

SCRA Board Meeting

Agenda

Wednesday 22nd June 2022 at 10:30am
By Teams

	Item	Papers	Purpose	Lead
1.1	AOB			
1.2	Apologies			
2.	Declarations of Interest			
3.	Board Member Updates			
4.	Minutes/Committees			
4.1	Draft Minute of the meeting held on 22 March 2022	Attached	Approval	
	Board Action Log and Workplan Matters Arising	Attached	Noting	
4.2	Audit & Risk Committee			
4.2.1	• Draft Minute of Meeting held on 19 May 2022	Attached	Noting	
4.2.2	• Audit & Risk Committee Annual Report	Attached	Approval	
4.3	Nominations Committee Update	Verbal	Information	
4.4	Remuneration & Succession Planning Committee Update	Verbal	Information	
	Accountable Office			
5.1	Chief Executive's Report	Attached	Noting	NH
5.2	SCRA Internal Review	Attached	Noting	NH
	Reports			
6.	OPR & introduction to official statistics	Attached	Approval	LB
7.	Keeping The Promise Update Report	Attached	Noting	LB
8.	2021/22 Draft Budget Outturn	Attached	Approval	EM
9.	Property Strategy	Attached	Noting	EM
10.	Annual Procurement report - Update	Attached	Noting	EM
11.	Equalities Annual Report	Attached	Noting	SD/IK
12.	Communications Plan - Update	Attached	Noting	MMcl
13.	Annual Complaints Report	Attached	Noting	AH
14.	Influencing Report 01 December 2021 to 01 June 2022	To Follow	Noting	AH
15.	SCRA Standing Orders Review	Attached	Approval	PA
15.1	SCRA Board and Committee Terms of Reference	Attached	Approval	
16.	Risk			
16.1	Strategic & Operational Risk Registers	Attached	Approval	EM
16.2	New Risks			
	Date of Next Meeting: Wednesday 21 September 2022			



Board Action Log as at June 2022

Meeting/ Item	Action	Timescale	Owner	Comments	Status
Sep 21 SCRA Annual Report	Review the use of abbreviations within the report.	Sep 22	LB		Not yet due
Jan 22 Staff Survey	An action plan will be developed after further discussion during H&W group.	Jun 22	SD	As reported to the March 2022 Board, the H & W Group has agreed the focus for work in 2022/23 is <ul style="list-style-type: none"> • Job satisfaction and morale • Workload • Leadership 	Complete

SCRA Board Meeting Workplan June 2022

Business Item	Tue 22/03/22	Wed 22/06/22	Wed 21/9/22	Wed 14/12/22	Wed 25/01/23
Strategic/Corporate					
Policy & Influencing Report		✓		✓	
Research Programme				✓	
Risk Register		✓		✓	
Governance					
Audit Committee Minutes	✓	✓	✓	✓	
Committee Annual Reports		✓			
Nominations Committee Minutes	✓	✓			
Board Committee Membership		✓		✓	
SCRA Standing Orders Review (Next due 2022)		✓			
Finance					
Budget Monitoring Report	✓	✓	✓	✓	✓
Draft Budget	✓				
Annual Report & Accounts			✓		
Financial Strategy			✓		
Planning					
Draft Corporate, Corporate Parenting & Business Plan	✓		✓		✓
Draft Annual Report			✓		
Annual Workforce Planning Report	✓				
Communications Plan		✓			
Performance					
Organisational Performance Report	✓	✓	✓	✓	
Operational					
Locality Performance Reviews	✓				
Chief Executive's Report	✓	✓	✓	✓	
Complaints Review		✓			
Inclusion Annual Report		✓			

Business Item	Tue 22/03/22	Wed 22/06/22	Wed 21/9/22	Wed 14/12/22	Wed 25/01/23
Environmental Annual Report	✓				
Overview of Policies Annual Report				✓	
Health & Safety Annual Report	✓				
Procurement Report		✓			
Property Strategy		✓			
Keeping the Promise update	✓	✓	✓	✓	
Review of Risk Policy	✓				
Staff Survey	✓				
Agile Policy (Next review Sep 2024)					
SCRA Framework Document (next review 2024)					
SCRA Whistleblowing Policy (next review Dec 2024)					

Present:

Michelle Miller (Chair)
Tam Baillie
Jim Edgar
Martin Tøye
Anela Anwar
Kay Barton
Lorraine Moore

In Attendance:

Neil Hunter (Principal Reporter/Chief Executive),
Ed Morrison (Head of Finance & Resources),
Susan Deery (Head of Human Resources),
Lisa Bennett (Head of Strategy & OD),
Helen Etchells (Senior Operational Manager, North and West Scotland)
Paul Mulvanny (Senior Operational Manager, East and Central Scotland)
Donald Lamb (Data Manager) Item 7
Monica Sweeny (UNISON Branch Secretary)
Pamela Armstrong (Governance Officer)

		Timescale	Action
1.1	AOB None		
1.2	Apologies Suzanne Vestri - Board Member Alistair Hogg - Head of Practice and Policy		
2.	Declarations of Interest None		
3.	Minutes/Committees		
3.1	Minute of meeting held on 21 January 2021 Agreed as accurate.		
3.2	Board Action log and Work plan The action log and work plan were reviewed.		
3.3	Matters Arising All matters arising are covered within the agenda.		
3.4	Minute the Audit & Risk Committee held on Thursday 17 February 2022 Jim Edgar, Chair of the Audit and Risk Committee and Board Member, updated the Board in the following areas: <ul style="list-style-type: none"> Information Governance Update Quality Assurance & Performance <ul style="list-style-type: none"> Case Sampling Programme 2022/23 		

		Timescale	Action
	<ul style="list-style-type: none"> ○ Identification of the most relevant/appropriate section 67 ground for the referred child (non-offence referrals) • Risk Management Policy • External Audit <ul style="list-style-type: none"> ○ External Audit Annual Plan 2021-22 ○ General Update • Internal Audit <ul style="list-style-type: none"> ○ Government Procurement Cards ○ Virtual Hearings ○ Progress Report 2021-22 ○ Draft Annual Plan 2022-23 • Pensions Update 		
3.5	<p>Remuneration & Succession Planning Committee. Update for the meeting held on 22 March 2022</p> <p>The minute was reviewed and noted.</p>		
Reports			
4.	<p>Chief Executives Report</p> <p>The Principal Reporter/Chief Executive spoke to the update report which detailed a wide range of activity across the organisation.</p> <p>Noted:</p> <p>Updates were given in the following areas;</p> <ul style="list-style-type: none"> • Staff Partnership • Strategic Partnerships <ul style="list-style-type: none"> ○ Children's Hearings Improvement Partnership ○ Youth Justice Implementation Board (YJIB) • Scottish Government Sponsor Team • SCRA Staff Survey 2021 • Press and Communications Team update <ul style="list-style-type: none"> ○ Keeping The Promise communications ○ Hearings System Working Group Issues List ○ Visual information guides ○ Connect – internal communications 		
5.	<p>Draft Budget 2022/23</p> <p>The Head of Finance introduced the report which is seeking approval of the draft 2022/23 revenue and capital budgets, the staffing establishment, the delegation of the minor works capital budget to the Executive Management Team (EMT) and approval of the 2022/23 Efficiency Plan.</p> <p>Noted:</p> <ul style="list-style-type: none"> • The report provides updates in the following: <ul style="list-style-type: none"> ○ Budget 2022/23 and multi-year spending review 2022 ○ Draft Budget 2022/23 <ul style="list-style-type: none"> ▪ Revenue ▪ Staff Costs ▪ Non Staff Costs 		

		Timescale	Action
	<ul style="list-style-type: none"> ▪ Income ▪ Funding Position ▪ Capital ○ Efficiency Plan ○ Financial Plan ○ Alignment with the business plan • Sponsor Team and Scottish Government Finance have indicated that revenue funding of £26.156m will be available to SCRA in 2022/23. This level of funding results in a need for up to £1.844m of budget pressures funding although Sponsor Team will expect this figure to be minimised during 2022/23 where possible. • The pandemic continues to impact on service delivery and with the uncertain funding position the focus of budget planning has been on balancing the allocations of funding to business as usual activity, to continuing the transition to a more efficient and effective service delivery model and to stepping up preparations for The Promise and the new demands resulting from policy and legislative changes. It has not been possible at this stage to plan for budget sustainability beyond 2022/23. This will be a focus of the updated Financial Plan in June 2022 by which time the outcome of the Resource Spending Review will be known. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the draft 2022/23 revenue and capital budgets. • To approve the staffing establishment of 409.83 FTEs. • To approve the Efficiency Plan 2022/23. • To delegate approval of the minor works capital budget to the Executive Management Team. 		
6.	<p>Budget Monitoring Report</p> <p>The Head of Finance introduced the report which provides a summary of SCRA's financial position for the year to February 2022 and forecast for the full year 2021/22.</p> <p>Noted:</p> <ul style="list-style-type: none"> • The Scottish Government has allocated revenue funding of £25.16m for 2021/22. In discussions with Sponsor Team and the Scottish Government about hand back of 2020/21 grant funding, it was agreed that SCRA retain revenue underspends and review in the autumn the requirement for the additional in-year funding of £1.5m assumed in setting the 2021/22 revenue budget. The Board approved a revenue budget of £26.96m in March, on the basis that a further £0.3m of reserves could be used to support business priorities. • In light of SCRA's revised forecast expenditure of £26.745m (including £180k for unfunded pensions) in December, the £1.5m in-year funding was reduced to £1.1m and the reserves contribution was increased to £485k. The latest forecast indicates £399k of reserves will 		

