corporate Plan objectives. A key part of the implementation will rely upon our collaborative approach with CHS and partners in relation to the provision of appropriate outreach hearing centres.

6. Recommendation

- 6.1 To note the progress made implementing SCRA's Property Strategy and the actions being taken to maintain, repair and improve SCRA's estate.



Key:











Owned Property











Leased Property



Current Property Holdings

Property	Address	Tenure	Description	Area (SqM)
1 	Aberdeen The Exchange, Market Street, Aberdeen,	Leased	Staff Base + Hearing Centre Three floors of offices. One floor sub-leased to Oil & Gas UK	895
2 	Alloa Town Hall Lodge Mar Place Alloa	Leased	Hearing Centre Single storey detached building circa 1930's	93
3 	Arbroath 50 East Abbot Street, Arbroath	Owned	Hearing Centre Modern 2 storey building constructed 2003	139
4 	Ayr 35 Carrick Street, Ayr	Leased	Hearing Centre Ground floor office within four storey building	158
5 	Bellshill 70 North Road, Bellshill	Owned	Hearing Centre Extended single storey and attic stone villa with surfaced car park in own grounds	228
6 	Cumbernauld 26 Carron House, Cumbernauld	Leased	Hearing Centre 3 rd floor office space in town centre shopping complex	82
7 	Dalkeith 29 Elmfield Court, Dalkeith	Owned	Hearing Centre Category C listed terrace of 3 houses with single storey extension. Constructed 1861.	184
8 	Dumbarton 55 Church Street, Dumbarton	Owned	Staff Base + Hearing Centre Modern 2 storey office building with car park in own grounds	281









Current Property Holdings

Property	Address	Tenure	Description	Area (SqM)
9 	Dumfries 99 George Street, Dumfries	Owned	Staff Base + Hearing Centre Ground floor of 3 storey building constructed mid 1980's.	222
10 	Dundee 4 Commercial Street, Dundee	Owned	Staff Base + Hearing Centre Four storey office building constructed 2005	689
11 	Edinburgh 1 Fountainhall Road, Edinburgh	Owned	Staff Base + Hearing Centre Two storey conversion of former coachworks to office accommodation.	841
12 	Elgin Phoenix House, 1 Ward Road, Elgin	Leased	Staff Base + Hearing Centre Part ground and part first floor of modern office building	170
13 	Falkirk Campfield House, Wellside Place, Falkirk	Owned	Hearing Centre Modern stone clad two storey building in own grounds built c.2001	243
14 	Fraserburgh 10 Commerce Street Fraserburgh	Owned	Hearing Centre Category B Listed 19 th century 2 storey detached with attic conversion.	324
15 	Glasgow 10/20 Bell Street, Glasgow	Leased	Staff Base + Hearing Centre Ground to fourth floors of warehouse to office conversion.	1550
16 	Glenrothes Albany House, North Street, Glenrothes	Owned	Staff Base + Hearing Centre Two storey office building constructed during 1970's in central Glenrothes	873




Current Property Holdings

Property	Address	Tenure	Description	Area (SqM)
17 	Greenock 1/3 Brisbane Street, Greenock	Owned	Staff Base + Hearing Centre Two storey brick and slate modern office building and car park within own grounds	240
18 	Hamilton Hamilton House, Caird Park Hamilton	Leased	Staff Base + Hearing Centre Two floors of three storey office development completed 2007	1146
19 	Inverness 6 Castle Wynd, Inverness	Leased	Staff Base + Hearing Centre Ground and 1 st floors in frame construction building	442
20 	Inverness Willow House, Stoneyfield Business Park Inverness	Leased	Non Operational Property Part ground floor office within modern two storey building.	120
21 	Irvine Ground Floor Sovereign House, Irvine	Leased	Hearing Centre Ground floor hearing suite in former school converted to office use	145
22 	Kilmarnock 21 West Langlands Street Kilmarnock	Owned	Staff Base + Hearing Centre Two storey steel framed building constructed 2010.	695
23 	Kirkwall East Bank East Road, Kirkwall, Orkney	Owned	Staff Base + Hearing Centre Part of single storey former hospital building	225
24 	Lerwick 13 Hill Lane, Lerwick, Shetland	Leased	Staff Base + Hearing Centre Ground and 1 st floor of 2 storey traditional stone and slate building converted to office use	124

Current Property Holdings

Property	Address	Tenure	Description	Area (SqM)
25 	Livingston Civic Centre Howden Road South Livingston	Leased	Staff Base + Hearing Centre Accommodation on ground floor	333
26 	Lochgilphead Manse Brae, Lochgilphead	Owned	Staff Base + Hearing Centre Single storey modern office block constructed 1996 within own grounds with 12 car spaces	258
27 	Paisley 10 Glen Lane, Paisley	Owned	Staff Base + Hearing Centre Extended single storey modern office building with car park	370
28 	Perth Belhaven House, Marshall Place, Perth	Owned	Hearing Centre 2 storey detached office building constructed during 1960's.	290
29 	Selkirk 12 Ettrick Terrace, Selkirk	Owned	Hearing Centre 3 storey stone rubble and slate traditional building, former dwelling house. Listed	153
30 	Stirling Enterprise House, Springkerse Business Park Stirling	Leased	Staff Base Short term lease for Our Hearings Our Voice	23
31 	Stirling Ochil House, Springkerse Business Park Stirling	Leased	Staff Base + Hearing Centre Ground floor office accommodation in 1990s office within business park development	715
32 	Stranraer 10 Market Street, Stranraer,	Owned	Staff Base + Hearing Centre Traditional stone and slate building. Ground floor reconfigured to provide hearing suite	232

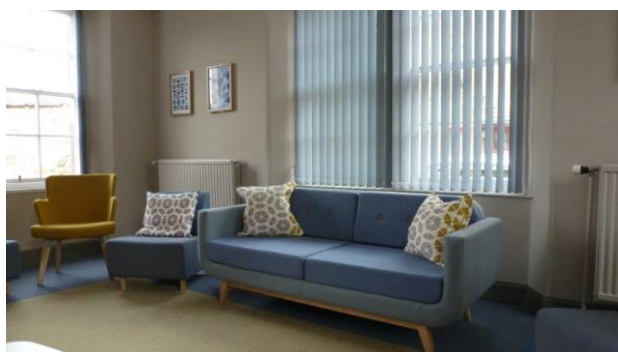
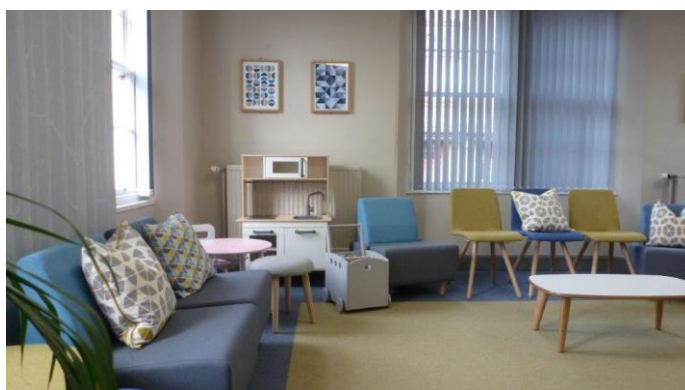
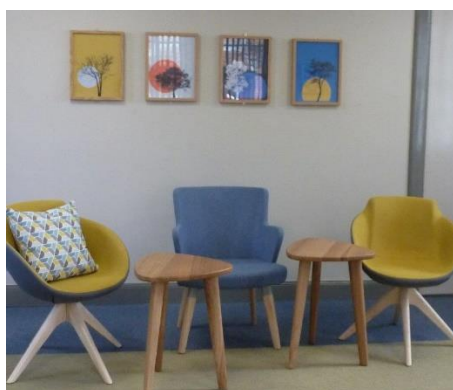
Current Property Holdings

Property	Address	Tenure	Description	Area (SqM)
33 	Stornoway Unit 1A, 9 James Square, Stornoway	Leased	Staff Base + Hearing Centre Part ground floor in building converted to office use.	186
34 	Thurso 23 Swanson Street, Thurso	Leased	Staff Base + Hearing Centre Traditional single storey stone and slate covered house	93
35 	Tranent Dewar House, 1 Loch Road, Tranent	Owned	Hearing Centre Single storey office purpose built 2001 with car parking	219

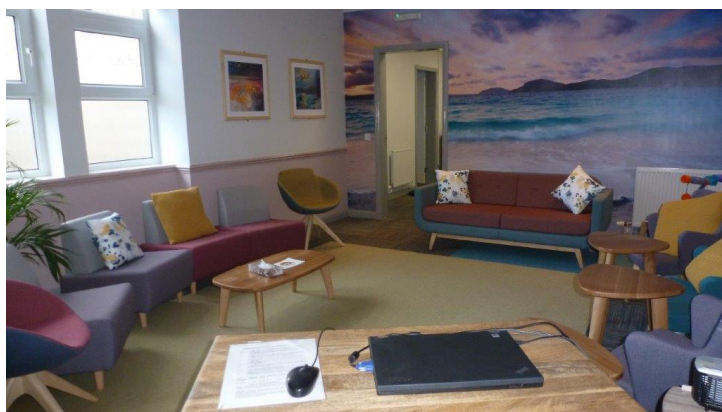
Route 1 – The Green House - Bellshill



Route 2 – The Living Room - Dalkeith



Route 3 – Scottish Seascapes - Falkirk



Property KPI's

The current Property team KPI was introduced in 2005 and measures how the estate performs against a range of measures. The SCRA estate has changed considerably since 2005 with the result that the current scoring system used for KPI is no longer fit for purpose and provides little useful information.

The main issues with the current KPI are:

- The KPI uses a mix of objective and subjective scores
- The scores are not weighted and can produce anomalous results.
- As a significant number of unsuitable buildings have been replaced the overall score is high and further investment will only produce very marginal improvement, if any.
- The KPI currently tries to measure the performance of both hearing centres and larger staff/hearing centre buildings. These perform different functions and it is difficult to arrive at a single percentage score
- The KPI is currently updated quarterly for the OPR although very little change occurs over such a short period

SCRA's hearing centres are our main public facing facilities and these properties should be the main focus of our attention. It is proposed, therefore, to introduce a new revised KPI to measure operational suitability of our hearing centres along with additional KPI's to measure the efficiency of how we use property and the cost effectiveness of our estate.

Using a similar approach to that used for the Outreach Hearing Centres, it is intended to minimise the use of subjective measurements as far as possible and produce a more consistent outcome. A copy of the proposed new score sheet is attached below.

It is also proposed to include a range of standard dashboard style measures to record the efficiency of space use and the cost effectiveness of our estate. It is intended that these measures, along with the operational suitability KPI, can be used to inform investment decisions. These standard measures include:

	<u>2018/19</u>
• Vacant Space as a % of Total Space	9.4%
• Workstation per FTE	tbc
• Floor space per FTE	26SqM
• Property Occupation Costs as a % of Total Revenue (Gross excluding Income)	12.4%
• Property Occupation Costs per SqM	£218.87
• Maintenance Costs as a % of Property Occupation Costs	tbc

Property		Apr-19		
		RAG	Weighting (3,2 or 1)	Comments
The Location				
1	The Hearing Centre is in an Appropriate (or a safe and discrete) location for Children's Hearings	g	3	
2	The Hearing Centre can be accessed using public transport	g	3	
The Property				
1	The Property has an EPC rating of at least E	R	1	
2	The physical Condition of the property is assessed at at least B	A	2	
3	Provides a modern child and young person friendly environment from which to conduct Children's Hearings	g	2	
4	The internal Layout/Configuration is suitable for hearings	R	2	
Accessibility				
1	Accessible car parking is available (on site or public parking nearby)	g	1	
2	The main hearing centre entrance can be accessed by those with a disability. Or an alternative, accessible, entrance is available.	g	3	
3	The internal areas of the hearing suite are flat/level and can be accessed by those with a disability	A	3	
4	There are accessible toilet facilities within the Hearing Suite	R	3	
Facilities				
1	There are at least two waiting rooms available and they are an appropriate size	A	2	
2	The Hearing room(s) is/are fit for purpose and an appropriate size	g	2	
3	There is a dedicated and suitable reception area	g	1	
4	There are suitable kitchen or tea prep facilities available	g	1	
5	There is an appropriate workspace available for use by staff / partners	G	1	
Safety & Security				
1	There is more than one entrance to the building (to allow separate access where required)	g	3	
2	There is a security system in place to control who enters the Hearing Centre	g	1	
3	There is an alternative safe means of escape from the Hearing room(s) if necessary	g	2	
4	There is a Panic Alarm or other system available for use in the event of an emergency	g	1	
Scores				
R	Location	12	12	
A	The Property	6	14	
G	Accessibility	11	20	
	Facilities	12	14	
	Safety & Security	14	14	
Total		55	74	
Pass / Fail		Fail		
% Score		74%		

Property Strategy Action Plan April 2019 To March 2020

No.	Actions / Objectives	Supports Theme	Proposed Timescale
1.	With CHS gather feedback from Panel Members / AST's of their experiences of our properties to identify their needs for safe and sufficient facilities.	1	Mar 20
2.	Our new Key Performance Indicators will be trialled alongside existing KPI during 2019/20.	1	Mar 20
3.	We will transition to new arrangements for the provision of Facilities Management services, by: <ul style="list-style-type: none"> • Tendering, award and mobilisation of new FM Services contract(s) • Managing the existing FM services contract to expiry 	1	Dec 19 Apr 20
4.	With Senior Operational Managers and Locality Leads we will develop our plans for the leases that are due to expire: <ul style="list-style-type: none"> • Elgin – staff base and hearing centre • Glasgow – staff base and hearing centre • Hamilton – staff base and hearing centre • Stirling – staff base and hearing centre 	2	Mar 20
5.	Conclude re-gearing of our Ayr premises and settlement of dilapidations liability under old lease	2	Jun 19
6.	Conclude terminal lease negotiations in respect of the non-operational leased premises in Inverness	2	Jun 19
7.	Conclude re-gearing of our Aberdeen premises and settlement of dilapidations liability under old lease	2	Nov 19
8.	With CHS identify locations where rationalisation of Hearing Centre provision can be explored and agree number of Hearing venues for sustainable delivery of Hearings.	3	Mar 20
9.	With Senior Operational Managers and Locality Leads we will deliver priority capital projects: <ul style="list-style-type: none"> • Glasgow – reconfiguration including “smart working” principles • Kilmarnock – reconfiguration including “smart working” principles • Glenrothes – explore opportunities for reconfiguring the 1st floor space • Minor Works – deliver approved programme of small works projects 	3	Mar 20
10.	Undertake further Hearing Room Improvements works to our facilities in Aberdeen, Ayr, Arbroath and Dundee	3	Mar 20

Property Strategy Action Plan April 2019 To March 2020

No.	Actions / Objectives	Supports Theme	Proposed Timescale
11.	Implement sustainable approaches to the provision of design support, furniture and works procurement to facilitate the programme of hearing room improvements.	4	Nov 19
12.	Deliver year on year improvement in the environmental performance of our estate as measured by greenhouse gas emissions, water consumption and waste generated.	4	Nov 20
13.	Explore and identify new opportunities for co-locating and sharing accommodation with partners.	5	Mar 20

<u>Hearing Centre Location</u>	<u>Local Authority Area</u>	<u>Permanent / Outreach Hearing Centre</u>	<u>Overall Rating</u>
Falkirk	Falkirk	Permanent	★★★★★
Tranent	East Lothian	Permanent	★★★★★
Perth *	Perth & Kinross	Permanent	★★★★★
Irvine *	North Ayrshire	Permanent	★★★★★
Bellshill	North Lanarkshire	Permanent	★★★★★
Cumbernauld	North Lanarkshire	Permanent	★★★★★
Arbroath	Angus	Permanent	★★★★★
Kirkcudbright	Dumfries & Galloway	Outreach	★★★★★
Alloa *	Clackmannanshire	Permanent	★★★★★
Dornoch *	Highland	Outreach	★★★★★
Kirkconnel	Dumfries & Galloway	Outreach	★★★★★
Dalkeith	Midlothian	Permanent	★★★★★
Annan	Dumfries & Galloway	Outreach	★★★★★
Benbecula	Eilean Siar	Outreach	★★★★★
Fraserburgh	Aberdeenshire	Permanent	★★★★★
Selkirk	Scottish Borders	Permanent	★★★★★
Newton Stewart	Dumfries & Galloway	Outreach	★★★★★
Banchory **	Aberdeenshire	Outreach	★ ★ ★ ★ ★
Fort William	Highland	Outreach	★★★★★
Oban	Argyll & Bute	Outreach	★★★★★
Portree	Highland	Outreach	★★★★★
Girvan	South Ayrshire	Outreach	★★★★★
Castlebay	Eilean Siar	Outreach	★★★★★
East Kilbride	South Lanarkshire	Outreach	★★★★★
Kyle of Lochalsh	Highland	Outreach	★★★★★
Arran	North Ayrshire	Outreach	★★★★★
Dingwall **	Highland	Outreach	★ ★ ★ ★ ★
Lanark	South Lanarkshire	Outreach	★★★★★
Stornoway **	Eilean Siar	Outreach	★ ★ ★ ★ ★
Ullapool	Highland	Outreach	★★★★★
Kilbirnie **	North Ayrshire	Outreach	★ ★ ★ ★ ★
Dunoon	Argyll & Bute	Outreach	★★★★★
Campbeltown	Argyll & Bute	Outreach	★★★★★
Banff	Aberdeenshire	Outreach	★★★★★
Bowmore (Islay)	Argyll & Bute	Outreach	★★★★★
Rothsay	Argyll & Bute	Outreach	★★★★★
Barrhead *	East Renfrewshire	Outreach	TBC
Mull (New)	Argyll & Bute	Outreach	TBC
Huntly **	Aberdeenshire	Outreach	★ ★ ★ ★ ★
Kirkintilloch	East Dunbartonshire	Outreach	★★★★★

* Replacement Property

** No Longer Used

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Annual Procurement Report
1st April 2018 to 31st March 2019

Accountable Director: Head of Finance and Resource Date: 19th June 2019

Recommendation:

The SCRA Board is asked to:-

- a) Note the continued delivery of SCRA's procurement strategy
- b) The ongoing contribution of the procurement strategy to SCRA's ongoing work

Reason for Report:

Procurement Duties requirement

Resource Implications:

Within existing budgets

Strategy:

Procurement Strategy 2017-20

Equalities Duties

Indicate whether an Equalities Impact assessment 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 – annual update of an existing strategy

Issues/action points:-

Consultation:

Document Classification:

1. Background Information

1.1 SCRA's Procurement Strategy 2017-20 was approved by the Board in December 2016 and refreshed in March 2019. The Strategy details the principal aims of SCRA Procurement as follows:

- Deliver a professional and flexible procurement service to both internal managers and external suppliers, ensuring that SCRA receives best value for money in the procurement of all goods, services and works in order to deliver an effective and efficient service to children and families.
- Contribute to SCRA carrying out its functions and the achievement of its purposes by ensuring that suitable contracts are in place, in particular to allow the dissemination of information and data and to ensure we have adequate premises for hearings to take place.
- Ensure full compliance with EU & UK Public Sector regulations giving due regard to SCRA's needs and requirements to ensure operational effectiveness is maximised.
- Ensure SCRA's procurement practices contribute to the Scottish Government's objective for sustainable economic growth and contribute to the achievement of relevant National Outcomes.

1.2 The Strategy sets out key priorities for the three years covered by the Strategy (section 3.2), with a central focus on Ensuring full compliance with EU and UK Public Sector regulations and promoting continuous improvement in our procurement work.

1.3 The report provides an overview of SCRA procurement performance across the year as well as the range and scope of the procurement teams work and its criticality to the smooth operation and support of many aspects of SCRA's work.

2. Recommendations

2.1 The SCRA Board is asked to

- a) Note the continued delivery of SCRA's procurement strategy
- b) The ongoing contribution of the procurement strategy to SCRA's ongoing work

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Equalities Network – Annual Report

Accountable Director: Principal Reporter/Chief Executive **Date:** 19 June 2019

Author: Karen Wallace, Equalities Lead

Recommendations:

1. To consider the content of the Annual Report on the work of the Equalities Network.
2. To note the publication of SCRA's Equalities Strategy and Mainstreaming Report 2019 in line with The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 as amended.
3. To note the Network priorities for 2019/20
4. To note updates on key Network activity

Reason for Report: *Board Consideration*

Resource Implications: *Within approved budgets*

Strategy: *Within approved plans*

Consultation: *Equalities Network and UNISON*

Equalities Duties *Equalities Impact Assessment not required*

Document Classification: *Not protectively marked*

1. Introduction

- 1.1 This report updates the Board on the work that the SCRA's Equalities Network has carried out since June 2018.
- 1.2 SCRA is required under the Equality Act 2010 to have due regard to the need to:-
- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 1.3 In addition to this general duty, SCRA is required by the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, as amended to:
- Report on progress on mainstreaming the general duty;
 - Publish equality outcomes and report on progress in achieving these;
 - Assess and review policies and practices;
 - Gather and use employee information;
 - Publish gender, race and disability pay gap information;
 - Publish statements on equal pay;
 - Consider award criteria in relation to public procurement;
 - Publish in an assessable manner;
 - Publish proposals of how the above will be met.
- 1.4 As of April 2017, we are now also required to report on the gender balance of the Board, and the action we propose to take in the future to promote greater diversity of Board membership.

2. Equality Outcomes and Mainstreaming Report 2019

- 2.1 The attached Equality Outcomes and Mainstreaming Report (see [Appendix A](#)), reflects our ambitious programme of work over the past two years and our wider responsibilities in terms of children's rights and wellbeing, Corporate Parenting and the Better Hearings Agenda. Linking our efforts in this way helps to integrate equalities and inclusion in and across, our practice, policies and procedures, raise their profile with the organisation and promote greater diversity in our workforce.

3. Mainstreaming Equality and Inclusion

- 3.1 SCRA aspires to be a leader in terms of our behaviour and attitudes to equalities, diversity and inclusion. SCRA's Equalities Network is chaired by the Board Chair, Michelle Miller. The Network's mission statement:-

SCRA is committed to eliminating discrimination and encouraging diversity amongst our workforce and throughout our organisation at large. We oppose all forms of unlawful and unfair discrimination. Our aim is that SCRA embraces, acknowledges and is representative of all sections of society;

promoting equality and respect for all so that everyone is able to achieve their potential.