		Timescale	Action
	<p>be used in-year, comprising £219k plus £180k for unfunded pensions.</p> <ul style="list-style-type: none"> The Scottish Government has allocated capital funding of £1.9m for 2021/22 and the Board approved a £1.9m capital budget in March. A request for an additional £100k of capital funding was discussed at a recent meeting with Sponsor Team and Scottish Government Finance Business Partner, and has been approved. The overall accruals based revenue underspend forecast is £302k (1.1%). The revenue budget will be brought back into balance if there are no further changes to forecast and SCRA draws down grant in aid of £26.260m and contributes £399k from reserves. If capital slippage result in a capital underspend as currently forecast, EMT will work with Sponsor to ensure resource is available to cover this work in 2022/23. 		
7.	<p>OPR</p> <p>The Data Manager introduced the Third Quarter Organisational Performance Report 2021/22: (1 October to 31 December 2021).</p> <p>Noted:</p> <ul style="list-style-type: none"> SCRA's Board had a development day in November where the OPR was discussed in terms of structure and format. This report reflects the changes suggested by the Board including: aligning the quadrants with the core strategies of Care, Connect and Protect; adding in a recovery quadrant to focus on the data which the Board have been reviewing recently around processing and delay during the pandemic; and adding in a focussed section to provide more information on key areas of interest within the Hearings System. This report is the first iteration of these changes and will continue to be reviewed and updated. The Standard Operating Model (SOM) started its roll out in Q2. It has been developed to promote the most effective and efficient way to use the case management system (CSAS) to deliver our core operational functions. It has been developed from the ground up with significant user engagement and input from all operational roles within the organisation working collaboratively to develop the best operational practice. <p>Agreed:</p> <ul style="list-style-type: none"> To approve the Third Quarter Organisational Performance Report 2021/22: (1 October to 31 December 2021). 		

		Timescale	Action
8.	<p>Locality Reviews</p> <p>The Senior Operational Manager, North and West Scotland, introduced the report, updating the Board on the outcome of the 2021/22 SOM reviews.</p> <p>Noted:</p> <ul style="list-style-type: none"> • The annual Locality Performance Reviews (LPRs) are part of the established cycle which cover all aspects of operations. This year, the LPRs have been carried out against the background of the continued response to the Covid19 pandemic and the organisational response to that. This report sets out the approach to and findings of the reviews which were carried out in January and February 2022. • The SOM reviews were an opportunity to recognise the progress that locality teams have continued to make. They were an opportunity to gather detailed feedback from the frontline, to reflect on the continuing organisational response to the pandemic, to identify new and continuing challenges and to plan for the future. • The SOMs are able to assure the Board that, notwithstanding the significant challenges which the pandemic continued to present in 2022, the operational response has ensured that, not only has a continuous service been provided, we are at or close to reaching a recovered position by reference to the recovery performance metrics. In addition, significant progress has been made in embedding and improving our key digital strategies, CSAS, the SOM and Virtual Hearings. • There is further work to be done to optimise and improve the efficiencies of our processes and systems and to ensure the confidence and productivity of our people. The long term impact of the pandemic on everyone in the organisation cannot be understated and the wellbeing of our people must remain a priority in the coming year. 		
9.	<p>Corporate Plan 2020-23 - Draft SCRA Business Plan 2022/23</p> <p>The Head of Strategy & OD introduced the draft Business Plan, providing the Board with an update on the development of the SCRA Business Plan 2022/23.</p> <p>Noted:</p> <ul style="list-style-type: none"> • Every year SCRA publishes its Business Plan for the year ahead to describe the activity that the organisation will undertake to deliver upon it's aims in the Corporate Plan. • The Business Plan for 2022-23 describes delivery of year three of the, now extended, four-year Corporate Plan 2020/24. • The four priorities for the organisation are: <ul style="list-style-type: none"> ○ Investment in People ○ Effective and Efficient Service Delivery ○ Child Centred Corporate Parenting ○ Engagement with the Political Environment and 		