SCRA is committed to promoting the practice of equality and diversity in all its services, operations and dealings with employees, children, young people and their families and all partner agencies. SCRA aims to ensure that it employs and deploys a workforce that is diverse and equipped with the right mix of skills and experience to deliver a quality service to children.

- 3.2 In recognising the importance of mainstreaming equality and inclusion, SCRA have invested in a full time Equalities Lead to continue to embed the mainstreaming agenda. A review of this role will take place in August 2019.

4. Progress to date

- 4.1 To be fully inclusive requires sustained and proactive focus. We know there are areas where we have work to do if we are to become truly representative of the people we serve. Working collaboratively with the Equalities Ambassadors, we continue to deliver the Outcomes to embed inclusive practice and equality within and across our day to day business. Key highlights of the work over the past year include:-

- Through training and other interventions, we developed manager's understanding of their role in mainstreaming equality and creating an inclusive environment within their locality and in their service delivery to children, young people and their families. All staff had the opportunity to complete locality based Equalities and Inclusion Awareness Raising training.
- All staff and Board members have been required to complete Unconscious Bias e-learning.
- We commenced an Easy Read Version Pilot in the Ayrshire Locality in February 2018.
- Staff have had the opportunity to access mental health awareness training delivered by SAMH and to develop as mental health first aiders to support staff within and across our localities. Dementia awareness training was well attended by staff across several localities and we have recruited fourteen mindfulness ambassadors to train and deliver mindfulness sessions across our localities.
- We have continued to raise awareness of the public sector equality duty through our staff intranet, our National Reporter in-house magazine and Team Briefs issued by our Principal Reporter/CEO. All staff have access to a diversity calendar and guidance and materials to promote and raise awareness around faith, disability, LGBT, gender equality and other protected characteristics.
- Working collaboratively with our Equalities Ambassadors and HR Business Partners, we published a series of awareness raising briefings for staff. In November 2018, we promoted World Mental Health Day and launched our briefing for managers on supporting mental health and wellbeing in the workplace.
- We supported Carers Day in the workplace and published a briefing for staff.

- Further briefings were issued in 2018 to help managers and staff understand the symptoms of menopause and how to support colleague's health and wellbeing.
- A new guide was launched to help staff when arranging a Hearing for a child or young person with Autism. The Guide to Autism stemmed from our work with the charity Reach for Autism. They are a Greenock-based charity helping children and young people with Autism. Young people from the charity helped us develop the guide following a visit to a Hearings centre. The guide will be refreshed and developed further as we learn more about how we can better support children, young people and their parents/ carers with Autism and ensure they can effectively participate in the Hearing. We have also co-produced a video with Reach for Autism for people with autism attending children's hearings.
- In October 2018, we launched our Women into Leadership Network. The purpose of the Network is to support and encourage women across all localities/head office and in all roles by inspiring and empowering them to take on and seek opportunities for development, maximise their potential, foster valuable connections, and facilitate success through personal and professional growth. Four Network events are planned for each year and inspirational speakers have been identified to share their experiences of leadership. Two events have been held to date attended by over fifty colleagues.
- We supported two women to attend the annual Women into Leadership conference and two women also attended a "Women in Work" conference in October 2018.
- To support the development of staff and enhance the impact staff equality networks can have on the organisation, SCRA has made provision for staff to attend the Pride in Justice Network. This new network for lesbian, gay, bisexual, transgender and intersex staff and allies working across Scotland's justice partners, focusses on how to work together to increase inclusivity, raise awareness of LGBTI issues and share best practice in supporting people from LGBTI communities

4.2 LGBT Youth

We are working towards achieving the LGBT Youth Charter. We work in collaboration with LGBT Youth, access training opportunities and consultancy services to ensure that our policies and practice reflect the needs of children and young people from the LGBT community.

We celebrated Purple Friday in February 2019 with further celebrations planned for this year and we will show our ongoing support of the LGBT community through a robust ongoing social media campaign.

4.3 Policy reviews

We are promoting requirements to mainstream equality in policy development and policy reviews. During the reporting period we reviewed three of key policies: Equal Opportunities Policy, Dignity at Work and our Recruitment and Selection Policy.

4.4 Data Collection

- We continue to work with our partners in the Blueprint Processing Agenda to agree a standard referral template that will capture protected characteristic data. This will assist us in identifying and responding to the individualised needs of children and young people referred at the earliest opportunity.
- Working with our IT colleagues we have developed the current CMS system to record ethnicity (where known, using the Census Scotland 2011 categories). Work is on-going to ensure the new case management system can record wider protected characteristic data relating to disability, gender and religion sexual orientation.

4.5 Equalities Monitoring Campaign

In November 2018, we launched a campaign providing information about the purpose and value of disclosing this personal sensitive data whilst reassuring staff that it is optional and anonymous. The campaign resulted in an increase in reporting across most protected characteristics, notably disability (15%), faith or belief (14%) and nationality (9.5%).

4.6 Reporting Duties

In March 2019, we published SCRA's Equalities Strategy and Mainstreaming Report, the Gender, Ethnicity and Disability Pay Gap report, the Women into Leadership Action Plan and SCRA's Employee Statistics Report.

4.7 Equality Impact Assessments

By end June 2019, we will have created an integrated assessment toolkit that will incorporate the socio economic duty, equalities, human rights, children rights and wellbeing impact assessments. In line with our Corporate Parenting Plan commitments, we will ensure that care experience is given equal consideration to the protected characteristics. National guidance is being developed and training has been prepared. Given the focus on the delivery of the digital strategy, we will adopt a phased approach to training. EMT members and head office managers will be trained in September/October this year and Locality Reporter Managers in 2020. A system and structure is being established to include support, monitoring, review and publication.

5. Proposed Network Priorities

- 5.1 The key priority in SCRA's 2019/20 Business Plan is the implementation of our digital programme and as such the principal focus for Localities in 2019 will be on organisational readiness and optimising capacity. SCRA will continue to provide a focus on Equalities in 2019/20 however, the activities and action plans will be scaled accordingly to the resource needs of the Digital Programme.

5.2 Looking forward, we acknowledge there is further work to be done in relation to mainstreaming and advancing our Public Sector Equality Duty. We will continue to strive to progress and embed inclusive practice through the way we work and within our organisation. The Equalities Network's priorities for 2019/20 are as follows:

- Progress delivery of the 2018-21 Equalities Outcomes.
- We will publish an Equalities and Mainstream Report Outcomes for 2020-2023.
- Host an Equalities Network Development Day with all network members and Equalities Ambassadors.
- Gain accreditation for the LGBT Youth Charter.
- Continue to work with HR Managers in revising and updating our policies to ensure they reflect our unwavering commitment to ensuring that everyone can feel valued, included and empowered to maximise their potential in the workplace.
- Developing a corporate objective for all business areas relating to delivering the public sector equality duty and specifically mainstreaming and outcomes. Our Head of Human Resources, Equalities Lead and the Corporate Planning and Performance team will continue to work closely together to ensure equalities and diversity is reflected in our Corporate Plan and our Corporate Parenting Plans 2020-23. This will ensure that every aspect of our service provision and employment responsibilities has considered the impact or likely impact of each of the protected characteristics.
- Publish a Transgender policy statement and guidance for managers and staff.
- Launch the video co-produced with young people from the charity Reach for Autism to raise awareness and understanding for people with autism attending a children's hearing.
- Review our Sign Language Guidance, and relaunch and develop resources accessible on Connect including a BSL learning resource.
- Raise awareness and reduce stigma associated with Hearing Loss amongst staff by producing briefing notes and associated materials.
- Raise awareness and understanding amongst staff of how to support and unlock the potential of people with a neuro diverse condition.
- Deliver training to support staff across all localities to promote understanding of the links between equalities and inclusion, corporate parenting and Better Hearings.
- Improve the availability and quality of our workforce data.
- A continued focus on operational and service delivery issues and the impacts of equalities and inclusion issues on children and families in the hearings system.
- Developing resources, training, roles, and practical means of delivering real change at national and local levels.
- Further engagement with Locality staff encouraging equalities issues to be seen as relevant to the whole organisation and embedded in locality planning.
- Support and encourage Ambassadors in their role.

6. Update on Network Activity

- 6.1 Network's focus in 2018/19 has continued to be on operational and frontline service delivery. We have examined the impacts on, and issues for, children, young people and their families, staff within SCRA and our partner agencies in relation to a range of protected characteristics. This has been assisted by seeking inputs from external organisations and from locality staff. However, this shift in emphasis has not meant losing sight of our responsibilities as an employer. Network meetings have still been able to consider and take action on issues such as women into leadership and staff health and wellbeing.
- 6.2 Future meetings will enable the Network to examine issues relating to all protected characteristics and offer further opportunities to engage with Locality staff and external organisations. Where appropriate, work is being taken forward by the Network itself, or via other SCRA workstreams such as the Participation Group, Operational Group or Health and Wellbeing Group.

7. Conclusion & Recommendations

- 7.1 SCRA's Equalities Network has set another ambitious and detailed programme of work for the forthcoming year, with a focus on achieving real and tangible improvements that ensures we promote good practice, has a positive impact on our staff and responds to the individualised needs of the children, young people and families we work with.
- 7.2 It is recommended that members:
 - 1. Consider the content of the Annual Report on the work of the Equalities Network.
 - 2. Note the publication of the SCRA's Equalities Strategy and Mainstreaming Report 2019 in line with The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.
 - 3. Note the Network priorities for 2019/20
 - 4. Note updates on key Network activity

Appendix A

SCRA Equalities Outcomes and Mainstreaming Report 2019



SCRA Equalities
Mainstreaming Repor

SCRA OUTCOMES AND MAINSTREAMING REPORT

PROGRESS REPORT APRIL 2019



Contents

Foreword	3
Introduction/Our role	4
Mission statement, vision and values	5
Context for the report	5
 Section 1: Mainstreaming equality	 7
Specific duties in relation to mainstreaming	7
Leadership, governance and business planning	8
Policies and procedures	9
Corporate parents and care experience	10
Property strategy	10
SCRA Research Ethics Committee	11
Procurement	12
Equality monitoring campaign	13
Learning and development	13
Health and wellbeing	14
Modern apprentices	15
Living wage	15
Employee surveys	15
Disability Confident Employer	15
Carers Positive	16
Publishing public information in accessible formats	16
Staff Networks	17
Monitoring legislation and good practice	17
Professional memberships	17
 Section 2: Progress on our equality outcomes	 19
 Section 3: Workforce Equality Monitoring	 19
 Section 4: Looking forward	 20
Representation	21
Women into Leadership Action Plan	21
Learning and Development	21
Equality Impact Assessments	21
Improving inclusivity in our service provision	22
Reporting on outcomes	22
 Section 5: Links to Supporting information	
Progress on Achieving our Equalities Outcomes 2017-21	
SCRA Employee Information at January 2019	

Foreword

Welcome to SCRA's Equality Mainstreaming Report 2017-19. This is a progress report for the two year period from April 2017 on how we mainstream equality, diversity and inclusion, in the work that we do to deliver care and justice for Scotland's children and internally in accordance with the Equality Act 2010.

In April 2017, SCRA published a four year Equalities Strategy summarising our approach to addressing equalities and achieving key associated outcomes over the period 2017-21¹. Following an ambitious broadening of the scope and detail of our approach, we published a revised Equalities Outcomes, Progress and Mainstream Report in May 2018². This Equalities Mainstream Report demonstrates our continued commitment to developing and embedding equality, diversity and inclusion in our culture and behaviours and as an intrinsic part of our day to day business and decision making.

Inclusivity is key to who we are and to achieving all of our outcomes. We are fully committed to providing an environment based on fairness, equality, cultural diversity, dignity and respect where everyone is supported to flourish and fulfil their potential, irrespective of their sex, gender identity, care experience, ethnicity, sexual orientation, disability, faith, age, or socio-economic background. To be fully inclusive requires sustained, proactive hard work. We know there are areas where we have work to do if we are to become truly representative of the people we serve. The gender pay gap remains challenging and is something we are addressing through our Women into Leadership action plan, Succession Planning frameworks and by ensuring that our reward strategies have a positive impact on our workforce.

We continue to "hard wire" inclusivity throughout our policies, processes and practices. This work does not belong to one group or network, but rather is embedded in all that we do. There is a role for everyone in achieving our ambition. It requires continued strong leadership and action led by the Principal Reporter/CEO, the Executive Management Team and the Board. Being inclusive makes us better at everything that we do and helps us to attract the kind of diverse, expert and dedicated talent we need to recruit and retain in SCRA. A more inclusive culture improves our daily lives and enhances our capacity to recognise and respond to the diverse and unique needs of the children, young people and their families whom we serve.

Our role as Corporate Parents is very important to us, and at the heart of our approach is inclusivity, transparency and participation.

We set ourselves an ambitious programme of work. This report reflects our dedication to fulfilling our responsibilities to our staff and the children, young people and their families and the progress we have made over the past two years. It also provides an update on how we gather and use workforce equality data.

1. Our Equalities Outcomes, Progress and Mainstream Report 2017-21 is published on our website: [scra.gov.uk](https://www.scra.gov.uk)
2. Our revised Equalities and Inclusion Strategy and Outcomes 2018-21 is published on our website: [scra.gov.uk](https://www.scra.gov.uk)

Introduction

Our Role

The Children's Hearings System is an important part of the wider system of child protection, youth justice and children's services. SCRA is a Non-Departmental Public Body responsible to the Scottish Government. Our role within this system involves several responsibilities including:

- Making effective decisions about a need to refer a child/young person to a Children's Hearing.
- Preparing for and participating in court proceedings where statement of grounds or Hearings findings are appealed, and ensuring the wellbeing of children and young people – particularly vulnerable witnesses – is protected throughout the court process.
- Supporting Panel Members (although we are not involved in making Hearing decisions) and ensuring fair process in Hearings.
- Enabling children, young people and families to participate in Hearings.
- Publishing information and data to influence, inform and reassure.
- Providing premises for Hearings to take place.
- Working collaboratively with partners to support and facilitate the Getting it Right For Every Child (GIRFEC) agenda.

All of this only tells part of the story – it tells us what we do, but not how we should do it. As an organisation whose decision making can have a major impact on the lives of children, young people and families we provide services to, we have wider responsibilities in terms of children's rights, corporate parenting and equalities. These reflect different aspects of people's lives and so they interact and overlap in a way that can be complex. We have worked hard to further strengthen the links between these strands so that we seamlessly consider them in our day to day service delivery.

For more detailed information on our range of work and our plans for the future, please see our Corporate Plan and our Corporate Parenting Plan ³.

3. Our Corporate Plan and Corporate Parenting Plan 2017-20 is published on our website: scra.gov.uk

Mission Statement, Vision and Values

Our revised Equality and Inclusion Strategy and Outcomes 2018-21 sets out how we will meet our Public Sector Equality Duty and mainstream equality across all parts of our organisation and in the provision of our service to children, young people and their families.

SCRA aspires to be a leader in terms of our behaviours and attitudes to diversity and inclusion. Our mission statement, vision and values shown below guide all of our actions and behaviours:-

Mission Statement

SCRA is committed to eliminating discrimination and encouraging diversity amongst our workforce and throughout our organisation at large. We oppose all forms of unlawful and unfair discrimination. Our aim is that SCRA embraces, acknowledges and is representative of all sections of society; promoting equality and respect for all so that everyone is able to achieve their potential. SCRA is committed to promoting the practice of equality and diversity in all its services, operations and dealings with employees, children, young people and their families and all partner agencies. SCRA aims to ensure that it employs and deploys a workforce that is diverse and equipped with the right mix of skills and experience to deliver a quality service to children and young people.

This statement is supported by:

Our vision

Our vision sets out what we want the world to be like for children and young people in Scotland. Vulnerable children and young people in Scotland are safe protected and offered positive futures.

Our values

Children and young people's experiences and opinions guide us. We are approachable and open. We bring the best of the past with us into the future to meet new challenges.

Context for the Report

SCRA is fully committed to the vision, values and ethos of the Equality Act 2010 and to fulfilling the three key elements of the general equality duty as defined in the Act.

- Elimination unlawful discrimination, harassment and victimisation
- Advancing equality of opportunity between people who share a relevant protected characteristic and those who do not
- Fostering good relations between people who share a protected characteristic and those who do not.

The protected characteristics are:-

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race, this includes ethnicity, colour and national origin
- Religion or belief
- Sex
- Sexual orientation
- Marriage/civil partnership, but only in respect of the requirement to have due regards to the need to eliminate discrimination

Every one of us has “protected characteristics”. However, in this context, the focus is on the treatment individuals and groups receive, the level of autonomy they have, and the positive or negative outcomes for them.

SCRA’s approach is to go beyond the compliance obligations and to develop an inclusive ethos within the organisation based on fairness, equality, cultural diversity, dignity and respect. In May 2017, SCRA publically supported the Who Cares? Scotland campaign to recognise equality for children, young people and adults who have experienced of the care system. SCRA recognises care experience as a “tenth protected characteristic” and we continue to review our practice, policies and processes to reflect this.

This report:-

- Builds on our Mainstreaming Reports of 2017 and 2018 and provides an overview of key achievements and mainstreaming progress made within the SCRA since their publication
- Provides detail of our progress in relation to each of our 2017 Equality Outcomes, and our work with our staff, partners and the children, young people and their families whom we serve.
- Sets out the actions we will take to further progress our Equality Outcomes

It is important to note that this report covers activity up to March 2019 and that all work is ongoing.

Section 1: Mainstreaming equality

Mainstreaming is a specific requirement for public bodies in relation to implementing the Equality Duty. In simple terms, it means integrating equality into the day to day working of the organisations, considering equality as part of everything we do.

Mainstreaming the equality duty has a number of benefits including:-

- Equality becomes part of the structures, behaviours and culture of the organisation
- SCRA knows, and can demonstrate, how in carrying out its functions it is promoting equality
- Mainstreaming equality contributes to continuous improvement and better performance

Specific Duties in Relation to Mainstreaming Equality

In Scotland, the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 (and subsequent updates) are designed to help public authorities like the SCRA meet the general duty.

The specific duties require SCRA to report every two years on mainstreaming the equality duty and the progress against achieving SCRA's equality outcomes. SCRA's Equality Mainstreaming Report must include:

- Information on our progress made to make the general equality duty integral to the exercise of SCRA's functions
- An annual breakdown of employment monitoring information under the duty to gather and use employee information
- Details of the progress made in gathering and using employment monitoring information to perform the general equality duty
- Information on the gender composition of SCRA's Board of Management, and the steps taken/planned towards ensuring diversity in relation to the protected characteristics of SCRA's board members.

The above information must be published in an accessible manner. We published our first Mainstreaming Report in April 2013, which included our equality outcomes. Subsequent reports were published in 2015 and in April 2017. SCRA published a second set of equality outcomes to achieve by April 2021, and reported on our work to progress achievement of equalities outcomes and mainstreaming equalities. Full information about the development of our equality outcomes 2017 – 2021 is in our April 2017 Equality Outcomes, Progress and Mainstreaming Report. We further revised these outcomes in May 2018 to reflect the broader scope of our work and full information on these revised outcomes is in our Equalities and Inclusion Strategy and Outcomes 2018-2021.

In addition to this core equality legislation, there is also a range of other Scottish Government strategies and policies that impact on and inform our work on equality, diversity and inclusion. These include the Children and Young Person (Scotland) Act 2014 (particularly in relation to our Corporate Parenting duties) and the British Sign

Language Scotland Act 2015. Where these policies have generated or we have identified actions or targets for SCRA, we have aimed to reflect these in our equality action plans.

It is important that equality is built into the design, delivery and evaluation of SCRA's services, employment policies and practice. SCRA is committed to monitoring equality, promoting diversity and to ensuring that it is at the heart of carrying out or functions effectively and fairly. Within SCRA mainstreaming means that:

- All staff take responsibility for and are involved in all equality matters and the creation of a respectful working environment
- All managers are aware of and meet their responsibilities in relation to the provision of services and in supporting staff within and across localities.
- Board members are aware of their responsibilities and the decisions they make.
- We develop fair, consistent and respectful policies and practices for all staff and the children, young people and their families whom we serve.

We have carried out a number of activities to promote awareness of the responsibilities outlined above and to ensure SCRA is mainstreaming equality. The main ways that we achieve this and the progress we have made as an organisation are noted below:-

Leadership, Governance and Business Planning

Leadership

Equalities matters to us and commitment by our Board, PR/CEO and senior management continues to be a key factor in our mainstreaming approach. Equality is forms part of SCRA's Corporate Planning cycle as part of our corporate planning and reporting process.

Governance

SCRA has an equality governance structure in place to meet its equality duties.

SCRA's Executive Management team exercises its duty to ensure compliance, and governs the implementation of the Equality Strategy, outcomes and action plans, whilst SCRA's Board oversees the fulfilment of our equality duties.

SCRA's Principal Reporter/Chief Executive is accountable for the fulfilment of SCRA's equality duties, and is supported in this by SCRA's Equalities Network. Its key responsibilities are:-

- Considering implications for SCRA of relevant legislative developments
- Approving ongoing development of SCRA's Equality Strategy and outcomes
- Promoting and advocating increased organisational understanding of SCRA's equality commitments
- Ensuring consistency across the organisation in SCRA's approach to delivering these commitments

Board members receive a report twice per year on our equalities work that provide decision makers with updates on equality matters to ensure strong governance and transparency.

SCRA's Equalities Network

SCRA's Equalities Network is chaired by the Board chair and during the reporting period the Equalities Network met thirteen times to monitor, record progress and discuss work to mainstream equalities across the organisation.

SCRA's Equalities Sub Groups

We have established six sub groups, which together cover all of the protected characteristics. A member of our Equalities Network facilitates each sub group. The Equalities Sub Groups report directly to the Equalities Network and work proactively to provide guidance and support to meet the equality duties, as well as sharing good practice and producing briefings and awareness raising for staff.

Equalities Ambassadors

SCRA benefits from a group of Equalities Ambassadors – dedicated front line staff from across Scotland who volunteer to support their colleagues and promote equality and diversity across our activities. The Equalities Ambassadors:-

- Communicate information on equality issues, developments and best practice to Locality teams
- Identify potential equality issues and challenges across the organisation, collecting objective data where appropriate
- Build and maintain positive relationships with partner agencies and organisations in their localities who can partner SCRA to address any equality issues

We have increased dialogue with our Equalities Ambassadors and other staff groups to monitor progress towards SCRA's equality outcomes. In May 2018, the Equalities Network and Equalities Ambassadors attended a development day to reflect on progress made, identify areas of good practice and agree future priority areas for development.