		Timescale	Action
	<p>Influencing Social Policy</p> <p>Agreed:</p> <ul style="list-style-type: none"> To approve the final draft of the 2022/23 Business Plan for submission to Minister for noting and publication. 		
10.	<p>Annual Workforce Planning Report</p> <p>The Head of HR introduced the Annual Workforce report for 2022/23 in line with Year three of the 2020/2024 People Strategy.</p> <p>Noted</p> <ul style="list-style-type: none"> SCRA's People Strategy originally set the strategic direction for our workforce until 2023. As a supporting strategy to the extended Corporate Plan, the strategic aims of the People Strategy is now in place until 2024. The Annual workforce report for 2022/23 aims to meet the third year of the People Strategy, and the objectives of this plan are also included in our Business Plan for the same period. The particular challenge we have for workforce planning in 2022/23 is balancing the need for a period of consolidation and stability with the need to continue to improve and enhance our processes in our service delivery. These improvements aim to release capacity and efficiencies to be refocused on our improvement programme and developments, and productivity, as well as releasing individual capacity to engage in workgroups, consultations, communications and team developments. The investment in our workforce over the next 12 – 18 months will focus on ensuring we have a skilled and confident workforce, through learning and development, resilience and wellbeing, releasing their digital capabilities, reviewing what roles and responsibilities we need now and in the future as well as preparing our managers and our people to be able to manage change. Workforce Planning Objectives for 2022/23 <ul style="list-style-type: none"> A learning culture A focus on wellbeing Workforce Diversity Pay and Reward Digitally confident workforce Coaching, shadowing and mentoring <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> Where would it make the most impact to have a shift in the composition of the people who work for us and can we consider the external relationships required to get help with that. <p>Agreed:</p> <ul style="list-style-type: none"> To approve the workforce report for 2022/23 in line with Year 3 of the 2020/2024 People Strategy. 		

		Timescale	Action
	<ul style="list-style-type: none"> To examine our overall approach to staff recruitment in order to demonstrate progress in relation to achieving increased diversity and representation in the workforce. 		
11.	<p>Environmental Annual Report</p> <p>The Head of Finance introduced the report, providing the Board with an update on recent developments and the progress set out in annual Climate Change report to Scottish Government.</p> <p>Noted:</p> <ul style="list-style-type: none"> Following changes introduced in 2020 the mandatory annual climate change reporting requirements have been strengthened and require each public sector organisation to state how it will use its resources to reduce emissions and to provide a date for reaching Net Zero. This statement needs to be included in the 2021/22 report to be submitted by November 2022. Whilst an interim target has been set and our latest emissions data is in line with the target there is potential for our emissions to increase as we recover from the pandemic. The legislative and policy position from Scottish Government envisages transformational change to deliver a Net Zero economy. Achieving Net Zero will require every part of our organisation to be involved, engaged and contributing to this objective. Delivering change will require responsibility to be allocated to the most appropriate teams. The impact on resourcing and the need for external support will require consideration by EMT. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> SCRA need to review the estate in terms of future needs and equipment. For capital requirements it would be adventitious to understand if Scottish Government expect SCRA to fit in climate change initiatives, that may potentially require upfront costs. Scottish Government understand the SCRA estate is diverse. 		
12.	<p>Health & Safety Annual Report</p> <p>The Head of HR introduced the report which covers the period from 1st April 2021 -1st March 2022 during which time SCRA has continued to manage and respond to the ongoing COVID-19 pandemic.</p> <p>Noted:</p> <p>The report covers the following:</p> <ul style="list-style-type: none"> COVID-19 Accident and Incident Reporting <ul style="list-style-type: none"> RIDDOR Injuries and Ill-Health Assaults/aggression Other (security incident) 		