Policies and Procedures

We are promoting requirements to mainstream equality in policy development and policy reviews. During the reporting period we reviewed three of the key policies:

We recently replaced our **Equal Opportunity Policy** with a more comprehensive policy that references all protected characteristics and outlines both employers and employee responsibilities and commitments towards encouraging a diverse and inclusive work environment in which every employee is able to fulfil their potential.

We are revising our **Dignity at Work Policy**, which aims to ensure that, as far as reasonably practicable, everyone is able to work in an environment free of any form of bullying, harassment, victimisation or discrimination.

Our **Recruitment and Selection Policy** is being revised and updated. We believe that all our staff have talent and we have refreshed our approach and processes to encourage diversity and inclusion.

We will continue to review our other policies to ensure they reflect our unwavering commitment to ensuring that everyone can feel valued, included and empowered to maximise their potential in the workplace.

Corporate Parents and Care Experience

We continue to embed equality, diversity and inclusion as a theme across our corporate parenting duties and our corporate planning process. We are developing a corporate objective for all business areas relating to delivering the public sector equality duty and specifically mainstreaming and equality outcomes. Our Head of Human Resources, Equalities Lead and the Corporate Planning and Performance team have worked closely together to ensure equalities and diversity is reflected in our Corporate Plan and our Corporate Parenting Plans 2017-2020. This will ensure that every aspect of our service provision and employment responsibilities has considered the impact or likely impact of each of the protected characteristics.

SCRA publically supported the Who Cares? Scotland campaign to recognise equality for children and young people who have experience of the care system. In October 2018, we hosted a fund raising coffee morning to raise awareness of equality for those with experience of care. Several of our staff including senior managers also attended the Who Cares? Scotland Lifetime of Love Rally supporting the demand for love to be shown to people in care.

This year a number of staff volunteered to support the Who Cares? Scotland Christmas campaign. Staff helped to make a memorable Christmas day for people who have experience of the care system and who would have otherwise spent Christmas day on their own. Staff donated many gifts and vouchers all of which were made into age appropriate Christmas sacks for those attending on Christmas day.

Property Strategy

In 2017, SCRA's Property Strategy was revised for the 5 year period 2017 to 2022. The revised strategy was developed around five key themes:

- Meeting the Needs of Property Users
- Flexible Service Delivery
- Location and Quality of Hearing Centres
- Sustainability
- Working in Partnership

Our focus is concentrated on providing a welcoming and appropriate environment for hearings that allows all participants to feel relaxed, engaged and able to fully participate in the hearing. Significant progress has been made in recent years to replace property in our estate that cannot meet our requirements, particularly in relation to providing an accessible facility. Improvements to existing properties have

also been undertaken to ensure our buildings continue to provide an appropriate environment.

As part of SCRA's corporate parenting duties and our on-going commitment to improving Hearing rooms for children and young people, we have been rolling out a Hearing room improvement programme since 2015 to upgrade facilities for children and young people attending Hearings. With the invaluable contribution of Hearings-experienced children and young people, a variety of participative rooms were successfully introduced across the country, and to date, nineteen rooms have been upgraded to a more participative style.

In 2017, a new approach was introduced to create a portfolio of three key options to choose from. This was in order to create a professionally designed variety of inclusive environments for the ongoing roll-out. Young people continued to identify a number of distinct themes to help them feel more relaxed and able to participate in their Children's Hearing. In particular, they asked for calming, less formal rooms with friendly colours, the removal of the large table, the addition of plants, a variety of seating options to suit those with disabilities, and an identified play area for younger children.

SCRA Research Ethics Committee

In 2016, we established a Research Ethics Committee to review all research proposals conducted by, or involving, SCRA to make recommendations and ensure that our research, and external research that we contribute to, meets legal requirements and the highest professional standards for social research. In considering equalities and inclusion issues in each research proposal, the Committee protects and promotes the rights and interests of the children and families with protected characteristics.

Procurement

In line with the Equality Act 2010 and the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, we consider equality throughout our tender processes and comply fully with legislation. Where relevant and proportionate, suppliers are required to provide details of any equality policies and systems that they have in place and that will be utilised when delivering the contract. This is addressed in SCRA's standard Terms & Conditions.

SCRA has a Fair Work Practices Policy which should be considered as early as possible in the procurement process to ensure that where it is relevant to how the contract is carried out, assessing a supplier's approach to fair employment, including the Living Wage, can be an important part of the procurement exercise. A statement on Fair Work Practices is included in all tender documents and we consider on a case by case basis whether to include a weighted quality question in regulated procurements. A question is included in all EU regulated procurements. Where relevant, suppliers are asked to describe how they will commit to fair work practices for workers (including any Agency and Sub-contractor workers) engaged in the delivery of the contract.

Equalities Monitoring Campaign

Data monitoring has improved within SCRA with all protected characteristics except care experience being monitored for all staff and applicants. Age, sex, marriage/civil partnership, pregnancy/maternity, religion/belief and ethnicity are established with data available. Robust and accurate equality evidence, properly understood and analysed, is at the root of effective compliance with the general equality duty. We are encouraging staff to update their personal and sensitive details on iTrent, SCRA's e-hr system. In November 2018, we launched a campaign providing information about the purpose and value of disclosing this data whilst reassuring staff that it is optional and anonymous. The campaign resulted in an increase in reporting across most protected characteristics, notably disability (15%), faith or belief (14%) and nationality (9.5%).

Learning and Development

SCRA is dedicated to equality of opportunity for colleagues within our organisation. Last year, our e-hr system ensured that every employee had ability to record their personal learning record, which they now use to record their development activities. This supports better informed discussions with line managers as part of our approach to managing personal and professional development and performance within supervision and appraisal frameworks.

Our Board and senior leaders were at the forefront of the roll-out of equalities, diversity and inclusion training. During 2018, we launched our diversity and inclusion awareness raising training for staff. The newly designed course identifies legislative requirements and practical responsibilities and forms part of SCRA's mandatory training suite of materials for all staff whether experienced or new to the organisation. To embed the knowledge of equalities, line managers were given the responsibility of ensuring this was delivered within local teams and allowed the opportunity to discuss equalities and what it meant for individual employees, service delivery, as well as the local team. Additionally our board members and all staff completed Unconscious Bias e-learning training. This ensures that our Board members and all of our staff have an understanding of SCRA's diversity and inclusion aims and expected behaviours.

In November 2017, Nil by Mouth delivered excellent training to our staff on Hate Crime and Barnardo's raised awareness of how to identify child sexual exploitation in the children and young people referred to us. Two members of staff attended training in November 2018 delivered by Shakti Women's Aid on domestic abuse and the impact on women and children from minority ethnic backgrounds. LGBT Youth gave us a thought provoking insight into the challenges that many children and young people in the lesbian, gay, bisexual, transgender and intersex community face and what steps we can take to ensure that we create a welcoming, inclusive and safe environment for those accessing our services.

Staff have also had the opportunity to access mental health awareness training delivered by SAMH and to develop as mental health first aiders to support staff within and across our localities. Dementia awareness training was well attended by

staff across several localities and we have recruited fourteen mindfulness ambassadors to train and deliver mindfulness sessions across our localities.

We have continued to raise awareness of the public sector equality duty through our staff intranet, our National Reporter in-house magazine and Team Briefs issued by our Principal Reporter/CEO. All staff have access to a diversity calendar and guidance and materials to promote and raise awareness around faith, disability, LGBT, gender equality and other protected characteristics.

Working collaboratively with our Equalities ambassadors and HR Business Partners, we published a series of awareness raising briefings for staff. In November 2018, we promoted World Mental Health Day and launched our briefing for managers on supporting mental health and wellbeing in the workplace.

We supported Carers Day in the workplace and published a briefing for staff highlighting the supports that are available within and out with the workplace. Three members of staff including our Principal Reporter/Chief Executive officer shared their experiences of being a working carer in case study form and these were uploaded on our intranet.

Further briefings were issued in 2018 to help managers understand the symptoms of menopause and how to support colleague's health and wellbeing. A new guide was also launched to help staff when arranging a Hearing for a child or young person with Autism. The Guide to Autism stemmed from our work with the charity Reach for Autism. They are a Greenock-based charity helping children and young people with Autism. Young people from the charity helped us develop the guide following a visit to a Hearings centre. The guide will be refreshed and developed further as we learn more about how we can better support children, young people and their parents/carers with Autism and ensure they can effectively participate in the Hearing.

We regularly provide opportunities for staff to attend Women into Leadership events across Scotland. These events enable women to hear from other women about their journeys into leadership, what barriers they had to overcome and advice and guidance on how to self-care, self-promote and self-identify through your own journey. The opportunity to network in such a positive and supportive environment is major benefit to those attending.

Health and Wellbeing

SCRA has a strategic aim to develop effective, confident and resilient staff through promoting high standards of health and wellbeing for all. SCRA's Health and Wellbeing Group meets regularly throughout the year to plan opportunities for staff to participate in activities to improve their health and wellbeing. The group comprises staff from across a range of roles and localities to ensure that initiatives are widely promoted throughout the organisation. Promoting a culture of wellbeing aims to improve morale, lower staff turnover, reduce sickness absence levels and increase productivity. A quarterly e-zine has had great reviews within interesting articles and promotional materials. Examples of activities that have been promoted to staff during 2017-2019 include:-

- Mindfulness sessions/yoga – opportunity to be trained as a Locality Mindfulness Champion to embed this practice further across the organisation.
- Various healthy eating promotions
- Cycle to work scheme
- Wellbeing sessions as part of Continuing Professional Development
- Walking groups within localities
- Health promotions linked to exercise and wellbeing

Modern Apprentices

In working to improve the diversity of SCRA's workforce, we have adopted an inclusive approach to our recent modern apprenticeship recruitment. The recruitment campaign was launched in November with advertisements on multiple sites including a recruitment agency, our own website and through agencies working with young people in Edinburgh. We also promoted the post through social media and also targeted partner organisations. Our existing Modern Apprentices worked with our HR Business partners prior to interviews to highlight changes to the process and to reinforce the importance of equality and diversity. We have ensured that appropriate pastoral support has been put in place for those who need it.

Living Wage

In 2016, we gained our Living Wage accreditation. Paying the Living Wage allows employees to access the goods and services which most people deem necessary to participate in society. Research also shows that paying the Living Wage can increase staff retention and reduce sickness whilst improving morale, productivity and motivation.

Employee Survey

Our annual staff survey provides a key metric of employees' views on what it is like to work for the organisation, covering such diverse topics as communication, learning and development, managing change and our organisational objectives. In 2017, the Head of Human Resources agreed for the following equality-related question to be included in the annual survey:

"I understand how Equalities and Diversity relates to my job"

The results provided a useful baseline measure in 2017 and in the 2018 results 87% of those staff responding to the survey indicated that they agreed they understood how equalities and diversity relates to their job. This indicates an increase in staffs awareness and understanding of knowledge and attitudes and helped inform the equality outcomes SCRA developed for 2017-2021.

Disability Confident Employer

In 2016, SCRA became a Disability Confident Employer, which was further reaccruited in 2018. The Disability Confident Employment Scheme is a government scheme designed to encourage employers to recruit and retain disabled people and those with health conditions.

By using the Disability Confident logo on our website we make it clear that SCRA welcomes applicants with disabilities. It also demonstrates to SCRA employees that their contribution is valued and that they will be treated fairly if they have a disability or become disabled while working for SCRA.

SCRA have attended Disability Confident events to promote the work undertaken to achieve the accreditation and to support and encourage other local employers to undertake the same journey. SCRA is now aiming to become a Disability Confident Leader to promote this work further.

Carer Positive

Carer Positive is an organisation which aims to encourage employers to create a supportive working environment for carers in the workplace. SCRA is currently accredited at the Engaged level and we are working towards achieving the next level of accreditation, Established. Carer Positive demonstrates SCRA's commitment to creating a supportive working environment for carers in the workplace. Supporting carers to manage the sometimes difficult job of balancing work with caring responsibilities can deliver real benefits and help our staff and their families.

Publishing Public Information in Accessible Formats

SCRA is committed to ensuring that our website achieves a high standard of accessibility for the benefit of all of our visitors, regardless of disability or impairment. Recite Me software is available throughout our website. It provides greater functionality to website visitors with different needs. The functionality includes: text to speech functionality, dyslexia software, an interactive dictionary, a translation tool with over 100 languages and it works across all devices.

We published leaflets for children, young people and their families about going to court and how to make a complaint in easy read versions. There is also a series of videos for children and young people and their parents/ carers about pre-hearing visits, going to a children's hearing and going to court. We have also produced a video for parents/carers with learning disabilities who have a child or children attending children's hearings. Versions of this film are available in British Sign Language and with subtitles.

Podcasts are also available on our website to provide first-hand accounts from young people who have gone through the children's hearing system.

We continue to further develop our website. This is the main way we share general information about our services with children, young people and their families, and the partners we work with. This year we created a dedicated site for translators, interpreters and transcribers to increase awareness and understanding of the Children's Hearings System as part of our ongoing commitment to supporting the effective participation of children, young people and their families in the Hearings process.

Staff Networks

In October 2018, we launched our Women into Leadership Network. The purpose of the Network is to support and encourage women across all localities and in all roles by inspiring and empowering them to take on and seek opportunities for development, maximise their potential, foster valuable connections, and facilitate success through personal and professional growth. Four Network events are planned for each year and inspirational speakers have been identified to share their experiences of leadership.

We supported four women to attend the annual Women into Leadership conference and will continue to support two women attending each year. Two women also attended a “Women in Work” conference in October 2018 and we will continue to identify opportunities to empower and revitalise women to take ownership of their development, make sustainable connections and learn from partners and external organisations.

Pride in Justice

To support the development of staff and enhance the impact networks can have on the organisation, SCRA has made provision for staff to attend the Pride in Justice Network. This new network for lesbian, gay, bisexual, transgender and intersex staff and allies working across Scotland’s justice partners, focusses on how to work together to increase inclusivity, raise awareness of LGBTI issues and share best practice in supporting people from LGBTI communities.

Monitoring Legislation and Good Practice

We continue to monitor changes in legislation, and good practice in other organisations to ensure our processes and policies keep pace with developments.

Professional Memberships

Stonewall

SCRA participates in the Stonewall workplace equality index and will continue to work towards improving our score and ranking.

LGBT Youth

In August 2018, SCRA’s Executive Management Team provided funding to work towards the LGBT Youth Charter. This has provided us with the opportunity to work in collaboration with LGBT Youth, access training opportunities and consultancy services to ensure that our policies and practice reflect the needs of children and young people from the LGBT community.

We celebrated Purple Friday in February 2018 with further celebrations planned for this year and we will show our ongoing support of the LGBT community through a robust ongoing social media campaign.

Enei

In 2015, the SCRA Executive Management Team approved becoming a member of the Employers Network for Equality & Inclusion (Enei). Being a member has allowed us access to their many workplace guides which we have used when developing our own equality, diversity and human rights policies, and in developing the role and remit of our staff networks and equalities ambassadors.

Non-Departmental Public Bodies (NDPB) Equality Forum

We participate in the NDPB Equality Forum, a collaboration of Scottish public sector bodies who each have a responsibility for responding to the Public Sector Equality Duties. The forum draws expertise and resources from a range of partners to influence and support the development and implementation of policy and practice on equality, diversity and inclusion in Scotland.

Working Group on Interpreting and Translation (WGIT)

We are a member of this group, which comprises the main justice organisations and aims to work collaboratively to establish common standards for interpreting and translation throughout the Scottish justices. One of the first priorities for this group is to work with the Scottish Government on the delivery of Scotland's first British Sign Language (BSL) National Plan, as required by the BSL (Scotland) Act 2015.

Section 2: Progress on achieving our equality outcomes 2017-2021

The equality outcomes we set in April 2017 were based on evidence and finalised in consultation with the Equalities Network, Board members and Executive Management Team. Whilst we published a revised Equalities Strategy in 2018, our equality outcomes remain unchanged and applied to all relevant protected characteristics. Our equality outcomes for 2017-2021 are:-

Equality outcome 1

We have a better understanding of the needs and experiences of children, young people and families

Equality outcome 2

All children, young people and families can engage with our services with ease and confidence

Equality outcome 3

We have a culture where staff feel more knowledgeable, engaged, supported and valued.

Equality outcome 4

We have a workforce that is more representative of the Scottish population.

We created an action plan of 26 key milestones to be achieved by the end of March 2021. Progress against our equality outcomes to date has been good and can be summarised as follows:-

- 18 milestones are now complete
- 8 milestones are ongoing

More detailed information about these and other activities is provided in Appendix A.

Section 3: Workforce equality monitoring

SCRA is committed to ensuring employees and job applicants are treated with dignity and respect. The specific duties require SCRA to take steps to gather and use information on the composition of its employees and information on the recruitment, development and retention of people as employees by protected characteristic.

Appendix B provides a detailed report on SCRA's workforce employment monitoring across each of the protected characteristics and information on the gender composition of members of SCRA's Board of Management.

Section 4: Looking forward

The key priority in SCRA's 2019/20 Business Plan is the implementation of our digital programme. SCRA is taking a structured approach to managing organisational readiness and optimising capacity to ensure appropriate resources are available to focus on this priority. To enable Locality Teams to respond positively to the needs of the digital programme and its implementation, SCRA has taken the conscious decision to remove demands that would otherwise have impacted on Locality resources. SCRA will continue to provide a focus on Equalities in 2019/20 however the activities and action plans will be scaled accordingly to the resource needs of the Digital Programme.

However, looking forward, we acknowledge there is further work to be done in relation to mainstreaming and advancing our Public Sector Equality Duty. We have made significant improvements and progress over the past two years, and will continue to progress our equality work through a number of equality related projects and initiatives. The introduction of our Equality Outcomes in 2017 and this mainstream report have served as building blocks and stepping stones as we strive to realise our vision.

The reinvigoration of the Equalities Network and the appointment of an Equalities Lead are positive steps to ensure we can continue to take a strategic and planned approach to our equalities, diversity and inclusion agenda. Our involvement in initiatives such as the LGBT Youth Charter, Stonewall, Disability Confident Scheme and Carer Positive will provide the framework against which we can truly self-assess ourselves and address the challenges we have identified in this report.

There is a lot to do starting with our immediate priorities:-

1. Improve inclusivity on the service we provide to children, young people and their families
2. Improve the availability and quality of our workforce data
3. Seek a more gender balanced workforce demographic particularly at senior levels
4. Increase the proportion of staff at all levels who have a disability or are from a minority ethnic background
5. Refresh our equality impact assessment processes, guidance and training to integrate impact assessments on children's rights and wellbeing, human rights and the socio economic duty.
6. Support staff at all levels to ensure more effective pathways and actions for career development.
7. SCRA will further explore the anticipated impact of our equality outcomes by outlining, planning and evaluating our expectations regarding these outcomes and the associated timescales

The Equalities Network will ensure action plans are in place to drive forward these immediate priorities, with clear targets.

Representation

SCRA needs to attract talent from a wide range of backgrounds if we are to meet the needs of a modern and diverse Scotland. To date, our progress on increasing diversity of SCRA has been inconsistent. Progress on increasing the representation of ethnic minority, care experienced and staff with disabilities has been incremental but too slow to match our ambitions. Therefore, we will launch targeted recruitment campaigns to improve the representation of ethnic minority, care experienced and staff with a disability across SCRA.

There has been significant improvement in the proportion of staff who identify as having a disability, those from a minority ethnic background and those who identify as lesbian, gay, bisexual or transgender following the launch of our Equalities monitoring campaign in November 2018. As a Disability Confident Employer, we will continue to seek opportunities to become a Disability Confident Leader and will seek to increase our index with Stonewall.

Women into Leadership Action Plan

Our Women into Leadership Action Plan sits within Equality Outcomes Three and Four of our 2018-21 Outcomes by End March 2021. This plan details the specific actions to tackle gender imbalances and we will strive to progress this to improved outcomes.

We will continue to support two women attending the annual Women into Leadership conference and shall develop a strategy offering coaching and mentoring opportunities to women within the organisation.

Learning and Development

Equalities, diversity and inclusion and unconscious bias training will be embedded for new staff at corporate induction. We will also ensure our corporate induction module outlines the requirements of the Equality Act, Public Sector Equality Duty and respect and dignity at work and is integral to the development of new Board members.

We have launched a mental health awareness raising campaign for all staff and will be training staff as mental health first aiders to support mental health and wellbeing in the workplace.

Equality Impact Assessments

We are further enhancing our equality impact assessments to include an assessment of human rights, children's rights and wellbeing and the socio economic considerations. This approach will align with our Corporate Parenting Plan commitments, to ensure that care experience is given equal consideration to other protected characteristics.

We shall reflect the needs of those who have experience of the care system in our equality, human rights and children's rights and wellbeing impact assessments.

Embedding our refreshed approach helps to improve the way SCRA works as an employer and service provider. It is a systematic way of finding out whether and how SCRA's policies, actions or plans impact, or could potentially impact, on our employees, children, young people and their families and anyone accessing our service and on people who share different protected characteristics, and people who do not share them. An analysis of the equality impact assessments also helps us to identify whether a policy, service or function will contribute to good relations between different groups of people, promote equality of opportunity and tackle discrimination.

Improving Inclusivity in our Service Provision

Working closely with colleagues leading on Corporate Parenting and the Better Hearings Agenda, the Participation Group and our Equalities Ambassadors, we shall mainstream the equality duty as part of our children's and families consultations to ensure that we can respond to the individualised needs of those accessing our services. We shall consolidate our collaborative partnership working with the charity Reach for Autism to produce a video to support children and young people attending children's hearings and continue to raise awareness amongst our staff of the issues facing children and young people who have autism.

Reporting on Outcomes

A key challenge for the future is the ongoing reporting and embedding of completed activity so that it continues to have an impact. We will do this through revisions to business and locality plan updates to ensure progress continues to be reported and tracked by managers.

We also plan to reduce our equality outcomes' lifespan to 3 years to align it with our corporate planning cycle. We will publish an Equalities and Mainstream Report Outcomes for 2020 -2023 to ensure that there is alignment between all plans.

SCRA will continue to work with our staff, partners and organisations and consult appropriately with the children, young people and their families to advance our commitment and further progress our equality, diversity and inclusion objectives and ambitions and public sector reporting duties.

Copies of this report in alternative formats and community languages will be made available on request.

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published March 2019

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION**REVIEW OF COMPLAINTS 2018-19****Accountable Director:** Head of Practice & Policy**Date:** 19 June 2019**Recommendation:**

1. To approve the report and the actions taken.

Reason for Report:	To provide an annual report to Board as requested in June 2014.
Resource Implications:	None.
Strategy:	SCRA Complaints Procedure.
Consultation:	EMT.
Document Classification:	Sensitive.

1. Introduction

1.1 SCRA's Complaints Handling Procedure appeared in its current form in 2011 and has been extensively developed on the model provided by the Scottish Public Services Ombudsman (SPSO). In particular it was to allow:

- More pro-active recording of issues as complaints
- Greater resolution at front line
- Greater visibility of issues of learning

1.2 Both the Board and EMT asked for an annual report on Complaints .One of the core elements in the annual review of complaints has been to focus on organisational learning .Previous years have identified the following themes:

- A need to work on reduction of delay
- Improved customer care by SCRA especially around hearings participants
- A training programme for all managers on complaint handling , based on SPSO model
- Ensuring the prompt return of productions to victims of youth crime
- Better communications with victims of youth crime
- Revised guidance on interpretation and translation needs where a parent is deaf and blind
- Improving the knowledge of the workforce on transgender issues
- Some alteration to the Complaints Handling Procedure to ensure greater clarity

2. Number & Source of Complaints

2.1 No of complaints over last six years is as follows:

Year	Complaints
13/14	72
14/15	42
15/16	54
16/17	28
17/18	39
18/19	40

2.2 The number of complaints received in 2018/19 was 40, almost exactly the same as the year before. It remains a relatively small number.

- 2.3 The pattern of source of complaint was a bit different from previous years – 34 out of 40 were from parents (including parents whose child is the victim of youth crime), and no other category of source had more than one.
- 2.4 We received no complaints from children/young people in keeping with very low numbers in previous years .Actions have been taken previously to try and encourage this, but so far without success. A description of further action is detailed later in this report.
- 2.5 We had one complaint relating to an equalities issue, involving communicating with an autistic child. Although the complaint was not in the main upheld, the issue of engagement with children and young people with autism has been developed over the last year, and guidance has been provided to staff to assist with hearing arrangement.

3. Locality

- 3.1 All localities received at least one complaint. One Locality (Tayside and Fife) received 10 complaints, which is an unusual spike. This will be monitored to determine if there is any pattern or common issue, or if it is just a spike. There were no complaints received about Head Office or the Victim Information Service.

4. Complaint Resolution

- 4.1 37 complaints are recorded as closed, 2 were withdrawn by the complainer, and one could not be concluded due to lack of info from the complainer.
- 4.2 Guidance is that where the matter can be resolved quickly and informally at the front line this should be done and only reported where the issue might have national significance. 2 of the 40 complaints were reported as dealt with at the front line within the set timescale of five days .The other 38 required investigation, of which 31 were acknowledged within three days, The delay in the other seven was due to not finding an investigating officer or staff absence.
- 4.3 Of the 35 concluded complaints that required investigation, 30 were responded to within the set timescale of twenty working days. In 4 cases an extension was agreed, and in 1 case the reason for the delay in the final response was not recorded.
- 4.4 Of the 37 complaints that were closed, 28 were not upheld, four were upheld, and four were partially upheld. One is recorded as vexatious.

- 4.5 Where a complaint is not upheld, the complainant is advised that they may contact the Scottish Public Services Ombudsman. There were 6 referrals made to the SPSO in the year, a big increase from one the previous year. This may be due to increased awareness of the SPSO powers, or may just be a spike. In 5 of the 6 cases the SPSO decided not to investigate, and in one case the decision is not yet known

5. Nature of Complaints

Complaint Type*	* 8 complaints contained more than one category.
Referral and reporter decision	13
Children's hearings process and or administration	7
Communications from SCRA about children's cases	5
Data protection related	4
SCRA staff conduct/customer relations	6
SCRA Property/facilities	0
Victim Information	5
Equality/Diversity	0
More than one type	1
Vexatious	1

- 5.1 It has always been difficult to provide meaningful categories for complaints – the categories above are general headings and can cover many issues. Five focussed on youth crime issues, either relating to the decision of the reporter or the communications that were received. This continues to be a significant source for complaints, and is often the most challenging to deal with. We anticipate that this may become even more challenging as we are seeing an increase in higher tariff sexual offences being passed to us by the COPFS.
- 5.2 Any issues about panel members were passed on to CHS .We use the Joint Information Governance group to oversee any lessons from joint complaints.
- 5.3 In relation to the complaints that were upheld in whole or in part, the details of these are shown in the following table:

Lack of information about complaints process and SPSO details (Upheld) reporter decision (not upheld)	Part Upheld
Data Breach papers sent to hospital	Upheld
Victim Information – wording of template letters (upheld) and lack of support from victim (not upheld)	Part Upheld
Complaint in relation to legal position of biological father not recognised as RP so was not provided with any paper work	Upheld
Victim Information delay in making decision partly due to admin error (upheld) Lack of support and communication during process (not upheld)	Part Upheld
Data Breach - PHP arrangement form containing reason for excusing children sent to children	Part Upheld
Court continuation due to admin error – papers not sent	Upheld
Data protection related – Holding records beyond 18 th birthday	Upheld

Most of these were matters for individual or team learning but some have led to national actions, covered below in section 6

5.4 Examples of Unsuccessful Complaints:

- Reporter's decisions in relation to referrals
- Reporter's conduct in court proceedings
- Our handling of a subject access request
- Our handling of Hearings procedures

5.5 Some of the complaints required multi day investigation by the investigating officer, partially due covering every issue within the complaint and also, in a number of cases, in responding to a succession of complaints by the same person. These can be incredibly time consuming and challenging for the investigating officer. On occasions, the behaviour of the complainant has resulted in SCRA taking steps to reduce contact due to either a level of aggressive conduct or inappropriate persistence with issues. We have in consequence developed an Unacceptable Actions Policy modelled on that provided by the SPSO .This is now approved and in force.

6. Actions

Our main action this year has been to try and address the lack of complaints received from children and young people. The following narrative provides a summary of the action taken:

Launch of revamped complaints materials for children and young people – June 2019

Due to the extremely low number of children and young people who complain to SCRA, our former Head of Practice and Policy Malcolm Schaffer, tasked SCRA's Participation Group with exploring this issue. A small sub group of the Participation Group was set up which included a Modern Apprentice (now a full time member of the Our Hearings, Our Voice team) a frontline receptionist, along with representatives from the Information and Research Team, the Practice and Policy Team and the Press and Communications Team.

The sub group looked at our current complaints information materials for children and young people and also looked at best practice in other organisations including Cafcass and the Children and Young People's Commissioner. The sub group also reviewed any complaints from children and young people to see if there was any learning.

The sub group agreed that the first set of actions would be to review and improve our complaints materials. As a result on Thursday 17 June, a new suite of materials were launched. In a bid to encourage children and young people to complain and make it more accessible for them to complain and know their rights.

We have an updated complaints form for children and a new look complaints form for young people. In addition, there is a poster which will be displayed in Hearing centre reception areas.

In addition, we have also produced a short cartoon animation about making a complaint which is available on our website and our corporate parenting website.

The complaints sections for children and young people on SCRA's website was also reviewed and updated.

There was a communications plan in place to promote the materials both internally and externally.

Going forward, the sub group hopes to identify further improvements/developments.

The following further actions were implemented.

- 6.1 The complaints guidance and training pack has been revised, mainly to take account of equalities issues and other updates from the SPSO. We also amended the Procedure following a complaint that the Step process was not clear.
- 6.2 New managers who had not yet received training on complaints were identified and have received training. This training will now be delivered once or twice a year depending on demand.
- 6.3 The Victim Information Service have amended the wording of the letter to victims following a complaint from the parent of the young person alleged to have offended. We will also implement any actions that come from the Victims Taskforce in which SCRA are represented.
- 6.4 We have a separate action plan in relation to recording which will address issues raised in complaints about information breaches.

7. Conclusions

- 7.1 The Board is asked for comment on any aspect of the coverage of complaints by SCRA as covered in this report

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Influencing Report: 1st December 2018 to 31st May 2019

Accountable Director:	Head of Practice and Policy	Date:	19 June 2019
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Recommendation:

1. That the Board notes the content of this report.


Reason for Report:	<i>For information of Board</i>
Resource Implications:	<i>Within approved budgets</i>
Strategy:	<i>Within approved plans</i>
Consultation:	<i>Practice and Policy team</i>
Document Classification:	<i>Open</i>

1	Introduction
1.1	<p>In March 2011, the Practice and Policy Team produced a report for the Board outlining the key areas where SCRA had been able to be influential and apply its professional expertise, data and research to particular issues at a national level.</p> <p>The Board subsequently requested that a similar report be provided on a bi-annual basis.</p> <p>This is the sixteenth such report and covers the period 1st December 2018 to 31st May 2019.</p>
1.2	<p>Melissa Hunt, SCRA Policy and Public Affairs Manager, works alongside Government Officials in Victoria Quay at least one day a week, and has developed positive working relationships in order to encourage informal dialogue, increased contact through observation of hearings, involvement in team meetings and informal and formal consultation with SCRA, when relevant.</p> <p>Malcolm Schaffer, Head of Practice and Policy has also been a larger than life presence within Victoria Quay, to encourage dialogue and to keep SCRA visible and within conversations.</p> <p>Alistair Hogg will be taking over from Malcolm Schaffer from 1st June 2019 and some change in our influencing priorities and approach may naturally occur as a result of this personnel change.</p>
1.3	<p>SCRA's responses to National consultation exercises relevant to our work in the Children's Hearings System are published online, and can be found at https://www.scra.gov.uk/resources_articles_category/consultations-evidence/.</p> <p>Key messages from our full consultation responses are disseminated internally within SCRA to colleagues through CONNECT. The key messages can be accessed by all SCRA staff from either the news item on CONNECT or from the CONNECT library of documents.</p> <p>SCRA has not yet agreed an approach to consultation responses with Children's Hearings Scotland – this continues to be on the agenda and is being actively considered, so that documents which could be of use or beneficial to the panel member community and CHS staff are made available.</p>

2	Pending legislation & Parliamentary Work
2.1	<p data-bbox="293 284 938 320">Age of Criminal Responsibility (Scotland) Bill</p> <p data-bbox="293 353 1445 454">On 10th January 2019 Malcolm Schaffer gave additional evidence to the Equalities and Human Rights Committee in relation to the Age of Criminal Responsibility Bill during the Committee's Stage 2 considerations of the Bill provisions.</p> <p data-bbox="293 488 1445 689">Following the conclusion of Stage 2 there was additional discussion between Neil Hunter, Malcolm Schaffer and the office of MSP Mary Fee with regard to her amendment to the Bill in relation to the concept of '<i>Diminished Responsibility</i>'. John Finnie MSP (Scottish Greens) lodged an amendment to the Bill at stage 3 which replaced the consideration of diminished responsibility with a children's hearings duty to consider further reports. There will also be a review of the age in three years.</p> <p data-bbox="293 723 1445 790">The Age of Criminal Responsibility (Scotland) Bill passed stage 3 on 7th May 2019 and the Bill as passed can be found at:</p> <p data-bbox="293 790 1445 857">https://www.parliament.scot/S5_Bills/Age%20of%20Criminal%20Responsibility%20(Scotland)%20Bill/SPBill29BS052019.pdf.</p> <p data-bbox="293 891 1445 992">The full implementation plan for the Act still requires to be published – but the Minister made a commitment to have the age raised to 12 by Autumn 2019 in Holyrood on 7th May 2019.</p>
2.2	<p data-bbox="293 1046 938 1081">Vulnerable Witnesses (Criminal Evidence) Bill</p> <p data-bbox="293 1115 1445 1417">The Head of Practice & Policy and the Practice Team have been involved in discussion with the Scottish Government about the potential impact of the Bill on the work of the Children's Hearings System, and we continue to be involved in these discussions as the Bill . Additional work has been done on the different court systems in Scotland and the interplay between them in the way that evidence is used. These discussions are ongoing – and will continue once the Bill receives Royal Assent, not least because evidence from Children in relation to Domestic Abuse features as one of the types of cases where the new approach will be taken from implementation of the Act, and these cases feature heavily in SCRA Reporter caseloads.</p> <p data-bbox="293 1451 1445 1518">The Vulnerable Witnesses (Criminal Evidence) Bill passed stage 3 on 9th May 2019 and the Bill as passed can be found at:</p> <p data-bbox="293 1518 1445 1585">https://www.parliament.scot/S5_Bills/Vulnerable%20Witnesses%20(Criminal%20Evidence)%20(Scotland)%20Bill/SPBill43BS052019.pdf</p> <p data-bbox="293 1619 1445 1753">The full implementation plan for the Act still requires to be published - and the provisions of the Act will be implemented incrementally as the resourcing implications as well as the significant cultural shift for the legal profession / Court have been recognised throughout the progression of the legislation through Parliament.</p>

2.3	<p>Children (Equal Protection from Assault) Bill</p> <p>SCRA provided written evidence to the Committee in December 2018 and our full response is online and can be found at: https://www.scra.gov.uk/wp-content/uploads/2018/12/ACR-Full-Committee-Response.pdf</p> <p>Key messages in relation to SCRA's position were circulated to staff.</p> <div data-bbox="368 465 421 524" data-label="Image"> </div> <p>Equal Protection Bill - SCRA Key Mess</p> <p>In summary our key messages are that our position has remained the same as the position we explained in our response to the Bill consultation in the summer of 2018. The Bill is fully supported in line with SCRA's responsibilities as a public body in terms of UNCRC; a corporate parent and as an agency responsible for the welfare and protection of vulnerable children. SCRA wants to apply a child's rights based approach to policy and practice and we think that this Bill takes that approach.</p> <p>On 21st March 2019 Neil Hunter, Principal Reporter, gave evidence to the Equalities and Human Rights Committee during Stage 1 of their consideration of the Bill. His evidence can be read from page 24 : http://www.parliament.scot/parliamentarybusiness/report.aspx?r=12019&mode=pdf</p>
2.4	<p>Management of Offenders (Scotland) Bill</p> <p>Passed Stage 2 deliberation by the Justice Committee on 30th April 2019. The Bill as amended at Stage 2 can be accessed at: https://www.parliament.scot/S5_Bills/Management%20of%20Offenders%20(Scotland)%20Bill/SPBill27AS052019.pdf.</p> <p>The section of particular relevance to our work is section 29 (2) Sentences to which no disclosure period applies - (d,e,f,g):</p> <p>(d) the discharge by a children's hearing under section 69(1)(b) and (12) of the Children (Scotland) Act 1995 of the referral of a child's case, (e) a supervision requirement under any provision of that Act, (f) the discharge by a children's hearing or, as the case may be, by the sheriff of the referral of a child's case to a children's hearing under section 91(3)(b), 93(2)(b) or 119(3)(b) of the Children's Hearings (Scotland) Act 2011, or (g) a compulsory supervision order under any provision of that Act.</p> <p>SCRA are pleased that these provisions remain as the Bill passes to Stage 3 consideration in the House – and we are keeping watch on the timetable for this, which as of 16th May 2019 has not yet been published.</p>

2.5	<p>The Disclosure (Scotland) Bill is due to be published at the end of May 2019.</p> <p>Gerard Hart from Disclosure Scotland met with Alistair Hogg, Head of Practice & Policy and Melissa Hunt, Policy & Public Affairs Manager on 25th April 2019 at Bell St, Glasgow. He summarised the principled approach of the Disclosure Bill and explained the thinking behind the approach which has been taken.</p> <p>At this point in the process SCRA are pleased that what has been described aligns with the principles we felt needed to be considered in our response to the pre-Bill consultation last year and we await the Bill publication with interest.</p>
2.6	<p>The review of section 12 of the Children and Young Persons (Scotland) Act 1937 and section 42 of the Sexual Offences (Scotland) Act 2009 is due for publication in 2019.</p> <p>Malcolm Schaffer, Head of Practice & Policy and Melissa Hunt, Policy & Public Affairs Manager met with members of the Bill team at Victoria Quay on 27th February 2019, and following this meeting provided the Bill team with some case study material derived from previous SCRA research.</p> <p>There was a plan to include these reforms in the Family Law Bill – but that may no longer be possible as the Section 12 Team have gone back to the beginning to start the planning process again, following stakeholder consultations.</p> <p>In order to prepare for SCRA's response to the Bill (when published) Melissa Hunt is planning some more detailed assessment of section 12 referrals to the Reporter and to the Children's Hearing. That raw data has been collected but requires considerable interrogation in order for it to form a useful and useable factual basis for any response.</p>
2.7	<p>The Family Law Bill is due for publication in 2019 as well.</p> <p>The Family Law Bill is likely to be a legislative vehicle for required change in the Children's Hearings System – and discussion is ongoing with Scottish Government Officials involved in drafting the Bill provisions.</p>

3	Other Consultation Responses
3.1	<p data-bbox="293 271 997 304">Female Genital Mutilation (FGM) Bill: Consultation</p> <p data-bbox="293 338 1337 371">https://consult.gov.scot/violence-against-women-team/female-genital-mutilation/</p> <p data-bbox="293 405 1394 506">SCRA responded to this consultation. Our full consultation response is online at: https://www.scra.gov.uk/wp-content/uploads/2019/01/FGM-SCRA-Full-Consultation-Response.pdf</p> <p data-bbox="293 539 1310 573">Our key messages were communicated to all SCRA staff through CONNECT:</p> <div data-bbox="368 607 421 667">  </div> <p data-bbox="316 674 478 730">FGM - SCRA Key Messages.pdf</p> <p data-bbox="293 775 1445 965">In summary our key messages are that information in relation to FGM cases is not readily available for the purposes of strategic planning and also that FGM, anecdotally, does not seem to be a pressing concern for Reporters. However, SCRA has dealt with cases where FGM is the main concern and already has the requisite tools (decision making framework and grounds for referral) in order to do that successfully. A case study was provided to illustrate this:</p> <p data-bbox="293 1010 520 1043">Case Study – Lisa</p> <p data-bbox="293 1088 1445 1626">Lisa travelled to the UK from Somalia on her own. She was sent to live with carers she had never met, who were acquaintances of members of her family and who lived in Scotland. Lisa’s carers were active members within the Somali community and were planning to take her back to Somalia for her 13th birthday. Lisa was assessed to be at risk of FGM if she were to return to Somalia. Grounds for referral in relation to section 67 (2) (a) of the Children’s Hearings (Scotland) Act 2011 - lack of parental care - were put to Lisa at a Children’s Hearing. The associated statements of fact spelt out that Lisa was an unaccompanied minor who had been staying with people she had not ties of affection to, or relationship with and that Lisa was at risk of FGM if she were to return to her family in Somalia. Lisa had legal advice and accepted the ground for referral and associated statements of fact. Lisa also told the Children’s Hearing about her awareness of FGM within her family in relation to her Mother and sister, and indicated that her carer had also been cut. Lisa was made subject to a Compulsory Supervision Order requiring her to live with Foster Carers.</p>

<p>3.2</p>	<p>Scottish Hate Crime Legislation - Consultation</p> <p>https://consult.gov.scot/hate-crime/consultation-on-scottish-hate-crime-legislation/</p> <p>SCRA responded to this consultation. Our full consultation response is online at: https://www.scra.gov.uk/wp-content/uploads/2019/02/Hate-Crime-SCRA-Full-Consultation-Response.pdf</p> <p>Our key messages were communicated to all SCRA staff through CONNECT:</p> <div data-bbox="370 533 421 593" data-label="Image"> </div> <p>Hate Crime Consultation - SCRA</p> <p>In summary our key messages are that SCRA thinks the statutory aggravation model in relation to hate crime should be maintained – it is established and widely understood and has the range and strength to apply across all criminal behaviours. The statutory aggravation is the most flexible approach we can take.</p> <p>SCRA agrees that changes in the language used in relation to the thresholds for the statutory aggravation but has asked that more thought is given into the specific wording to be proposed.</p> <p>SCRA thinks that the hate crime legislation should be updated to reflect changes in Scottish society and the changes should be guided by those with expertise in specific areas (like the Scottish Trans Alliance for example).</p> <p>There are elements of the proposals in the consultation where SCRA was unsure – and we have asked the Scottish Government to consider these areas in more detail.</p>
<p>3.3</p>	<p>Improving Multi Agency Risk Assessment and interventions for victims of domestic abuse</p> <p>https://consult.gov.scot/local-government-and-communities/improving-multi-agency-risk-assessment-centres/</p> <p>SCRA responded to this consultation. Our full consultation response is online at: https://www.scra.gov.uk/wp-content/uploads/2019/04/Multi-Agency-Risk-Assessment-Conferences-SCRA-Full-Consultation-Response.pdf</p> <p>Our key messages were communicated to all SCRA staff through CONNECT:</p> <div data-bbox="370 1523 421 1583" data-label="Image"> </div> <p>Multi Agency Risk Assessment Confere</p> <p>In summary our key messages are that more work needs to be done to determine the best approach to training on issues of domestic abuse and risk assessment / risk assessment tools in the public sector. Scottish Government may want to list Public Bodies who should have a mandatory approach to domestic abuse awareness and a requirement to report on their approach and there are a number of extant approaches which the Government need to consider. The number of agencies who should be involved in a multi-agency risk assessment conference is potentially wide – as the negative effects of domestic abuse are difficult to predict and can occur across different settings. Clear guidance and protocols are essential – but it may not require to be on a statutory basis.</p>

3.4**Police Scotland – Shaping our direction and delivery 2019 – 2022**

<https://consult.scotland.police.uk/consultation/2019shape/>

SCRA responded to this consultation. Our full consultation response is online at: <https://www.scra.gov.uk/wp-content/uploads/2019/03/Policing-Plan-SCRA-Full-Consultation-Response.pdf>

Our key messages were communicated to all SCRA staff through CONNECT:



Policing Plan -
SCRA Key Messages.

In summary our key messages are that SCRA agrees with the priorities that are identified by Police Scotland for their work 2019 – 2022 – partnership work with Police Scotland is essential for SCRA. Police Scotland are the primary referrer to SCRA and the right children need to continue to be referred to the Reporter at the right time. SCRA are particularly pleased that work with vulnerable children and families has been recognised as a priority for Police Scotland. SCRA think that a local and community policing approach sits best with the work of the Children's Hearings System and will be one of the ways to address longstanding difficulties in the ways Police Scotland can be perceived and can work with different people and communities.