		Timescale	Action
	<ul style="list-style-type: none"> • Policy Development • Training • Mental Health & Wellbeing <ul style="list-style-type: none"> ○ Time to Talk ○ Hidden Disability Sunflower Scheme ○ The Big Team Walking Challenges ○ Health and Wellbeing Brochure • Healthy Working Lives • Flu Vaccination 		
13.	<p>Keeping The Promise Update Report</p> <p>The Head of Strategy & OD introduced the report, which seeks to provide the Board with a high level update on the work being undertaken to address the Promise in SCRA</p> <p>Noted:</p> <ul style="list-style-type: none"> • SCRA's internal Keeping the Promise Structure <ul style="list-style-type: none"> ○ Keeping the Promise project team ○ SCRA's Route Plan ○ Keeping the Promise Programme Board • External Governance and engagement <ul style="list-style-type: none"> ○ Hearings System Working Group (HSWG) ○ The Promise Scotland and CHS ○ The Promise Oversight Committee • Communication and Engagement • Partnership working • Issues/Areas for consideration <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • It would be helpful to have the distinction between reform and improvement activities. • SCRA need to ensure staff feel involved in and aware of as many improvement activities as possible 		
14.	<p>Rights, Inclusion and Corporate Parenting – Year 1 progress report.</p> <p>The Head of HR introduced the report providing the Board with an update on the work undertaken to deliver on Rights, Inclusion and Corporate Parenting following the first year of the newly integrated strategy.</p> <p>Noted:</p> <ul style="list-style-type: none"> • SCRA have statutory duties to report on children's rights, inclusion and corporate parenting. • This report provides an update on: <ul style="list-style-type: none"> ○ what SCRA has done to ensure human rights are respected and met as set out in Part 2 of the Children & Young People (Scotland) Act 2014; ○ how SCRA has worked to meet the Equality Act 2010 and the Public Sector Equality Duty; and ○ the activity undertaken to ensure we meet our corporate parenting duties as outlined in Part 61 of the Children & Young People (Scotland) Act 2014. 		

		Timescale	Action
	<ul style="list-style-type: none"> • Key Achievements <ul style="list-style-type: none"> ○ SCRA's Equalities and Human Rights Impact Assessment (EHRIA) ○ SCRA's Rights, Inclusion and Corporate Parenting (RICP) Strategy ○ Remote Attendance Virtual Hearing Interface (RAVHI) ○ Keeping The Promise ○ Hearings System Working Group <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The Board note the progress made to date and look forward to further iterations of the report. 		LB/SD
15.	<p>Review of Board Members Code of Conduct</p> <p>The Governance Officer introduced the revised Board Members Code of Conduct.</p> <p>Noted.</p> <ul style="list-style-type: none"> • Changes to the Model Code came into effect on 7 December 2021. SCRA will adopt the new Model Code and submit to Scottish Ministers by 10 June 2022. • SCRA's Sponsor team drafted a proposal around the template and amendments suggested by SCRA have been accepted. • General changes to the code; <ul style="list-style-type: none"> ○ Plain English ○ Removal of most background information, guidance and reasoning ○ Removal of repetition ○ First person ○ Personal responsibility ○ Mirrors Councillors' Code where applicable <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the revised Board Member Code of Conduct. 		
16.	<p>Review of Risk Policy</p> <p>The Head of Finance introduced the report, recommending the Board;</p> <ol style="list-style-type: none"> 1. To consider and confirm the Board's risk appetite, and 2. approve the revised Risk Management Policy. <p>Noted:</p> <ul style="list-style-type: none"> • The current Risk Management Policy was updated and presented to the Audit & Risk Committee at its meeting in November 2021 and again at its meeting in February 		

		Timescale	Action
	<p>2022.</p> <ul style="list-style-type: none"> BDO facilitated a risk workshop for Board Members in January 2022. Following the workshop Members were invited to propose any further changes to the Risk Management Policy and to review the risk appetite before final approval at the March Board. The Operational/Service Delivery Risks is currently Minimalist to Cautious but is shown as Open to Cautious to reflect the extent of change in the operational model in recent years and likelihood of further change in the coming years. the risk management approach had evolved over time and Members are largely content with the current risk management arrangements and Risk Management Policy. <p>Agreed:</p> <ul style="list-style-type: none"> Finance Risk to move from Minimalist to Cautious to Open to Cautious. To confirm the Board's risk appetite. To approve the revised Risk Management Policy. 	Immediate	EM
17.	New Risks None		
	Date of Next Meeting: Date of Next Meeting: Wednesday 22 June 2022		

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION**Audit & Risk Committee Annual Report for 2021/22**

Accountable James Edgar
Board Member: Audit & Risk Committee Chair

Date: 22 June 2022

Report Author: Head of Finance & Resources

Recommendations:

1. To approve the Audit & Risk Committee Annual Report for 2021/22

Reason for Report:	For approval.
Resource Implications:	Not applicable
Strategy:	Not applicable
Equalities Duties:	Equalities Impact Assessment Not Required
Document Classification	Not protectively marked

1. Introduction

- 1.1 The purpose of this report is to provide evidence to the Board as to how the SCRA Audit & Risk Committee has fulfilled its remit, and how effectively it has discharged its responsibilities. It also supports preparation of the annual Governance Statement.

2. Context of the Audit and Risk Committee

- 2.1 The Audit & Risk Committee's Terms of Reference are attached at Appendix 1. These were reviewed in May 2021.
- 2.2 The Board appoints non-executive Board members to the Audit and Risk Committee. The Audit and Risk Committee's membership for 2021/22 was as follows:
- James Edgar, Chair
 - Catherine Robertson (last meeting August 2021)
 - Martin Toye
 - Tam Baillie
 - Kay Barton (first meeting November 2021)

Where appropriate, the Committee augments the skills and experience of its members by seeking advice from Internal and External Auditors, and Executive Management Team.

- 2.3 The meetings of the Committee are attended by the Principal Reporter/Chief Executive, the Head of Finance & Resources and the Internal and External Auditors. Additionally, other members of the Executive Management Team attend on a regular basis with input from other officers as appropriate. The Head of Finance & Resources took minutes for the May 2021 meeting and the Governance Officer for the August 2021, November 2021 and February 2022 meetings.
- 2.4 In the second year of the pandemic the Committee met four times in 2021/22: May 2021, August 2021, November 2021 and February 2022 and provided significant support to the Board and senior management in ensuring controls operated effectively during the process of recovery.
- 2.5 The agenda for each Committee meeting is drafted by the Head of Finance & Resources and approved by the Audit & Risk Committee Chair. In addition a pre-agenda briefing (if required) is made available to the Audit & Risk Chair and involves the Principal Reporter/Chief Executive and Head of Finance & Resources. An overview of the 2021/22 meeting agendas is attached at Appendix 2. Appendix 3 shows delivery against planned outputs for the year.

3. Assurance

3.1 The Audit & Risk Committee gains assurance from the reports submitted by the two audit leads and from the management response to audit recommendations and in person at Committee meetings. The audit plans, developed using SCRA's current strategic objectives and a risk based approach to identification of priority areas for audit review, between them cover a wide range of operational, financial and governance systems. Over and above this the Audit and Risk Committee approves each year a programme of Quality Assurance Audits which are undertaken by SCRA's Quality Assurance Manager. The Quality Assurance programme focusses on issues related to SCRA's compliance with its statutory duties (usually described via Practice Direction from the Principal Reporter) and other practice or organisational guidance and direction. In agreement with the Audit & Risk Committee the Quality Assurance case sampling programme was put on hold for part of the year in recognition of the impact of the Covid-19 pandemic and the implementation of CSAS on Localities. The Audit and Risk Committee considered an annual report on 2020/21 case sampling activity with reporting resuming in August 2021 with a Data Quality exercise.

3.2 The focus of financial reporting in the year was the presentation of the 2020/21 Annual Accounts and the External Auditor's report in August 2021. The Financial Accounts showed SCRA's net expenditure of £28,996k exceeded revenue Grant in Aid of £25,908k by £3,088k. This position reflects inclusion of non-cash items such as depreciation (£1,350k), IAS adjustment to pension scheme contributions (£2,000k) and pension scheme finance cost (£800k). The Auditor expressed an unqualified opinion on the 2020/21 financial statements.

The Pension Reserve had a deficit of £44,299k as at March 2021. Due to the pension deficit SCRA's reserves have been in deficit since 2009 and in May 2020 SCRA received a letter from Scottish Government to address concerns in this area.

In the year to 31 March 2021 the Management Accounts showed SCRA expenditure (excluding depreciation, unfunded pensions and Digital) of £24,219k which was £861k less than the approved revenue budget. Property capital spend of £590k was £220k under the approved budget. The revenue and capital underspends were carried forward to support the 2021/22 budget plans.