Finally, we asked that shaping the service delivery of Police Scotland needs to have a multi-agency consideration and built in implementation programme to ensure that service delivery across agencies is as effective as possible. In order to achieve this effective service delivery we asked for consideration of some specific improvements, specifically to Police Scotland systems:

- 1) that consideration is given to a flag in the criminal history system which will indicate whether a jointly reported case is being dealt with by the Reporter or the Procurator Fiscal;
- 2) that reminders in relation to statements / evidence / transcribing interviews are received by reporting officers when a case is being dealt with by the Reporter (in the same way that reminders are generated when a case is being dealt with by the Fiscal);
- 3) that thought is taken to the consistent digital transfer of information (and the format of that information) in relation to SPR2 charging reports where adults are charged with offences against a child and the decision has been taken to refer that child to the reporter. At the moment these charging reports are sent to the Reporter in ad-hoc and piecemeal fashion and at times it can be difficult to determine what information we have received and why;
- 4) that SCRA continue to be involved in the roll out of the provision of information in relation to interviews and joint interviews in digital format, so that a consistent national approach is developed;
- 5) that SCRA continue to be kept in the loop regarding the Digital Evidence Vault and that we are able to access evidence for the purposes of our investigations and our Children's Hearings Court proceedings, as and when the vault becomes operational.

	<p>Neil Hunter, Alistair Hogg and Malcolm Schaffer met with the Deputy Chief Constable Kerr on 5th May 2019 to review issues between Police Scotland and SCRA.</p>
3.5	<p>Consultation on protective orders for people at risk of domestic abuse</p> <p>https://consult.gov.scot/justice/people-at-risk-of-domestic-abuse/</p> <p>SCRA responded to this consultation. Our full consultation response is online at: https://www.scra.gov.uk/wp-content/uploads/2019/04/Domestic-Abuse-Protection-Orders-SCRA-Full-Consultation-Response.pdf</p> <p>We did replace an original version of this consultation response – to stress that the language needed in respect of any protective order absolutely needs to reflect Scotland’s strong and progressive domestic abuse legislation.</p> <p>Our key messages were communicated to all SCRA staff through CONNECT:</p> <div data-bbox="368 786 421 844" data-label="Image"> </div> <p>Domestic Abuse Protection Orders - !</p> <p>In summary our key messages are that SCRA supports the concept of protection orders, but that language in relation to them needs to fit Scotland’s comprehensive and progressive domestic abuse legislation. SCRA agrees that the ‘breathing space’ afforded to a victim - survivor of domestic abuse can be crucial and should be supported. SCRA also thinks that protective orders should be applied for / made on the basis of professional risk assessment and that, at least in the beginning, they should not be applied for by members of the general public.</p>
3.6	<p>Consultation on Public Bodies use of British Sign Language (BSL) Interpreters</p> <p>This consultation was completed by members of the Equalities Committee in April 2019 in relation to SCRA’s use of BSL interpreters.</p>

3.7

Consultation on Draft Secure Care Standards



Secure Care
National Standards

SCRA responded to this consultation. Our full consultation response is online at:
<https://www.scra.gov.uk/wp-content/uploads/2019/04/National-Secure-Care-Standards-SCRA-Full-Consultation-Response.pdf>

Our key messages were communicated to all SCRA staff through CONNECT:



National Secure
Care Standards - SCI

In summary our key messages are that SCRA agrees that the Secure Care standards should align with the Health & Social Care standards and that the approach which is focussed on children & their families & their experience is the right one, as it recognises that young people experiencing secure care have rights and a voice. SCRA thinks that the standards have the potential to improve outcomes for young people in or at the edge of secure care – but that a more detailed approach to the implementation and assessment of the standards is essential in order for this to happen. This more focussed and structured approach should help the difficult area of secure care to become clearer and more defined in terms of planning, and in terms of a families understanding of what is happening and why.


3.8	<p>Equally Safe: A consultation on legislation to improve forensic medical services for victims of rape and sexual assault</p> <p>https://consult.gov.scot/equally-safe/equally-safe-improve-forensic-medical-services/</p> <p>SCRA responded to this consultation. Our full consultation response is online at: https://www.scra.gov.uk/wp-content/uploads/2019/05/Equally-Safe-Full-Consultation-Response.pdf</p> <p>Our key messages were communicated to all SCRA staff through CONNECT:</p> <div data-bbox="370 568 422 629" data-label="Image"> </div> <p>Equally Safe - A consultation to improve forensic medical services</p> <p>In summary our key messages are that SCRA agrees that there needs to be a statutory duty for Health Boards to provide a forensic medical service for victims of rape and sexual assault, regardless of whether the Police are involved, or not. However, in any case – whether a Police referral or a self-referral there needs to be a clear process which collects, retains and provides any relevant evidence as and when it is needed. SCRA have also commented on the way in which this consultation focuses on evidential samples taken as part of the forensic medical exam – but doesn't consider any oral evidence which victims may wish to give. We have taken the approach that a Barnahus model where the oral evidence is collected at the same time and at the same place as any forensic data samples is the model we support.</p>
3.9	<p>UK Home Office – Consultation on a new legal duty to support a multi-agency approach to preventing and tackling serious violence</p> <p>https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/791253/SV_Legal_Duty_Consultation_Document.pdf</p> <p>SCRA responded to this consultation. Our full consultation response is online at: https://www.scra.gov.uk/wp-content/uploads/2019/05/Home-Office-legal-duty-to-tackle-violent-crime-SCRA-Full-Consultation-Response.pdf</p> <p>On this occasion we did not communicate key messages to all SCRA staff.</p> <p>In summary our response outlined the work of the Children's Hearings System in Scotland. It explained the affiliation of different roles and agencies and how responses to need are co-ordinated. It also put the 'public health' response to violent crime in the context of the Scottish legislative framework and the duties on agencies which exist within the framework.</p> <p>We also supplied some statistics in relation to Scotland and the work of the Children's Hearing to illustrate what we are saying.</p>

4	Current partnership & collaborative work
4.1	<p>Age of Criminal Responsibility Advisory Group</p> <p>As of the beginning of May 2019 this has been revised with its previous membership.</p> <p>The group will consider:</p> <ul style="list-style-type: none"> • powers beyond 18 • 16-18 yr old referrals • potential further extension of minimum age

4.2	<p>Attendance at Children’s Hearings by persons who do not have a right to be present</p> <p>This has been an aspiration for some time and is a recurrent request from children and families attending Children’s Hearings in order to minimise and more effectively manage the number of professionals attending hearings. An approach is close to agreement and will require to be shared more widely with professionals attending Children’s Hearings – particularly Education professionals in understanding their role and contribution.</p> <p>SCRA intends to present the approach to Education Link Officers at a meeting to be arranged this year. SCRA have commented on Included, Engaged and Involved Part 1: A Positive Approach to the Promotion and Management of Attendance in Scottish Schools – which is in draft form and was passed to us on 1st May 2019 from Education Scotland. We provided an update to the relevant section on referral:</p> <p><i>Referral to the Reporter</i></p> <p><i>“Referral to the Reporter may be an option considered by an education authority in conjunction with other approaches above, or usually separately, as an important stage in engaging the child or young person and the parent in compulsory interventions to improve outcomes for the child. Referral would usually only be made after appropriate voluntary measures at a local level have been exhausted.</i></p> <p><i>When the Reporter receives a referral they have a duty to investigate. This investigation is done by requesting assessment in the form of a report from professionals and agencies who may or may not already be working with the child. When these assessments are received the Reporter has to decide on two things, whether there needs to be a compulsory intervention and whether there are grounds for referral to a Hearing, as specified in section 67 (2) of the Children’s Hearings (Scotland) Act 2011. The Reporter will decide if a section 67 ground applies after receiving the information about a child’s circumstances. There are a number of different section 67 grounds, ranging from (a) – the child is likely to suffer unnecessarily or the health or development of the child is likely to be seriously impaired due to a lack of parental care; to (f) – the child has, or is likely to have, a close connection with a person who has carried out domestic abuse and (j) – the child has committed an offence.</i></p> <p><i>One other ground for referral (section 67 (2) (o)) is in relation to a child is failing to attend school regularly without reasonable excuse. However, non-attendance may be just one of the factors considered where there are a range of concerns about the child or young person, and it may be that a different section 67 ground is the most relevant ground to be put to the Children’s Hearing. Where the Reporter considers that compulsory measures of supervision are necessary and there is evidence of a ground or grounds for referral, the matter will be referred to a Children’s Hearing. The Children’s Hearing will make the decision on whether a compulsory supervision order is necessary and if so, what should be included on the order.</i></p> <p><i>It is helpful for the Children’s Hearing to be aware of the range of approaches that schools and education authorities may have already tried, to improve a child or young person’s school attendance. This information should be passed to the Children’s Hearing in reports or can be passed verbally during the Children’s Hearing. It is also helpful to take a multi-agency approach, how reintegration into school can be planned for during work with the child or young person, and working closely with social work departments or other agencies involved in delivering the child’s plan may be very beneficial. ”</i></p>
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4.3	<p>Neill Mitchell (Practice Reporter), Melissa Hunt have been involved in re-drafting the Early and Effective Intervention - Framework of Core Elements document, along with Janine McGowan (Scottish Government). Neil Hunter has also been involved in these discussions and has provided oversight to the re-drafting (which has developed the scope of EEI in line with the changes to approach which will be required as a result of the passing of the Age of Criminal Responsibility Bill).</p> <p>The updated version of the framework is to be considered by the Advancing Whole Systems Approach group in advance of the whole Youth Justice Improvement Board meeting in June.</p>
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5	Research
5.1	<p>In March 2019 the ‘Home CSOs: effectiveness of decision making and outcomes’ – which consists of six research reports and a summary briefing paper - was completed. The reports are with the Scottish Government to determine and agree the go ahead for publication.</p>
5.2	<p>‘Sexual exploitation of children and young people involved in the Children’s Hearings System’ – is a new SCRA research project which is being done in conjunction with Barnardo’s Scotland. The research has support from Police Scotland, Glasgow City Council and the University of Stirling. The research started in May with first meeting of Research Advisory Group on 16th May.</p>
5.3	<p>‘Young people’s and parents’ views on privacy and how this affects their participation in Children’s Hearings proceedings’ – this is a piece of research commissioned by SCRA to be carried out by Who Cares?Scotland and due to start in May 2019.</p> <p>The research will inform the Effective Participation Working Group formed under the Digital Strategy and will feed into the development of a digital hearing room and other strategies and approaches which will become possible as a result of digital improvements.</p>
5.4	<p>Other Publication</p> <p>The article ‘Enduring Principles in a changing world’ was published in the 30th April 2019 Kilbrandon edition of the Scottish Journal of Residential Childcare. The Board has seen this before but the final proofread article is attached.</p> <div data-bbox="363 1630 422 1691" data-label="Image"> </div> <p>Proofread - 2019_Vol_18_No_1_f</p> <p>The full journal edition is available online at https://www.celcis.org/knowledge-bank/search-bank/journal/scottish-journal-residential-child-care-vol-18-1/,</p>

6	Additional Work
6.1	<p>CHIP training & development</p> <p>Elaine Adams (CHIP Training & Development Lead) and Melissa Hunt (Policy & Public Affairs Manager) have been working on a way to disseminate a 'Better Hearings' training package. This training has been developed by SCRA staff & partners over time. The training package can be used in its entirety, or the separate elements of the training can stand alone. Elaine Adams and Melissa Hunt will support the training delivery as appropriate and will hold the full training materials. The Scottish Government have agreed in principle that the CHIP website can 'host' the training package, which consists of three elements:</p> <ol style="list-style-type: none"> 1) The 'Mock Children's Hearing' 2) The 'Improving Hearings' 3) The 'Making and Justifying your Recommendations in Children's Hearings' <p>Summaries of the training plan for each training package is included in:</p> <div style="text-align: center;">  <p>CHIP Training package 020519 Agr</p> </div> <p>The training package and the proposed approach have been shared with the National Convenor, CHS and the CHIP 'Better Hearings' work stream are going to be asked to support the approach.</p>
6.2	<p>CHIP research seminar</p> <p>A CHIP research seminar on 17th December 2018 took place at the Scottish Government, Victoria Quay, Edinburgh. The seminar focused on SCRA research on changes in complexity in child protection and on new research on home CSOs.</p> <p>A summary of the facilitated discussions at the Seminar is available on the CHIP website at: https://www.chip-partnership.co.uk/2019/04/16/complexity-seminar-briefing-sheet/</p> <p>And the slides from the presentations are also online at: https://www.chip-partnership.co.uk/2018/12/18/complex-decision-making-for-complex-children-and-young-people-getting-it-right/</p> <p>Elaine Adams (CHIP Learning & Development Lead) is adapting the presentations for delivery to members of the Glasgow CHIP and the plan is to have this training available on the CHIP website once developed.</p> <p>Complexity in our work will continue to be a significant factor – not least in relation to the evidence base for decision making within the Children's Hearing and the likelihood that additional grounds for referral will become more frequent as children are affected by different adverse experiences as they grow up, which were not reflected in 'original' grounds for referral to the Hearing.</p>

6.3	<p>Children’s Hearings Improvement Partnership (CHIP)</p> <p>Neil Hunter continues to chair the CHIP Better Hearings work stream. Malcolm Schaffer (Policy Scanning and Action) stood down from the chair at his last meeting with the work stream, on 7th March 2019, when he invited volunteers to replace him. The new chair for the work stream has still to be confirmed.</p>
6.4	<p>Other legislative Reform</p> <p>With the encouragement of Scottish Government we continue to manage a log of legislative changes we would like to see to the 2011 Act in case there is any opportunity to introduce them.</p> <p>We are actively sharing this log with the Government, so that opportunities to make the changes we would like are not missed.</p>
6.5	<p>Stand Up For Siblings</p> <p>The 1st anniversary event of Stand Up for Siblings was on 8th March at Strathclyde University and was organised by SCRA’s Press & Communications Team.</p> <p>At the event, Maree Todd MSP Minister for Children & Young People announced that there are plans to make improvements to the law for brothers and sisters who are in the care system. The law is to be strengthened in relation to keeping brothers and sisters together when they are placed in local authority care when it is in their interest to do so. There will also be a duty on local authorities to take steps to promote personal relations and contact between brothers and sisters when a child is in care.</p> <p>In her response on 27th April 2019 to a SPQ from Kezia Dugdale MSP, (https://www.parliament.scot/parliamentarybusiness/28877.aspx?SearchType=Simple&Keyword=sibling&ExactPhrase=True&DateChoice=0&MSPIId=3812&SortBy=DateSubmitted&ResultsPerPage=10) the Minister further confirmed the commitment to changes in the law for brothers and sisters in care. The Family Law Bill later this year may deliver changes to this area of our work.</p> <p>As of the 29th April 2019 there were 130 pledges on the Stand Up For Siblings web site (administered by SCRA) from individuals from across child protection and Children’s Hearings sectors to support sibling relationships of looked after children.</p> <p>As a policy area this is something SCRA could practically consider in more detail, particularly on conclusion of court cases which are relevant to this debate.</p> <p>There is also likely to be a Scottish Government consultation on siblings within the Children’s Hearings System and the way forward before the end of 2019.</p>

6.6	<p>Advocacy for Children's Hearings</p> <p>This work is ongoing –the proposed <i>National Model for Advocacy Service Provision</i> has been drafted, but has not yet been published or circulated.</p> <p>The intention was for this service provision to be live mid-2019 – but service development was impacted by debate over the 'advocacy' provisions in place in the Age of Criminal Responsibility Bill, and the question about whether there should be a separate category of legally qualified advocacy workers. This has been remedied by the Scottish Government prior to stage 3 of the Bill – and instead a Children's Rights Interview Practitioner role, register and associated practice guidance will be developed.</p> <p>The role out of Advocacy provisions for the Children's Hearing (section 122 of the Children's Hearings (Scotland) Act 2011) has been affected as a result and is now likely to be in place by April 2020.</p> <p>Advocacy provisions will have an impact on the Children's Hearing and we will need to build in time to familiarise relevant SCRA staff with the provisions once they are determined.</p>
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7	Horizon Scanning
7.1	<p>Child Protection Guidance 2014 – review and revision</p> <p>Throughout 2019 a steering group will sit to consider the revision of this guidance. Melissa Hunt represents SCRA on the steering group, which met in January and April, with the next meeting in June.</p>
7.2	<p>Contextual Safeguarding</p> <p>Gordon Bell (Practice team) and Melissa Hunt attended a seminar on Contextual Safeguarding at Edinburgh Napier University on 22nd May 2019 and Melissa Hunt attended a discussion about the applicability of contextual safeguarding within the Scottish context on 23rd May 2019. Contextual safeguarding is an approach to safeguarding children and young people which responds to their experience of harm outside the home and is a growing area of practice. It may have some relevance for our work.</p>
7.3	<p>Barnahus & Vulnerable Witnesses</p> <p>Gordon Bell (Practice team) and Melissa Hunt are arranging to meet with Beth McMaster, Children & Gender Based Violence Lead (Violence Against Women & Girls & Barnahus Unit, Justice Directorate) to get an update on the Government's current approach and to involve SCRA in the general policy work and the specific work to develop Scotland-specific standards for Barnahus – which is currently at the scoping stage. The standard Government update on Barnahus at the moment is:</p> <ul style="list-style-type: none"> • <i>The Scottish Government is committed to taking forward work with stakeholders to consider how the Barnahus concept could operate in Scotland and how it can operate within the context of Scotland's healthcare, criminal justice and child protection systems.</i> • <i>Healthcare Improvement Scotland, in partnership with the Care Inspectorate, has been commissioned by the Scottish Government to develop Scotland-specific standards for Barnahus. This will help us to fully understand what is required to improve our collective response to child victims and provide a roadmap for developing our approach to Barnahus. The European PROMISE quality standards outline best practice for countries who seeking to apply the Barnahus concept. These will be used as a starting point to consider how the concept can be adapted for Scotland.</i> • <i>Work to develop standards is at the scoping stage. A stakeholder event will take place in Summer 2019. It is anticipated that draft standards will be available for consultation by the end of 2019, with finalised standards published by Summer 2020. The group informing standards development will include clinical expertise, health boards, children's services, the third sector, statutory justice partners and be informed by children and young people's experience.</i> <p>SCRA will be involved in the stakeholder organised event in June 2019 and will respond fully to any consultation as well.</p>

7.4	<p>Independent care review</p> <p>Lisa Bennett, Head of Strategy, is part of a work stream in relation to the Journey phase of the Independent Care Review. The work stream is looking at Care and Justice. It is one of ten work streams in the Journey phase of the review – the full list of work streams is:</p> <ul style="list-style-type: none"> • Best Place In The World • Components of Care • Edges of Care • Health and Wellbeing • Justice and Care • Love • Rights • Stigma • Stop: Go • Workforce <p>The findings of the Journey phase of the Review are likely to have implications for the Children’s Hearings System, and we are keeping a watching brief on their work.</p>
7.5	<p>Improving the management of sexual offence cases - Judicial Led Review</p> <p>Gordon Bell – Practice Reporter is attending this, the first meeting was on 30th April 2019. The remit of the group appears to be the establishment of a specific Sexual Offences Court – but is important for SCRA to continue to be a voice in this argument, as we regularly deal with sexual offence cases involving young people as victims and perpetrators in the Children’s Hearing and we would want any benefits from the approach of the criminal justice system to be transferable to our work.</p>
7.6	<p>Scottish Sentencing Council</p> <p>Research has been published on sentencing young people in Scotland and can be accessed here: https://www.scottishsentencingcouncil.org.uk/media/1961/youth-offending-and-sentencing-in-scotland-and-other-jurisdictions-literature-review-2.pdf</p> <p>A draft guideline on sentencing of young people is set to go out to public consultation later this year. SCRA will respond to this consultation.</p>
7.7	<p>Victims Taskforce</p> <p>Pauline Proudfoot – Operational Development Manager is sitting on this taskforce. Pauline has responsibility for SCRA’s victim information service which will need to be developed as a result of the implementation of the Age of Criminal Responsibility Bill and the changes it makes to communication with the victims of harmful behaviours / seriously harmful behaviours.</p>

8	Other Influencing Work & Training
8.1	SCRA continues to be involved in the National Child Protection Strategic Group, the Youth Justice Improvement Board and the National Stop and Search Steering Group.
8.2	<p>SCRA, CHS and OHOV have submitted a joint application, sponsored by the Minister Maree Todd, for a staffed Exhibition to be held at the Scottish Parliament, for MSP's. We are still waiting to hear if we have been allocated space – which is likely to be in the weeks of the 21st or 28th November 2019. We will have an exhibit from Monday to Thursday – with an event to close the exhibit on the Thursday lunchtime. Craig Milne from the Children's Hearings team at the Scottish Government will support us in our planning and preparation for this exhibit & event and he will also keep in touch with the Ministers private office. We hope Ms Todd will be able to host the closing event and speak at it as well.</p> <p>The Exhibition is currently titled 'What is a Children's Hearing?' and we hope that the OHOV Board members will keen to be involved in this exhibition and in producing materials and staffing the exhibition when it is held.</p> <p>We intend the Exhibition to be available in other spaces before it appears in the Parliamentary space. These other spaces are still to be determined.</p>
8.3	<p>Melissa Hunt was involved in developing and delivering a seminar as part of the MSw course at Edinburgh University in January 2019.</p> <p>Melissa Hunt was also involved in delivering a seminar for the Children's Rights Course at Edinburgh University in March 2019.</p>
8.4	Melissa Hunt was involved in providing an input to a Scottish Child Law Centre Masterclass on Child protection on 27 th February 2019.
8.5	Melissa Hunt is planning a piece of work which will map SCRA's current involvement in training delivery to Higher Education institutions across Scotland. This could be a piece of work which we could develop with CHS – and which could identify areas where we are not currently involved in training delivery. It could also update elements of training which may have been delivered for some time.
8.6	<p>Melissa Hunt provided an input to the IVPD Annual User Group Meeting of Police Scotland at Tulliallan on 26th March 2019. The meeting was of Risk and Concern Hub Managers, who were all given a copy of the leaflet below.</p> <div data-bbox="368 1720 421 1783" data-label="Image"> </div> <p>Risk&Concern Hub Info Leaflet.pdf</p> <p>SCRA also indicated at this meeting that we would be pleased to be involved in further training for Risk and Concern Hub staff, which we understand is being planned for later in 2019.</p>

8.7	<p>SCRA continues to actively consider the ways in which the Digital Improvement Programme will impact on our service delivery and specifically whether legislative change will be required in order for us to deliver all of the objectives we have under this plan.</p> <p>The Policy Manager is continuing to work with the Digital Delivery Team and the Government on this.</p>
8.7	<p>Katy Lang (Senior Practitioner – Hamilton) and Jenny West (South East Locality Reporter Manager) have developed a training package - ‘The Mock Children’s Hearing’. The package has been designed to give professionals an introduction to the work of the Hearing and to minimise the numbers of people present as observers within Children’s Hearings.</p> <p>This training been very successful in the Lanarkshire’s (where there is a waiting list operating for the training) and will also run in Edinburgh City this year, through the Child protection training Programme. Katy, Jenny and Melissa Hunt ran the training session for civil servants in the Scottish Government at Victoria Quay on 15th May 2019.</p>
8.8	<p>Melissa Hunt met with the Scottish Government Team who are developing the Personal and Social Education (PSE) curriculum on 1st May 2019. This followed on from a letter to John Swinney, Deputy First Minister, indicating SCRA’s wish to be involved in this work – and to include aspects of the Children’s Hearings System within the core curriculum for the first time.</p> <p>Melissa Hunt, Elaine Adams (CHIP Learning & Development Lead) and Peter Imrie (Scottish Government) are considering how SCRA (and the Children’s Hearings System) can present information for use by educational (and other) professionals and will produce a scoping paper on this.</p>

9	Recommendation
a)	The Board is asked to note the contents of this report.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Review of Standing Orders

Accountable Board Member: Chair of SCRA Board

Date: 19 June 2019

Report Author: Governance Officer

Recommendation:

To review and approve SCRA's Standing Orders

Reason for Report: For discussion and approval

Resource Implications: Not applicable

Strategy: Within agreed strategy plans

Consultation: Board Members

Document Classification: Not protectively marked

Background Papers:

Board Report for Development Day: Standing Orders April 2016
SCRA Governance Statement 2018

1. Introduction

- 1.1 The Board as part of its annual business programme, is scheduled to undertake a review of its governance arrangements.
- 1.2 A full review of Standing Orders was undertaken in January 2013 and April 2016. The next planned review will be June 2022.

2. Background

- 2.1 The Board as part of its annual business programme is scheduled to undertake a review of its governance arrangements. This provides evidence that it has considered its Standing Orders and to bring them in line with any pertinent changes in Legislation, or procedures.
- 2.2 Standing Orders encourage transparent and accountable decision making with sufficient provisions in place to ensure the smooth running of the Board meeting, including arrangements for matters such as the Charing of meetings, the notice for the meetings and how voting will be carried out.
- 2.3 Standing Orders are a key part of the corporate governance framework for SCRA.

3. 2016 Review

- 3.1 Revisions to the Standing Orders (attached as an Appendix to this report) were agreed by the June 2016 Board.
- 3.2 **Paragraph 4 – Arrangements for Chairing Board Meetings**
 - 4.1 – Wording has been changed to reflect that there is no longer a Deputy Chair and that if the Chair will not be present at the meeting and has not made a nomination in advance for a Chair then the members present will appoint a Chair for the meeting.
- 3.2 **Paragraph 12 – Committees**
 - 12.5 Co-option of Members – sentence added to reflect that co-opted members have full voting rights.
 - 12.8 – changes to reflect Committee names (Audit & Risk Committee and Remuneration & Succession Planning Committee) and addition of Nominations Committee as a Standing Committee
 - 12.10 – new paragraph added to reflect that Committees have their own remits which are approved by the Board.

3.3 **Paragraph 13 – Working Parties or Groups**

13.1 Additional sentence added as follows: A working party or group is not an executive arm of the Board and may regulate its procedure as it sees fit unless any particular procedure has been prescribed for it by the Board

3.4 Final section added – **Section 16 – Revision of Standing Orders**

The Standing Orders will routinely be reviewed on three yearly cycle but will be subject to early review in the light of:

- relevant legislative changes;
- guidance issued by Scottish Government or Sponsor Department
- recommendations made by either internal or external auditors.

4. **Internal Review of Standing Orders**

4.1 Internal Audit reviewed the Standing Orders as part of a Corporate Governance Audit in January 2018. No changes to the existing Standing Orders were recommended.

4.2 The Executive Management Team reviewed the Standing Orders in May 2019. No changes to the existing Standing Orders were recommended.

5. **Recommendation**

To review and approve SCRA Standing Orders.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

STANDING ORDERS

General

The Board has made the following arrangements for the discharge of its functions, these arrangements to be referred to as the Standing Orders of the Board.

These Standing Orders take effect until further notice and supersede all prior Standing Orders.

The Standing Orders apply to the Board and its Standing Committees and unless the Board specifies to the contrary, to any other committees, or sub-committees which may be set up by the Board from time to time but shall not apply to working parties or groups.

Standing Orders may be suspended at any meeting of the Board at which the majority of the members present are in favour. Unless expressly agreed otherwise by these members, such suspension will have effect only for the item of business immediately following, and standing Orders will come into force again immediately afterwards.

1 Board Meetings

- 1.1 There will be a minimum of four Board meetings per annum.
- 1.2 The Board will meet at such place and at such time as it may determine.

2 Notice of Meetings

- 2.1 The Executive Office will notify members of all Board meetings. The agenda, minutes and papers will be communicated to members seven calendar days before the meeting.
- 2.2 Only in exceptional circumstances, and with the permission of the Chair, will late papers be discussed at the meeting. Papers will be dispatched if there is available time, if not, these will be tabled at the meeting.
- 2.3 Members may propose items for the agenda. These should be sent to the Executive Office at least ten calendar days before the meeting to allow them to be included in the finalised agenda.
- 2.4 If sufficient notice is not given for an item of business to be included on the agenda, it may be dealt with at the meeting if the Chair rules that there are reasons why it is urgent and gives those reasons. If the Chair rules that the matter is not urgent, it shall be included as an item for the next ordinary meeting, unless it is withdrawn or dealt with in some other way before then.
- 2.5 Lack of service of the notice to any member shall not affect the validity of a meeting.

3 Special Meetings of the Board to deal with Exceptional or Urgent Business

3.1 The Executive Office will arrange that a meeting of the Board be called if:

- ◆ required by the Chair;
- ◆ a request signed by one third of the whole number of members is made in writing for that purpose. At least three calendar days' notice will be given of any special meeting and of the business proposed for that meeting. No business will be transacted beyond that specified in the request which called for that special meeting.

4 Arrangements for Chairing Board meetings

4.1 At every meeting of the Board, the Chair, if present, will preside. If the Chair is absent, he/she will nominate a member to Chair the meeting. If it has not been possible for a nomination to be made in advance by the Chair, the Board members present will appoint a Chair for the meeting.

5 Quorum

5.1 No decisions will be made at a meeting of the Board unless at least half the currently serving members of the Board are present. (If the meeting is inquorate discussion of business may take place but no decisions can be made.)

5.2 The quorum of any Board Committee will be agreed by the Board as part of agreeing the Board Committee remit.

5.3 Any members unable to attend in person a meeting of the Board or its Committees may participate in the meeting via a video link or telephone conference call. A member participating in this way will have the same rights and responsibilities as members attending in person, including full voting rights, and his/her participation will count as attendance for the purposes of establishing whether a quorum is present.

6 Conflict of Interest

6.1 All Board and Committee agendas will include a standing item at the start of the meeting inviting Board Members to declare any (a) financial interests, (b) non-financial interests or (c) the interests, financial or non-financial, of other persons.

6.2 If a member declares a financial interest, the member must leave the meeting room until discussion of the relevant item is concluded. If a non-financial interest is declared, the member must decide whether to stay and participate in the discussion and decision, or to leave the room.

- 6.3 The Board will establish a register of members' interests and maintain a regular review of it.
- 6.4 The Register of Interests will be published on SCRA's website.

7 Adjournment of Meeting

- 7.1 A meeting of the Board or of a Committee of the Board may be adjourned by the Chair to any other hour, day or place. Unless the time and place are specified in the motion for adjournment, the adjournment will be until the next scheduled meeting.

8 Voting

- 8.1 A meeting may make a decision unanimously or by a majority of the members present. In the latter case, a vote of the members may be taken orally, in writing or by a show of hands at the Chair's discretion. The Chair shall have a casting, as well as a substantive vote.
- 8.2 The minute of the meeting shall record any decision taken. In the absence of a statement to the effect that the decision was taken by a majority, it will be deemed to record a unanimous decision. A member dissenting from a majority decision may ask for their dissent to be recorded in the minutes.
- 8.3 A member not present at a meeting at which a decision is taken from which he or she dissents may raise his or her concerns with the Chair. Such a decision will normally be implemented. However, it is within the discretion of the Chair to defer that the matter will appear as an item on the next agenda of the Board or committee or arise through the minutes.

9 Ruling

- 9.1 The ruling of the Chair on the conduct of the meeting and the application of Standing Orders will be final and will not be open to question or discussion.

10 Admission of the Public to Board Meetings

- 10.1 Board meetings are open to be observed by members of the public and the dates will be advertised on SCRA's website.
- 10.2 All meetings which allow public access will be held in venues that are accessible to people with disabilities.
- 10.3 Any members of the public may attend and receive a copy of papers other than those dealing with the private business of the Board.

- 10.4 Business will only be conducted in private where there are overriding reasons for non-disclosure that outweigh any possible interest. Examples are matters relating to individual staff, private discussions with Ministers and areas where SCRA would not be required legally to disclose information.
- 10.5 A member of the public who disrupts the business of the meeting may be asked to leave the meeting after due warning has been given. Re-admission to that or other public meetings held by the Board is at the discretion of the Chair.

11 Minutes

- 11.1 The names of members present at a meeting of the Board or of a committee of the Board will be recorded in the minutes.
- 11.2 Minutes of the proceedings of a meeting of the Board or a committee of the Board will be drawn up and circulated within five working days to the Chair of the Board/Committee for approval. Board minutes will be submitted to the next Board meeting for approval. Committee minutes will be submitted to the Board (if proceeding to the Board in advance of approval by its Committee these will be submitted in draft form).
- 11.3 Minutes and other papers may be circulated to such non-members of the Board on such conditions as the Board may determine. In addition papers will be available under the Freedom of Information (Scotland) Act and in accordance with SCRA's publication scheme.

12 Committees

- 12.1 The Board may appoint committees to exercise functions on its behalf. Such committees may also appoint sub-committees.
- 12.2 Where functions are being carried out by committees or sub-committees, their members will be acting on behalf of the Board.
- 12.3 The Board will appoint the Chair of committees.
- 12.4 In the absence of the Chair at a committee meeting, its Depute will nominate a member to act in their place. Where there has been no prior agreement as to who will act in place of the Chair the members present shall elect one of their number to act in his/her place.
- 12.5 Committees and sub-committees may co-opt members with relevant expertise and knowledge who are not members of the Board. Co-opted members should not make up more than half the membership of committees and sub-committees. Co-opted members will have full voting rights.
- 12.6 Co-opted members of committees and sub-committees who are not members of the Board may claim certain travelling and other allowances but will not be remunerated.

- 12.7 Minutes of Committees and minutes of sub-committees will be submitted to the Board.
- 12.8 The Board has set up the following Standing Committees. These are:
- Audit & Risk Committee
 - Remuneration & Succession Planning Committee
 - Appeals Committee
 - Nominations Committee
- 12.9 The numbers and names of the Standing Committees their membership and the matters remitted to them may be varied by the Board from time to time. Membership of Standing Committees may include, or consist of, persons who are not Board members.
- 12.10 Standing Committees have their own remits which are approved by the Board.
- 12.11 The Board may also form other committees or sub-committees ad hoc which may include, or consist of, persons who are not Board members.

13. Working Parties or Groups

- 13.1 Working parties or groups may be set up from time to time by the Board. A working party or group is not an executive arm of the Board and may regulate its procedure as it sees fit unless any particular procedure has been prescribed for it by the Board
- 13.2 Working parties or groups need not contain Board members. Where the conclusions of any working party or group require the authority of the Board or a committee before they can be implemented, the working party or group shall submit a report to the Board or the relevant committee setting forth its recommendations. Working parties or groups should have a Chair, maintain minutes of proceedings and report no less frequently than quarterly to the Board or appropriate standing committee. These reports may be in writing or verbal.

14. Exceptional circumstances where Board business may be dealt with by correspondence

- 14.1 Where there is urgent business of the Board and it is not practicable to convene a special meeting, the Chair may under exceptional circumstances deal with the matter(s) by correspondence.
- 14.2 In these exceptional circumstances relevant papers and recommendations will be circulated by email and in the post Every effort will be made to contact Board members accepting that this may not be possible. There will require to be a quorate and majority decision. The actions/decisions arising from such exceptional circumstances will be reported to the subsequent Board meeting.

15. Collective Responsibility and Confidentiality

- 15.1 The Board and Committees operate on the basis of collective responsibility for decisions. Members are therefore expected, if questioned on a matter where the Board or a committee has taken a view, to support the position reached.
- 15.2 If members are questioned on matters that fall within the remit of SCRA but on which a Board or committee view has not been taken, they may give a personal view but should stress that it does not necessarily reflect the view of SCRA. Before doing so, they are advised to consult with the Chair.
- 15.3 All members are required to maintain confidentiality as detailed in the SCRA Code of Conduct and any guidance to that code provided.
- 15.4 All members are required to fulfil their responsibilities as set out in their terms and conditions of appointment. Any issues in relation to non-performance will be addressed as part of the appraisal process for Board members.

16. Revision of Standing Orders

- 16.1 The Standing Orders will routinely be reviewed on three yearly cycle but will be subject to early review in the light of:
 - relevant legislative changes;
 - guidance issued by Scottish Government or Sponsor Department
 - recommendations made by either internal or external auditors.

June 2016

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

RISK MANAGEMENT POLICY

Accountable Director: Principal Reporter/Chief Executive **Date:** 19 June 2019

Report Authors: Head of Finance & Resources
Governance Officer

Recommendations:

- 1. To consider and review the Boards risk appetite.**
- 2. To approve the attached revised Risk Management Policy.**

Reason for Report: For approval

Resource Implications: Within approved budgets

Strategy: Within approved plans

Consultation: Audit & Risk Committee, Executive Management Team

Document Classification: Not protectively marked

1. Introduction

- 1.1 The current Risk Management Policy was approved by the Board in March 2016 following review by the Audit & Risk Committee at its meeting in February 2016. The attached revised Policy was considered and approved by the Audit & Risk Committee at its meeting in May 2019.
- 1.2 BDO reviewed risk management arrangements in 2017/18 and identified a number of areas of good practice and some improvements. The following improvements have been made: completion of all Locality Risk Registers, review Risk Identification processes, developing a detailed risk scoring system which includes consideration of both financial and operational factors to facilitate greater consistency. Further work is required to develop a risk management training plan/programme and include risk management training within the induction of staff with Risk Management responsibilities.
- 1.3 A service wide Risk Reference Group was established in April 2015 to act as an internal focus for the development of SCRA's approach to risk issues and to provide leadership on the delivery of SCRA's risk management policy. The Group has overseen significant progress in SCRA's approach to risk management and at the RRG meeting in January 2019 it was agreed that the work of the Group should now be integrated into the remit of the Performance Improvement Network (PIN).

2. Revision of the Risk Management Policy

- 2.1 The main terms of the policy document remain unchanged but it has been updated to reflect the auditors' findings and also to update the policy in terms of the transfer of risk management responsibilities from the Risk Reference Group to the Performance Improvement Network. Changes to the policy have been highlighted in red text.
- 2.2 It is some time since the Board reviewed the risk appetite. The current assessment is as set out in the policy at paragraph 8.4.

3. Recommendations

- 3.1 To consider and review the Boards risk appetite.
- 3.2 To approve the attached Risk Management Policy.

SCRA Risk Management Policy

1. Statement on Risk Management

- 1.1 The Risk Management Policy is founded upon the core principles that risk management is:
 - central to SCRA's corporate governance and internal control arrangements
 - a key tool in the management of the organisation to assist staff to manage risk as part of their day to day workload
 - an important component in ensuring continuity of core activities and to assist SCRA to deliver its business objectives
 - is an inclusive process covering all strategic and operational risks.
- 1.2 The definition of a **risk** is the effect of uncertainty on objectives and an **event** is the occurrence of change of a particular set of circumstances.
- 1.3 The policy applies to all areas of the organisation's activity. It is not only concerned with strategic objectives but encompasses operational and programme/project management activity.
- 1.4 It should be viewed as a top to bottom process, involving all levels of staff, that supports continuous improvement. As well as focusing on possible threats it is important to consider the risks of not taking opportunities that would support innovation (positive risk taking) and improve service delivery.
- 1.5 Locality Management Teams and Head Office are responsible for developing their own risk registers and passing risks to team meetings for action and escalation to the Operational Group as appropriate.
- 1.6 The **Performance Improvement Network (PIN)** co-ordinates the operational and locality approach to risk, including the development and maintenance of risks (linked and aligned to locality plans). **This activity was previously carried out by the Risk Reference Group.**
- 1.7 The **PIN** role also includes:
 - identifying and sharing good practice
 - assessing whether risks are being adequately managed within agreed appetites and tolerances across SCRA
 - ensuring that each business area and locality is regularly carrying out risk identification and assessment exercises to ensure that risk registers are accurate and up-to-date.

2. Approach to Risk Management

- 2.1 The risk management policy sets out the approach to risk management and documents the roles, responsibilities of the Board, senior management, **the PIN** and employees.
- 2.2 In addition, the policy describes the process the Board will use to evaluate the effectiveness of the Administration's internal control procedures.

2.3 The following key principles outline SCRA's approach to risk management and internal control:

- the Board has responsibility for the system of internal control and for overseeing risk management within SCRA
- the Principal Reporter/Chief Executive and senior managers will implement policies on risk management and internal control approved by the Board
- a positive attitude to risk assessment and solving risk problems is adopted by the Board and senior managers
- managers at all levels are responsible for encouraging good risk management practice within their areas and all managers consider the consequences of their decisions and actions from a risk management perspective
- integration of risk management into the planning and performance framework
- the process will be supported by a programme of audit and review

3. Risk Management Policy

3.1 The objectives of the risk management framework are founded on a number of key objectives to:

- ensure the delivery of core objectives within available resources
- support continuous improvement in service delivery
- inform SCRA business continuity plans
- support internal controls intended to reduce losses
- facilitate the timely identification and resolution of risks
- enable effective stakeholder communication on service delivery
- enhance SCRA's reputation and image.

3.2 The effectiveness of the Risk Management Policy will be reviewed and monitored based on the following measures:

- the extent to which SCRA is successful year on year in achieving its business objectives
- the incidents of risks which have not been recognised and documented within the Risk Management structures; or which have been inappropriately rated within the structures.

3.3 The Risk Management Policy is underpinned by a commitment to training and development in risk management and the recognition of the importance of staff responsibilities in this area.

4. Risk Management Structure

- 4.1 The Risk Management Structure for SCRA is detailed at Appendix 1. Appendix 2 sets out in general the framework for managing risk (Diagram 1) and the Risk Management Process (Diagram 2).
- 4.2 These arrangements reflect the organisational structure and ensures that risk is embedded throughout the organisation and allows for a straightforward and timely process to response to risk.
- 4.3 **Information Risk Register**
A separate information risk register is maintained by SCRA's Information and Security Technical Assurance Officer and owned by SCRA's Senior Information Risk Officer (SIRO) given the specific duties placed on the organisation in terms of information risks.
- 4.4 **Joint Risks (SCRA/CHS)**
SCRA and Children's Hearings Scotland (CHS) monitor joint risks via the routine Chief Executive's Liaison meetings with a report to the annual joint Board meeting.

5. Risk management as part of the system of internal control

- 5.1 The internal control system encompasses a number of elements including:
 - Strategic planning and budgeting - the strategic planning and budgeting process is used to set objectives, agree priorities and allocate resources. Progress towards meeting objectives is monitored and scrutinised by the Board quarterly
 - Risk Registers – the standard template (Appendix 3) should be used at strategic and locality level. The risk registers should be included in annual business plans at these levels and formally reviewed quarterly. Localities and Head Office (HO) Teams should develop a risk register for inclusion in their **Locality**/team plans and ensure any risks which require to be escalated are highlighted to the appropriate Executive Management Team member. One overall Head Office risk register will be developed based on the risks escalated by HO Teams.
 - Programmes – SCRA's strategic Programmes and Projects have individual risk profiles based on risks identified by Project Managers some of which are escalated for review by the Programme Board.
 - Audit & Risk Committee - the Audit & Risk Committee will oversee, on behalf of the Board, the risk management process through co-ordination and monitoring of the implementation of the Risk Management Policy. This includes reviewing Strategic and Operational Risk Registers every six months and as necessary, reviewing the work undertaken on identified high risk areas and the action plans to mitigate the effects of such risks.

- Audit – The Audit programme is informed by an annual needs assessment and encompasses traditional fieldwork and self assessment. The internal audit programme will be focused on the significant strategic and operational risks, as identified by management, and auditing risk management processes across SCRA. External audit provides feedback to the Audit Committee on the operation of internal controls as part of the annual audit.

6. Annual Governance Statement

6.1 The Board is responsible for the effectiveness of governance arrangements within SCRA. The Principal Reporter/Chief Executive, in preparing an annual Governance Statement for inclusion in the Annual Accounts will consider the elements in section 5.1 above and the following:

- SCRA's performance against financial and non-financial targets
- organisational structure and performance of senior managers
- organisation culture with respect to management of risk
- operation of delegated authority
- timeliness in identification of control issues and new significant risks
- prioritisation of risks and action to address areas of high exposure.
- effectiveness with which corrective actions are implemented

7. Risk Management Process

- 7.1 The key elements of the risk management process are set out below and more information is provided in Appendix 8.
- 7.2 Risk Types – it is helpful to categorise risks to ensure consistency in the process of identification, monitoring and reporting of key risks. SCRA has adopted a simple approach based on definitions for seven types of risk that should be sufficiently flexible to cover strategic, operational, group, team and programme risks.
- 7.3 Risk Identification (guidance at Appendix 4) is the process of finding, recognising and describing risks – it is the responsibility of the members of groups/teams at each level to identify risks. A workshop approach is likely to be most effective allowing individuals within the group/team to work together and look beyond their areas of responsibility.
- 7.4 Description of Risk (guidance at Appendix 4) – each risk should be defined by a risk statement which describes the risk (the event) and outlines the consequence for and the impact on the organisation if the risk is crystallised.
- 7.5 Risk Measurement (guidance at Appendix 5) – a numerical value between 1 and 5 is given to two measures of risk – Impact and Likelihood.