3.3 The external and internal auditors have delivered to plans and timelines throughout 2021/22. There has been co-operation between both sets of auditors and between the auditors and SCRA staff and this has been acknowledged in audit reports. Having assessed the Internal Audit function the external auditors were able to place reliance on the work of the internal auditors in a number of areas. Management has agreed with all audit recommendations identified in 2021/22. Progress against delivery of these recommendations is reported annually to the Committee by Internal Audit progress reports

- 3.4 Risk management is a key priority for the Board, alongside performance and financial management. The Audit & Risk Committee oversees, 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. Risk is a standing item at Board, Committee and Management Team (including Locality Management) meetings.
- 3.5 SCRA's Revised Risk Management Policy was approved by the Audit Committee at its meeting in February 2022 and by the Board at its meeting in March 2022. The Board has responsibility for the system of internal control and risk management within SCRA. The Risk Management Policy will next be reviewed by the Audit and Risk Committee in February 2023 with any changes taken to the March 2023 Board for approval.
- 3.6 As part of a proactive approach to increasing risk awareness in the organisation risk training for Board members and locality risks leads, facilitated by the internal auditors, was held in the last quarter of 2022.
- 3.7 The Planning and Performance Network (PPN) oversee Locality risk management. The network is chaired by the Senior Operational Manager and co-ordinates the operational and locality approach to risk, including the development and maintenance of risks (linked and aligned to locality plans).

The PPN's 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.

4. Impact

- 4.1 Throughout the year as well as the routine business for the Audit & Risk Committee there was a continuing focus on information governance and in relation to the Digital Programme The Audit & Risk Committee Chair was co-Chair of the Digital Delivery Oversight Committee and provided a verbal update at each Audit & Risk Committee meeting until August 2021 and in November 2021 the Committee reported on its final piece of business, approval of the CSAS Closure Report.
- 4.2 Feedback from the Executive Management Team is that it welcomes the rigour of the Audit & Risk Committee's scrutiny and advice which has maintained an appropriate balance between scrutiny and support.
- 4.3 The Audit and Risk Committee has achieved the following during 2021/22.
 - Tracking and influencing progress on non-disclosure and case information breaches.
 - Scrutinising the organisation's risk profile, providing input and scrutiny on the application, review of SCRA's risk management approach to embed risk management arrangements at locality level and detailed scrutiny of the Risk Management Policy.
 - Approving and overseeing Internal and External Audit programme plans.
 - Providing scrutiny and direction to SCRA Senior Managers on implementation of Internal and External Audit recommendations across the year.
 - Approving SCRA's Quality Assurance programme and subsequent monitoring of follow-up actions.
 - Assessing the work of the Audit and Risk Committee against relevant standards as developed by Audit Scotland and aligning practice as required.
 - Tracking progress with Digital Strategy and delivery of CSAS MVP.
 - Receiving and responding to reports in relation to progress and risks in relation to the SCRA Pension Fund (Falkirk LGPS).

5. Audit and Risk Committee Self-Assessment

- 5.1 In August 2021, the Audit & Risk Committee undertook its annual self-assessment exercise. Individual assessments informed the Committee's discussion, following which it was agreed that the Committee's approach was largely compliant.
- 5.2 Audit and Risk Committee members will undertake its next annual self-assessment exercise in August 2022.

6. Plans for 2022/23

- 6.1 The Audit and Risk Committee will meet in May 2022, August 2022, November 2022 and February 2023. The focus of the meetings will be as follows:

May 2022

Internal Audit - Annual Report 2021/22
 Internal Audit - Culture
 Internal Audit – Learning & Development
 Internal Audit – Locality Strategic Planning
 Internal Audit – Follow Up
 External Audit – Annual Audit Plan
 External Audit – Annual Accounts 2021/22, including Accounting Policies
 External Audit – General Updates
 Audit and Risk Committee Annual Report 2021/22
 Information Governance Interim Report
 Case Sampling Reviews – per Annual Plan
 Case Sampling Programme Update
 Strategic & Operational Risk Registers
 Review of standing items including topical/regulatory/governance issues.