- 7.6 Inherent Risk is the exposure arising from a specific risk before any action has been taken to manage it.
- 7.7 Controls – the controls in place to mitigate the risk should be recorded and any new controls to be put in place should be proportional to the risk. Some form of cost benefit analysis might be required to ensure the control action represents value for money in relation to the risk being controlled.
- 7.8 Residual risk is the risk remaining after the application of key mitigating controls and reflects how effective these controls are.
- 7.9 Target Risk is the risk exposure deemed to be acceptable as informed by the organisation's risk appetite.
- 7.10 Monitoring and Reporting

Monitoring is continually checking, supervising critically observing or determining the status in order to identify change from the performance level required or expected.
- 7.11 A key element of managing risk is obtaining assurance that key controls are in place and operating effectively. SCRA has a range of internal and external assurance providers who review and provide opinions and statements which enable EMT and the Board to form a view as to whether risks are being managed in line with its expectations. A risk assurance map captures an assessment of the assurance requirements of each risk, whether the assurance is sufficient and any improvements. A risk assurance map template is attached at Appendix 6.
- 7.9 It is important to monitor to check that action plans are effective and to identify further action that might be necessary. Groups/teams should self-assess their key risks quarterly and report thereon to the appropriate level for the purposes of challenge and scrutiny.
- 7.10 Outputs – the Risk Register is the main output of the process. As well as providing crucial data internally, this document provides evidence for audit that the risk management process is operating. The overall risk management process should help ensure that significant issues are quickly highlighted to the right level of management.

8. Risk Appetite

- 8.1 SCRA recognises that the organisation may be involved in activities that expose the organisation to a measure of risk.
- 8.2 The 'risk appetite' (Appendix 7) is defined as the amount of risk that SCRA is prepared to accept, tolerate or be exposed to at any point in time. Risk appetite is about taking well thought through risks where the long-term rewards are expected to be greater than any short term losses. Risk appetite needs to be considered at all levels.

- 8.3 SCRA has considered its risk appetite using the classifications shown in the table below:

Classification	Description
Averse	Avoidance of risk and uncertainty is a key organisational objective.
Minimalist	Preference for ultra-safe options that have a low degree of inherent risk and a potential for limited reward
Cautious	Preference for safe options that have a low degree of residual risk and limited potential for reward
Open	Willing to consider all options and chose the one that is most likely to result in success, whilst also providing an acceptable level of reward
Hungry	Eager to be innovative and to choose options offering potentially higher rewards despite greater inherent risk

- 8.4 The SCRA Board has to determine its risk appetite against the different categories of risk that it is exposed to as follows:-

Type of Risk		Risk Appetite Agreed (as at April 2015)
Strategic/Policy Risks		Open to Cautious
Operational/Service Delivery Risks		Minimalist to Cautious
Finance Risk		Minimalist to Cautious
Reputational/Credibility Risks		Open to Cautious
Accountability/Governance Risks		Open Cautious

9. Roles and Responsibilities

- 9.1 Through allocating specific risk management responsibilities SCRA have created an environment where:

- risk management is integrated into decision-making arrangements, helping to create an environment for continuous improvement and learning
- the adequacy of risk assessment, control measures and action plans are regularly reviewed, taking into account the Board's risk appetite.
- The effectiveness of the risk management framework is reviewed at regular intervals and modified as necessary.

9.2 **Role of the Board**

The Board is responsible for the system of internal control. This includes

- Setting the tone and influencing the culture of risk management
- Setting appropriate policies on internal control
- Seeking regular assurance that the system is functioning effectively
- Approving major decisions affecting SCRA's risk profile or exposure
- Annually reviewing risk management policy and risk appetite.

- 9.3 In setting the tone and influencing the culture of risk management the Board must determine the level of risk which SCRA is prepared to tolerate i.e. for any particular risk whether SCRA is prepared to accept the risk at its current level or whether any further action is needed to reduce likelihood or impact. It is expected that for all top rated strategic, operational and programme risks the risk owner will develop an action plan to reduce the risk assessment to moderate or escalate the risk to the next level.

9.4 **Role of the Audit & Risk Committee**

The Audit & Risk Committee is charged by the Board with overseeing the operation of the system of internal control and with ensuring robust risk management arrangements within SCRA.

9.5 **The Principal Reporter/Chief Executive**

As Accountable Officer the Principal Reporter/Chief Executive has overall executive responsibility for risk management arrangements within SCRA, leading the risk management systems and ensuring that responsibilities delegated to other senior managers and staff at all levels within SCRA are discharged in an effective manner. The Principal Reporter/Chief Executive is also responsible for signing the Governance Statement which is included in the annual accounts.

In addition to overall executive responsibility for risk management the Principal Reporter/Chief Executive oversees the maintenance of the Operational Risk Register which is owned by the Operational Group.

9.6 **Senior Managers**

All senior managers are responsible for:

- implementing policies on risk management and internal control
- identifying, assessing and developing actions plans for the most significant risks faced by SCRA

9.7 The Head of Finance & Resources

The Head of Finance and Resources has specific responsibility for:

- day to day operation of SCRA's risk management arrangements
- regular reporting to the Executive Management Team, Audit Committee and Board on strategic risks and controls
- facilitating an annual review of the effectiveness of governance arrangements and reporting thereon to the Audit Committee

9.8 Performance Improvement Network (PIN)

The role of the PIN is to act as an internal focus for the development of SCRA's approach to risk issues, providing leadership on the delivery of SCRA's Risk Management Policy.

Risk leads within the PIN will act as risk champions which will include:

- having a specific role of raising awareness of both the risk management process and specific risks.
- providing local staff with advice and support on risk management issues
- working with other risk champions to bring consistency of approach to risk management, share knowledge and experience
- assisting with making the necessary changes happen – both process and cultural changes.

9.9 All Employees

All employees should have the necessary knowledge, skills, information and authority to establish, operate and monitor the system of internal control and be responsible for managing risks as an integral element of their job.

9.10 The Senior Information Risk Owner (SIRO)

The Senior Information Risk Owner (SIRO) owns the information risk policy and provides advice to the Accountable Officer on the content of the Governance Statement relating to information risk.

Risk Management Structure

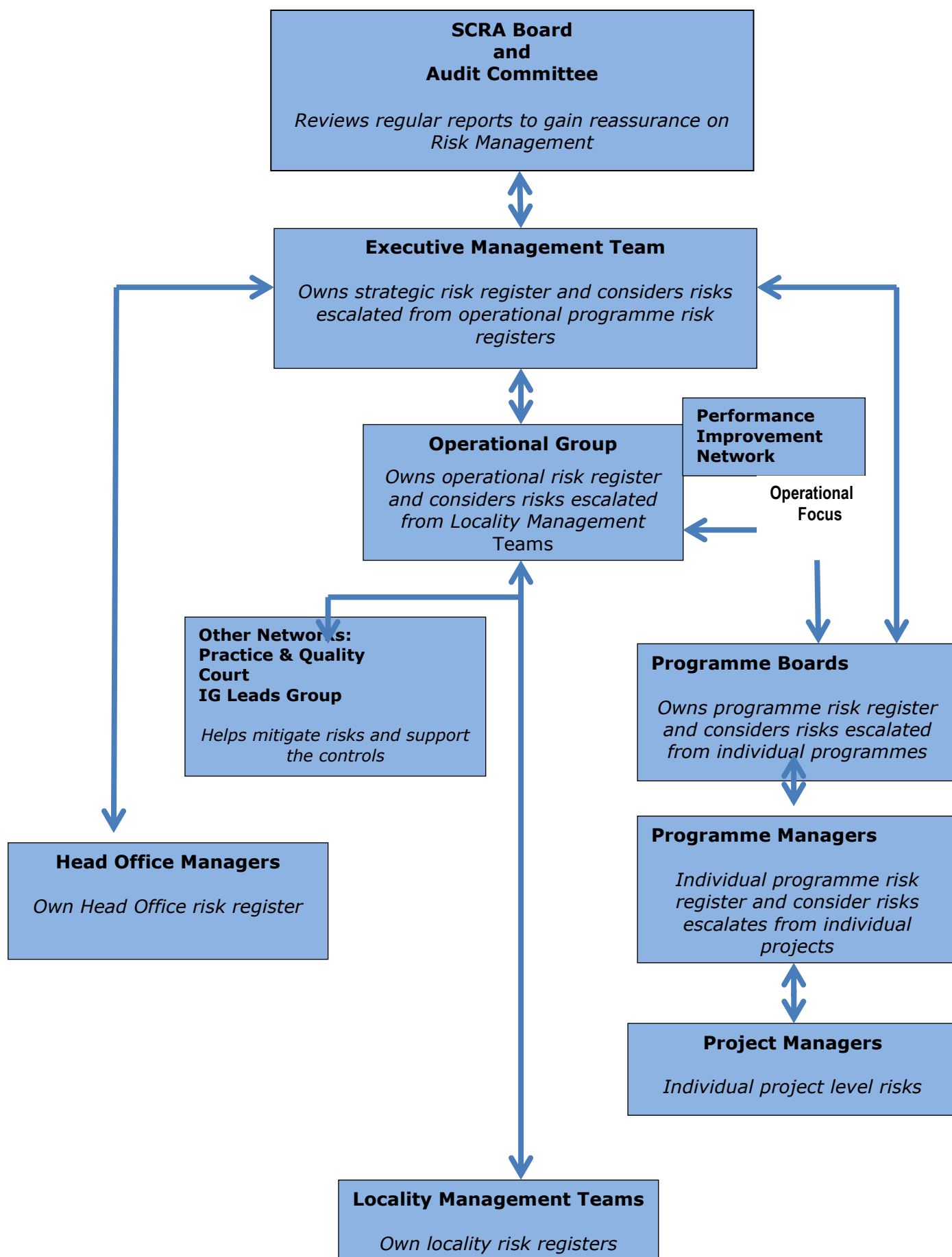


Diagram 1: Relationship between the components of the framework for managing risks:

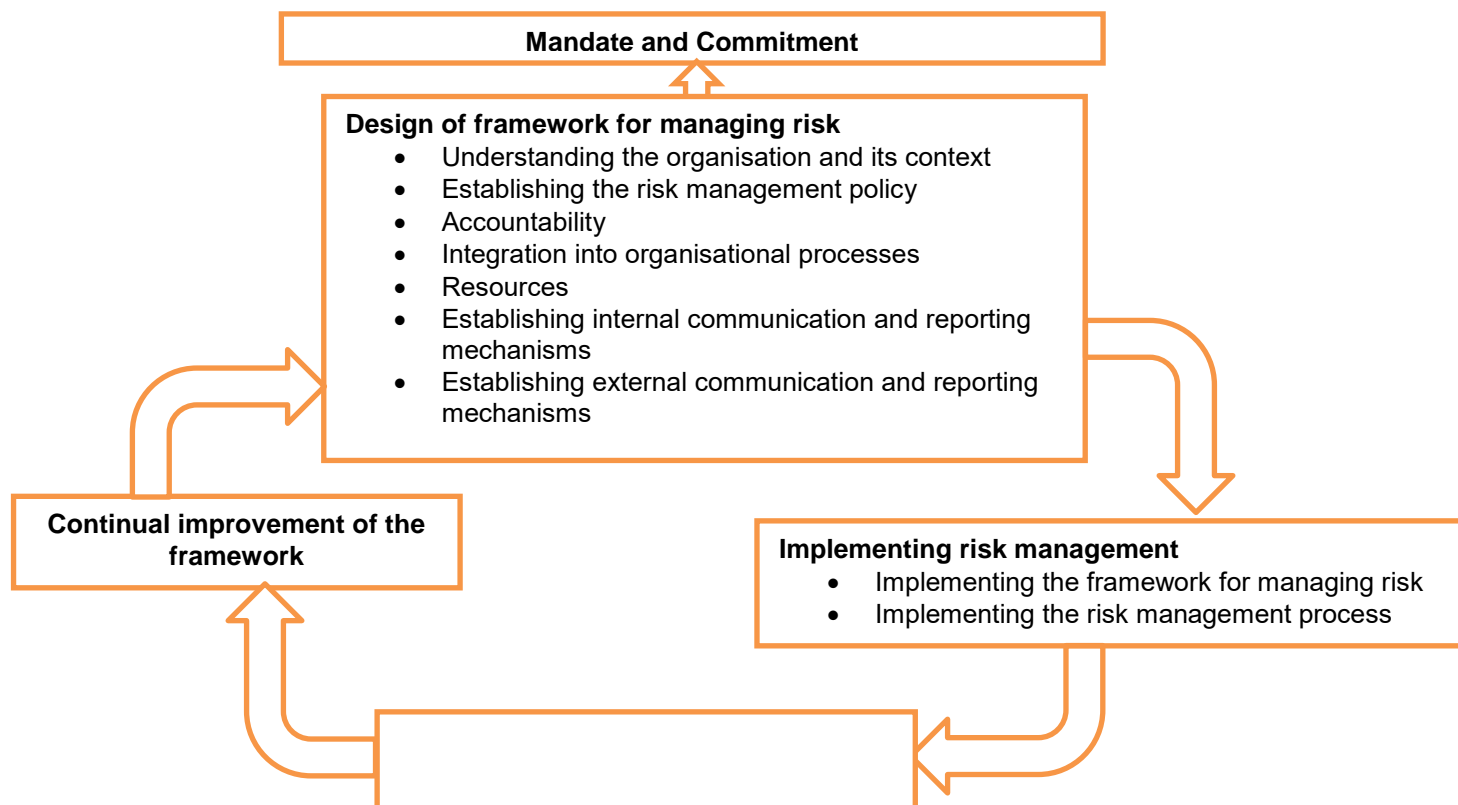
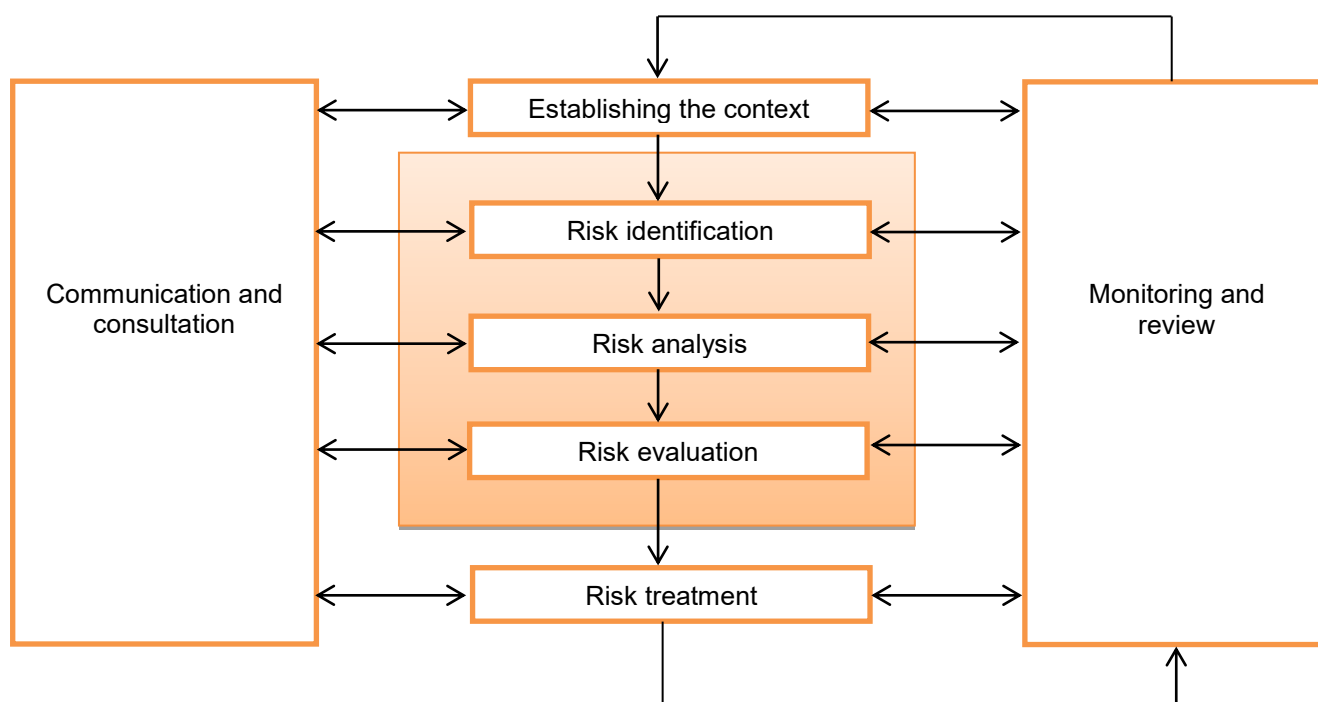


Diagram 2: Risk management process:



APPENDIX 3

Risk Register Template

Risk No	Reference to Locality Objectives	Risk Type	Risk Description	Risk Owner	Gross Risk Score L*I	Key mitigating controls	Control Effectiveness	Residual Risk Score L*I	Risk Appetite	Target Risk Score L*I	Actions and Timescales	Action Owner /Deadline
1						•					1.	
2						•					1.	
3						•					1.	
4						•					1.	
5						•					1.	
6						•					1.	

Risk Identification Guidelines

The following guidelines have been developed to assist risk leads across SCRA to adopt a consistent approach to identifying new risks (the same approach can be used to identify changes in existing risks or risks which are no longer relevant):

- The existing meeting structures for Locality/Team planning and performance reviews, facilitated by Planning Business Partners, should be used for identifying new risks.
- A facilitated workshop, at least once per year, as part of the Locality/Team meeting is usually the best method of generating new risks.
- Good documentation of discussions is important.
- Consideration should be given as to how to gather input from those staff not involved in the Locality/Team meeting.
- Some pre-work is encouraged e.g. ask those attending the meeting to identify top 5 new risks which can then be discussed and developed further.
- A major refresh of the Locality/Team risk register should take place every two years.
- Consider different types of risks (external, governance, information management, compliance, financial management, human resources, operational).
- As well as facilitated workshops other tools and techniques and sources of information can be used to support identification of new risks (SWOT analysis, PESTLE, questionnaires, checklists, inspection reports, audit findings).
- Risks should be related to objectives in Locality/Team Plans although care should be taken to identify any generic risks which will impact on objectives but might not always be apparent when thinking about particular objectives.
- Risk identification is not an exact science and should be a continuous process which keeps up with changes in the Locality/Team.

The role of risk leads in Head Office (Head of Finance & Resources and Governance Officer) includes supporting and challenging individual Localities/Teams on their risk descriptions and risk scores and comparing risk registers to identify common themes, feeding back findings to members of the Risk Reference Group.

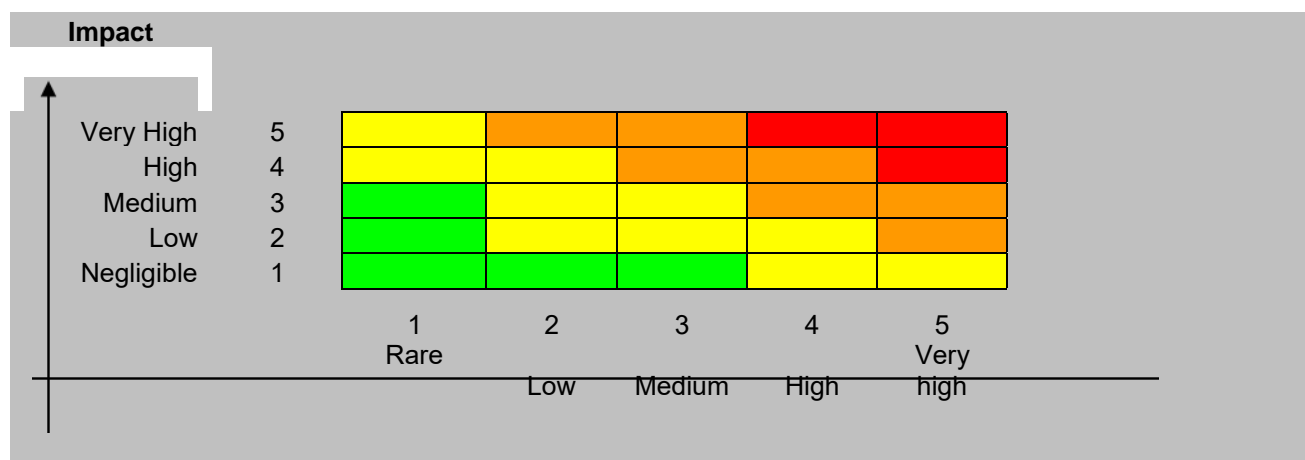
Risk descriptions

Once a new risk has been identified it is important to develop a good description or statement of the risk. There are some basic rules which should be followed:

- Avoid stating impacts which may arise as being the risks themselves, and to avoid stating risks which do not impact on objectives.
- Avoid defining risks which are simply the converse of the objectives.
- Identify the root causes and don't mistake these for the symptoms.
- A statement of risk should encompass the risk event, causes of the impact and the impact to the objective (or consequences) which might arise.
- This should mean you identify a risk which you can't control. For a risk which you can't control it may be advisable to draw up a contingency plan.

Risk Scoring

Risk Matrix



Risk level	Score	Risk level description
Very high	20 - 25	Reporting: To Accountable Officer/ Audit Committee for upward reporting to Board
High		Reporting: consideration should be given as to whether High risks should be escalated. Scores between 10 - 14: No, scores between 15 - 19 Yes
Medium	4 - 9	Rating: Acceptable level of risk exposure subject to regular active monitoring Reporting: Director level
Low	1 - 3	Rating: Acceptable level of risk exposure subject to regular passive monitoring Reporting: Director level. Do risks that low still exist?

Likelihood of a risk materialising

Score	Likelihood	Definitions
5	Almost certain	81-100% - almost certain will occur. Highly likely, could occur on a regular basis (i.e. several times a year).
4	Likely	51-80% - more likely to occur than not. Likely, could occur, but on sporadic basis (i.e. at least once a year). Potential of it occurring several times within the time period or has occurred recently.
3	Possible	21-50% - fairly likely to occur. Possibly, could occur, but infrequently (i.e. not more than once every 12 months). Could occur more than once within the time period and may be difficult to control due to some external influences.
2	Unlikely	6-20% - low but not impossible. Unlikely, (i.e. an event that is unlikely to occur more than once every few years) or has not occurred historically.
1	Exceptional	0-5% - extremely unlikely or virtually impossible (i.e. one-off event).

Impact of the risk

Score	Impact	Definition	Regulatory	Business Objectives	Reputational	Financial
5	Catastrophic	Likely to threaten the survival or continued effective functioning of SCRA, either financially or reputationally. Likely to have major impact on the whole organisation. Immediate action required. Must be managed with an effective control.	As below causing catastrophic loss.	> 20% variance	Ongoing media campaign, Parliamentary attention.	> £1m
4	Major	Likely substantial financial impact on SCRA. Significant impact on SCRA's strategy or operational activities. Significant stakeholder concern seriously damaging SCRA's ability to deliver its service. Likely to have major impact in many areas of the organisation. Likely to cause some damage, disruption or breach of legislation. Prompt attention required. Risk controls and actions to be developed.	As below causing major loss.	10-20% variance	Short term media campaign, meet partners and Minister to provide reassurance.	> £250k
3	Moderate	Financial impact on SCRA is likely to be moderate. Moderate impact on the SCRA's strategy or operational activities. Moderate stakeholder concern having some impact on the SCRA's ability to deliver its service. Likely to have major impact in one or a few areas of SCRA. Unlikely to cause much damage and/or threaten SCRA. Monitor and review.	As below causing moderate loss.	5-10% variance	Headline media interest causing public embarrassment, proactive contact with partners and Minister.	£50-£250k

Score	Impact	Definition	Regulatory	Business Objectives	Reputational	Financial
2	Minor	Financial impact on SCRA is likely to be small. Low impact on SCRA's strategy or operational activities. Low stakeholder concern. Likely to have minor impact in many areas of SCRA. Primary impact is on the internal business. Unlikely to require specific application of additional resources. Manage through existing controls. Monitor and review.	As below causing minor loss.	2.5-5% variance	Headline media interest, reactive approach to limited interest from partners and Minister.	£25-£50k
1	Insignificant	Likely to have minor impact in one or a few areas of SCRA. No significant impact on SCRA as a whole.	Act or omission causing legal or regulatory breach causing insignificant loss.	< 2.5% variance	Minor media, partner, Ministerial interest	< £25k

Risk Assurance Map template

Risk	Risk Owner	Reference to SCRA objectives	Controls	Assurance Providers			Assessment		
				Business Management (First Line)	Corporate oversight (Second Line)	Independent Assurance (Third Line)	Control RAG rating	Assurance sufficient? Y/N	Improvement Actions

Risk Appetite

SCRA has considered its risk appetite using the classifications shown in the table below:

Classification	Description
Averse	Avoidance of risk and uncertainty is a key organisational objective.
Minimalist	Preference for ultra-safe options that have a low degree of inherent risk and a potential for limited reward
Cautious	Preference for safe options that have a low degree of residual risk and limited potential for reward
Open	Willing to consider all options and chose the one that is most likely to result in success, whilst also providing an acceptable level of reward
Hungry	Eager to be innovative and to choose options offering potentially higher rewards despite greater inherent risk

Current Risk Appetite

Type of Risk	Risk Appetite Agreed (April 2015)
Strategic/Policy Risks	Open to Cautious
Operational/Service Delivery Risks	Minimalist to Cautious
Finance Risk	Minimalist to Cautious
Reputational/Credibility Risks	Open to Cautious
Accountability/Governance Risks	Open Cautious

Risk Management Process

1. Risk Identification (Reference & Link to Business/Group/Programme/Project objective)

It is best practice to integrate risk management into the annual business planning and quarterly performance monitoring process. Risks should be identified, assessed and prioritised in relation to SCRA's objectives. Each risk should have a unique reference number (for audit trail purposes) and be cross-referenced to one or more Business Plan/Locality Plan/Programme/Project objectives. The management of risk at strategic, operational and Programme levels needs to be integrated to ensure actions at different levels are co-ordinated.

Initial risk identification should be carried out as a facilitated group exercise involving the owners of plans and objectives at each level of the organisation. All participants should have the opportunity to identify and assess risks however the exercise should conclude with an overall group view on the risk profile to be captured in the Risk Register. Continuous risk identification and assessment is achieved as part of the quarterly reviews of the Risk Register, although new risks can be identified and assessed outwith the cycle.

The participants in initial and ongoing risk identification exercises will want to consider the following internal factors:

- Annual plans and Quarterly Operational Performance Reports (OPR's)
- Weekly, monthly/quarterly performance reports
- Quality Assurance, External Audit and Internal Audit findings
- Research and Evaluation findings
- Significant Case Reviews
- Casework issues/appeals activity

Identification of risks should involve looking externally as well as internally. Areas for consideration include:

- Stakeholder feedback
- Economic changes
- Issues from other jurisdictions
- Partnership Working issues
- Inspectorate reports and action plans

2. Risk Type

Once identified, individual risks typically fall into natural groupings. Capturing these groupings or categories of risk can act as a check that the range of potential risks that may arise have been considered. The following risk categories should be used at all levels of the organisation:

Strategic Risks - Risks that relate to doing the wrong things

Operational Risks - Risks that relate to doing the right things but doing them in the wrong way

Information Risks - Risks that relate to loss or inaccuracy of data, systems or reported information

Reputation Risks - Risks that relate to SCRA's image

Financial Risks - Risks that relate to losing monetary resources or incurring unacceptable liabilities

People Risks - Risks associated with employees and management

Regulatory Risks - Risks related to the regulatory environment

3. Responsibility for identification, assessment, recording, reporting, management and escalation of risks

Activity	Executive Management Team (strategic risks)	Operational Group (operational risks)	Localities/Head Office	Programme/projects
Risk identification	All Members	All Members	All Members	All Members
Risk assessment	All Members	All Members	All Members	All Members
Updating Risk Register	Head of Finance & Resources	PR/CE	Risk Lead	Programme Manager
Reporting risks	Head of Finance & Resources	PR/CE	Risk Lead	Programme Manager
Identification/assessment of controls	Risk owner	Risk owner	Risk owner	Risk owner
Action plan and progress	Risk owner	Risk owner	Risk owner	Risk owner
Escalation of risks	PR/CE	PR/CE	SOM/Risk Lead	Programme Manager

5. Trend

Record that the risk score is Rising, Falling or Static compared to the last assessment.

6. Controls

The controls in place should be recorded by the Risk Owner. In addition there should be a statement on how the controls are operating and how this has been validated.

7. Action Plan & Timescales

The key actions required to mitigate the risks should be recorded along with a clear timescale for implementation.

8. Owner

The individual responsible for ensuring that the risk is managed and monitored over time. They should have sufficient authority to ensure the risk is effectively managed but may not be the person who implements the agreed actions.

9. Progress against Action Plan

Progress should be recorded on an ongoing basis on the register, with outstanding actions clearly marked.

10. Escalation

Risks may be escalated for a number of reasons: they can no longer be managed at local level; they are not confined to one area of the business; they cannot be managed effectively in isolation; there are correlations where one risk has an impact on another. The register should record where the risk is to be escalated:

Risks at Locality or Head Office level should be escalated to the Operational Group (Operational Risk Register) or Executive Management Team (Strategic Risk Register). Project risks should be escalated to Programme Risk Registers and where necessary the Programme Board should escalate risks to the Operational Group (Operational Risk Register) or Executive Management Team (Strategic Risk Register). Risks that may require to be escalated to Executive Management Team (and Board) include risks that pose a significant threat to corporate objectives, targets or resource plans, risks that are deemed intolerable or have potential for significant adverse publicity.

11. Closed risks

Risks that are no longer applicable should be recorded as 'closed' and removed from the risk register. Assessment sheets should be retained to provide an audit trail for closed risks.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Strategic and Operational Risk Registers

Accountable Director: Principal Reporter/Chief Executive **Date:** 19 June 2019

Report Authors: Head of Finance & Resources
Governance Officer

Recommendation:

1. To review the Strategic and Operational Risk Registers.

Reason for Report: For Monitoring

Resource Implications: Not applicable

Strategy: Not applicable

Consultation: Executive Management Team

Equalities Duties: Equalities impact assessment not required

Document Classification: Not protectively marked

1. Introduction

- 1.1 This report provides an update to the Board on the Strategic and Operational Risk Registers.
- 1.2 The Risk Registers were last reviewed by the Audit and Risk Committee at its 16 May 2019 meeting and the Board at its meeting on 13 December 2018.

2. Risk Management in SCRA

- 2.1 SCRA's Revised Risk Management Policy was approved by the Board at its meeting in March 2016. The Board has responsibility for the system of internal control and risk management within SCRA. The Risk Management Policy was reviewed by the Audit and Risk Committee in May 2019 and is on the June 2019 Board agenda for approval. The Board charges the Audit and Risk Committee with overseeing the operation of the system of internal control and with ensuring robust risk management arrangements within SCRA, including reviewing the Strategic and Operational Risk Registers six-monthly.
- 2.2 The Risk Registers are kept under review by the Executive Management Team (EMT) and Operational Group. A service wide Risk Reference Group was established in April 2015 to act as an internal focus for the development of SCRA's approach to risk issues and to provide leadership on the delivery of SCRA's risk management policy. The Group has overseen significant progress in SCRA's approach to risk management and at the RRG meeting in January 2019 it was agreed that the work of the Group should now be integrated into the remit of the Performance Improvement Network (PIN).
- 2.3 The Risk Reference Group (RRG) last met in January 2019 and the meeting agenda focussed on answering the following series of questions to test the extent to which the members of the Risk Reference Group felt sufficiently confident and comfortable about the end to end risk management process:
 - To what extent is risk management embedded in the Locality?
 - How often are you reviewing and updating the Locality risk register?
 - Are risk descriptions being regularly changed/tweaked?
 - Have any risks been closed this year?
 - Have any new risks been added this year?
 - How regularly are actions followed up?
- 2.4 The Head of Finance & Resources attended the majority of the 2019/20 Locality Planning sessions to facilitate review of current Locality risks and identification of new risks linked to 2019/20 Locality objectives. Each Locality Plan has a linked Locality Risk Register and the common themes will be discussed at the next meeting of the PIN.

3. Strategic Risk Register

3.1 The Executive Management Team undertook a review of the Strategic Risk Register in April 2019 (attached at Appendix 1).

3.2 Changes to the register are as follows:

Risk 1 – Failure to protect individuals data. Actions have been updated to reflect Non- disclosure refresh training has taken place with all localities. While we have drafted a DPA with local authorities we have had no response and continue to receive inaccurate information. Pursuing Local Authorities continues to be the main action.

Risk 2 – Loss of management skills, knowledge and experience in key roles due to inadequate succession planning. With a Framework now agreed and key roles considered at the December 2018 Remuneration and Succession Planning Committee meeting the residual is now at target and it may be possible to close this risk at the next review if the June 2019 action is complete.

Risk 3 - IT Security measures are insufficient to prevent a successful cyber-attack on SCRA case information which results in loss of data which cannot be recovered. The Information and Security Technical Assurance Officer has detailed the actions taken in relation to managing a risk around CMS servers.

Risk 5 – SR2018 does not deliver level of resources required for medium term financial sustainability. This risk can be closed. A new risk will be considered and as necessary, developed for the 2019 Spending Review process.

Risk 6 – 2019/20 Pay Offer in line with SG pay guidance is not accepted by SCRA staff with resultant service disruption. This is a new risk.

4. Operational Risk Register Profile

4.1 The Operational Risk Register updated as at April 2019 is attached at Appendix 2.

4.2 The register has been reviewed by the Executive Management Team. The review took account of national priority activities to support a safe and effective service with a particular focus on issues of immediate risk and delay. The Operational Risk Register will be reviewed again in six months by the Operational Group.

4.3 Changes to the register are as follows:-

Risk 1 – Insufficient operational capacity to adequately deliver quality initiatives. Mitigating controls have been strengthened by the creation of a resilience fund within core budget at SOM level to be deployed flexibly in response to anticipated and actual need. It may be possible to reduce the residual risk score to the target risk score at the next review point although the likelihood and impact of this risk can fluctuate from one quarter to the next.

Risk 2 - Varying practice and lack of clarity on processing of ND cases that may increase risk of breach. Non-disclosure refresher training has been delivered to all reporters. One new action has been added (All managers will be consulted regarding recording issues, including non-disclosure with associated actions to be implemented) which will provide a focus for the next quarter and which if completed may allow the residual risk score, which has reduced from 8 to 6, to be reduced to the target risk score.

- 4.4 The SOM's will reflect on the new Locality digital business readiness risks and consider whether an amalgamated risk should appear in the Operational Risk Register.

5. Conclusions

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

6. Recommendation

- 6.1 To review the Strategic and Operational Risk Registers.

Appendix 1 – Strategic Risk Register (May 2019)

Appendix 2 - Operational Risk Register (May 2019)

Previous Papers:

Risk Register Report to Board – December 2018

Risk Register Report to Audit & Risk Committee – May 2019

Strategic Risk Register May 2019

Risk No	Reference to SCRA Objectives	Risk Type	Risk Description	Risk Owner	Gross Risk Score L*I	Key mitigating controls	Control Effectiveness	Residual Risk Score L*I	Risk Appetite	Target Risk Score L*I	Actions and Timescales	Action Owner /Deadline
1.	BP 2018/19 Actions 4.3.11 and 4.3.12.	Reputation/ Governance/ Financial	Unable to protect the personal data of children, young people and families, as well as staff members, resulting in a risk to their rights and freedoms through a breach of their personal data	Head of Practice & Policy/Senior Operational Managers	16 (4*4)	Information Governance Action Plan Information Governance Leads Group Regular Reports to Audit & Risk Committee Senior Operational Managers' Performance Review – twice annually Joint Information Governance Group with CHS Information Governance Strategy One to One root cause analysis and management review of breaches New breach reporting procedures GDPR awareness training – including breach management and notification Regular strategic review of breach numbers and patterns alongside IG Team and SOM's	Effective Effective Effective Effective Effective Effective Effective Effective Effective	8 (2*4)	Minimalist	3 (1*3)	Partnership work with external agencies around accuracy of addresses Implementation of Non-Disclosure case sampling action plan which includes refresher training on practice and process for all operational staff. Update ARC on progress. Glasgow Improvement Project to improve practice and process in decision making about Non-Disclosure Orders (ongoing) Meet with ICO. Develop Code of Practice on Information Sharing for Hearings system. Implement ICO actions. Managers events. Non-Disclosure refresher training	LRMs/ongoing Complete LRM/ongoing Complete Complete Complete Complete Complete
2.	BP 2018/19 Action 4.2.2.	People	Loss of management skills, knowledge and experience in key roles due to inadequate succession planning	Head of Human Resources	12 (3*4)	Workforce Plan. Succession planning framework now in place. Leadership programme and organisational development strategy. 6 monthly report to RAC on succession planning.	Effective Effective Effective Effective	6 (3*2)	Open to cautious	6 (3*2)	3 year workforce strategy completed in partnership with Unison. Development of succession plans for key roles. Ensure learning opportunities to fulfil skills in individual plans. Tiered approach to workforce development. Continued strengthening of leadership programme. Improvements in recruitment and selection processes.	Complete Complete Complete Complete Complete Head of HR/June 2019

3.	BP 2016/17 Core Strategy 1 Sustaining & Developing Our Infrastructure Actions 1	Service Delivery / Information	IT Security measures are insufficient to prevent a successful cyber-attack on SCRA case information which results in loss of data which cannot be recovered.	Head of IT	16 (4*4)	<p>Being part of the SCOTS/ITECS environment which is responsible for safeguarding SG IT from cyber-attack reduces CMS's exposure as the only access to CMS is through the SCOTS environment.</p> <p>Scottish Government have achieved Cyber Essentials Plus certification for the SCOTS network.</p> <p>Annual Penetration testing and accreditation of CMS reduces the vulnerability of CMS to common cyber threats.</p> <p>By testing CMS disaster recovery procedures regularly and reviewing and testing SCRA business continuity plans annually gives assurance that SCRA is capable of recovering from a cyber security attack.</p> <p>Kept up-to date with new threats by attending cyber security events and professional membership – SCRA's Digital Governance Lead is a Certified Information Security Manager (CISM) and a member of the Cyber-security Information Sharing Partnership (CiSP)</p>	<p>Effective</p> <p>Effective</p> <p>Effective</p> <p>Effective</p>	9 (3*3)	Cautious to Minimalist	6 (3*2)	<p>To communicate to HO Managers and IG leads the need for all staff to complete the mandatory Cyber security eLearning course and to review progress with satisfying this requirement.</p> <p>On acting on advice from both OpenText (from their IT Health Check of CMS) and Microsoft we have been unable to successfully upgrade the ADTS servers and upgrading the BPI Servers poses a bigger risk to maintaining the stability of CMS. We have DR arrangements in place to take care of a situation where a Windows 2003 server fails, and this is considered a lesser risk than upsetting the stability of CMS by trying to replace the Windows 2003 servers with new servers that are incompatible with our version of Documentum.</p> <p>Our accreditor has challenged us previously on this issue and understands the risks associated with keeping business critical legacy systems running. SCRA have a new interim accreditation certificate for CMS and this is not been identified as an accreditation issue.</p>	<p>Digital Governance Lead/June 2019</p> <p>Digital Manager Jan 2019</p>
4.	BP 2018/19. Action 4.5.8.	Finance, People	The employer costs of the Falkirk LGPS increase significantly making the scheme unaffordable within current resources.	Head of Finance and Resources	12 (3*4)	<p>SCRA covenant means cost increases are smoothed.</p> <p>SG funding support for previous increases.</p> <p>Future cost increases reflected in Financial Plan.</p>	<p>Part effective</p> <p>Part Effective</p> <p>Part Effective</p>	9 (3*3)	Cautious	6 (2*3)	<p>Continue discussions with other scheme employers on best way to raise affordability issues with SPPA.</p> <p>Head of Finance & Recourses and Head of HR to meet with Board lead to review options.</p>	<p>Head of Finance and Resources. Ongoing.</p> <p>Head of Finance & Resources/ Head of Human Resources. May 2019.</p>
5.	BP 2018/19 Action 4.5.8	Financial/Service Delivery/ Reputational	SR2018 does not deliver level of resources required for medium term financial sustainability	Head of Finance & Resources	20 (5*4)	<p>Five year Financial Plan.</p> <p>Regular dialogue with Ministers and SG (DCAF, Sponsor Team, Finance Manager).</p>	<p>Part Effective</p> <p>Part Effective</p>	4 (2*2)	Cautious	4 (2*2)	<p>Develop agreed SR2018 materials and submit to Ministers/SG.</p> <p>Maintain linkages between</p>	<p>Complete</p> <p>Complete</p>

											SR2018 process and 2019/20 Budget Planning process.	
<u>6.</u>	BP 2019/20 Action 4.2.2	People	2019/20 Pay Offer in line with SG pay guidance is not accepted by SCRA staff with resultant service disruption	Head of Human Resources	12 (3*4)	Contingency planning arrangements in place. Regular JNCC meetings with UNISON to achieve outcome. Continued support and advice from SG Pay Policy Team	Part Effective	9 (3*3)	Open	6 (2*3)	Pay remit currently being formulated via Remuneration Committee JNCC discussions to commence on approval of SCRA remit submission Ongoing negotiations with UNISON on the components of pay offer including seeking advice from pay policy and legal team.	Head of HR/June 19 Head of HR/June 19

Operational Risk Register May 2019

Risk No	Reference to SCRA Objectives	Risk Type	Risk Description	Risk Owner	Gross Risk Score L*I	Key mitigating controls	Control Effectiveness	Residual Risk Score L*I	Risk Appetite	Target Risk Score L*I	Actions and Timescales	Action Owner /Deadline
1	High Quality Decisions	Operational/ Reputational	Insufficient operational capacity to adequately deliver quality initiatives (e.g. better hearings/corporate parenting)	Senior Operational Managers Locality Management Teams	(4:4) 16	<p>Use and deployment of temporary staff to meet operational pressure is reviewed routinely at LMT/with SOM's.</p> <p>A managed approach to workload measurement is in place.</p> <p>All key IT/Business systems, availability, performance and function is maintained.</p> <p>Delivery and regular review of comprehensive Locality Plan and Head Office Business plans.</p> <p>Locality Plans have clear visibility and leadership and timelines on quality improvements.</p> <p>Delivery of routine management information and data reporting prompts focussed planning and action.</p> <p>Inter Locality working protocol is initiated as part of BCP when required.</p> <p>Individual Locality Performance Reviews, led by SOM's – twice yearly to assess delivery of operational stability and quality initiatives.</p> <p>Quarterly review of Locality plans by LMTs.</p> <p>Quarterly Business Plan reviews by Head of Strategy/OD.</p> <p>Engagement of planning officers/team with LMTs.</p> <p>Creation of resilience fund within core budget at SOM level to be deployed flexibly in response to anticipated</p>	<p>Partly Effective</p> <p>Effective</p> <p>Effective</p> <p>Effective</p> <p>Partly effective</p> <p>Effective</p> <p>Effective</p> <p>Partly Effective</p> <p>Partly Effective</p> <p>Effective</p> <p>Assess in light of experience</p>	(2:6) 8	Cautious	(2:2) 4	<p>Complete Court review (complete) and implement relevant recommendations.</p> <p>Targeted investment/resource to improve resilience/sustainability in small number of Localities.</p> <p>Internal Audit Locality review including Locality Workforce Planning.</p> <p>As part of 2018/19 Budget Planning carry out an early review of non-establishment posts.</p> <p>Equalisation programme.</p>	<p>Operational Development Manager/March 2020.</p> <p>SOM's/ to March 2020.</p> <p>Complete.</p> <p>Complete.</p> <p>SOMs & Head of HR/March 2020.</p>

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						and actual need						
2	Effective Collaboration	Operational/Reputational/non-compliance with legal duty	Varying practice and lack of clarity on processing of Non Disclosure cases that may increase risk of breach and lack of operational efficiency/duplication of effort	Senior Operational Managers/ SIRO	(4:4) 16	Practice Direction on Non-Disclosure is reviewed and amended Consistency of practice across localities by complying with Practice Direction. Reduction of disclosure details to minimum possible Buy in from external agencies across Scotland as to their responsibility for redaction and keeping address references to minimum Inter-agency good practice guidance is delivered. Provision of 2 weekly ND data reports to assist review of appropriateness of ND measures. Regular EMT oversight of implementation of case sampling improvements.	Effective Partly Effective Effective Partly Effective Effective Partly Effective	(2:3) 6	Minimalist	(2:2) 4	Implement actions from recent case sampling, including refresher training. Update to ARC on action plan linked to case sampling. Develop Code of Practice on Information Sharing for Hearings system. Implement ICO actions. N/D refresher training delivered to all reporters. All managers consulted re recording issues (incl N/D) with associated actions to be implemented	SOMs. Complete. Head of P&P. Complete. Head of P&P. Complete. HoP&P. Complete. Complete SOM's/LRM's Dec 19