August 2022

External Audit Report on the Annual Accounts
 Annual Accounts 2021/22
 External Audit – General Updates
 Internal Audit Reviews (per Annual Plan)
 Case Sampling Reviews – per Annual Plan
 Pensions Update
 Information Governance
 Review of standing items including topical/regulatory/governance issues.
 Audit & Risk Committee Self-Assessment
 Private Meetings with Internal/External Auditors (Audit and Risk Committee Members only)

November 2022

External Audit – General Updates
 Internal Audit Reviews (per Annual Plan)
 Case Sampling Reviews – per Annual Plan
 Strategic & Operational Risk Registers
 Annual Fraud Report
 Review of standing items including topical/regulatory/governance issues.

February 2023

Annual Audit Plan (External Audit)
 Internal Audit – Annual Plan 2023/24
 Internal Audit Reviews (per Annual Plan)
 Quality Assurance – Annual Progress Report
 Case Sampling Programme 2023/24
 Case Sampling Reviews – per Annual Plan
 Pensions Update
 Digital Strategy Oversight Committee update
 Review of standing items including topical/regulatory/governance issues.

- 6.2 Regular Progress Reports will be presented throughout the year by the Internal and External Auditors. Regular reports on Information Governance, Quality Assurance & Performance and Audit Recommendations will be presented to the Audit and Risk Committee.

- 6.3 To ensure that the Audit and Risk Committee has a mechanism to keep it aware of topical, legal and regulatory issues, the External Auditors will continue to provide a regular update report detailing issues relevant to SCRA.

7. Recommendations

- 7.1 To approve the Audit & Risk Committee Annual Report for 2021/22

APPENDIX 1**Audit and Risk Committee Terms of Reference**

The Board has established an Audit and Risk Committee to support them in their responsibilities for issues of risk, control and governance and associated assurance through a process of constructive challenge.

Constitution

1. The Audit and Risk Committee shall consist of four members of the Board. Attendance by non-members is at the discretion of the Chair of the Committee but, the Principal Reporter/Chief Executive will be in attendance and the Chair of the Board by invitation.
2. The Committee will meet four times per year with meetings scheduled in May, August, November and February.
3. The Chair of the Committee will be at the discretion of the Board and membership of the Committee will be reviewed as required by the Board annually
4. The quorum shall be two Committee members.
5. The Internal Auditor and External Auditor will attend meetings of the Committee at the request of the Chair and other officers as appropriate. The Committee will meet at least annually with the Internal Auditor and External Auditor in private.
6. The Committee will report to the Board on its deliberations and will take any directions from the Board on any course of action which it should take, either generally or on any specific matter. A copy of the Minutes will normally form the basis of the Report.
7. The Committee will review its own effectiveness and provide an overview report to the Board annually on the Committee's work and key considerations.
8. The Audit and Risk Committee may
 - (i) co-opt additional members for a period not exceeding a year to provide specialist skills, knowledge and experience , and
 - (ii) procure specialist ad-hoc advice at the expense of the organisation, subject to budgets agreed by the Principal Reporter/Chief Executive

The Remit

To promote and demonstrate high standards of corporate governance, by:

- Helping the Board address the key risks facing the SCRA in carrying out its statutory functions and working towards its strategic objectives;

Providing assurances relating to:

- corporate governance requirements for the organisation
- strategic processes for risk, control and governance
- the Governance statement
- the effectiveness of the internal control environment
- Based on a needs assessment, agreeing a regular and responsive programme of audit on the management and control of work within the Administration and receiving reports on that audit;
- Deciding on the most efficient and effective means of carrying out the agreed programme of audit;
- Reporting on the planned activity and results of both internal and external audit, and on the adequacy of management response to issues identified by audit activity, including external audit's management letter/report,
- Overseeing the finalisation and submission of the accounting policies, the accounts, including the process for review of the accounts and governance statement prior to submission for audit, levels of error identified, and the management's letter of representation to the external auditors
- Alerting the Board and, where necessary, Scottish Ministers to factors which might affect the ability of the Administration to carry out its statutory functions and achieve its strategic objectives.
- Consider any proposals for tendering for internal services or for the purchase of non-audit services from contractors who provide audit services.
- Overseeing and alerting the Board, where appropriate on anti-fraud policies, whistle-blowing processes, and arrangements for special investigations

Date: April 2020

Appendix 2**Agenda items in 2021/22**

Lead	May 21	August 21	November 21	February 22
External Audit	<ul style="list-style-type: none"> ➤ Annual Plan 20/21 ➤ General Update 	<ul style="list-style-type: none"> ➤ Report to those Charged with Governance on the 20/21 Audit (ISA 260), Management Representation Letter ➤ General update 		<ul style="list-style-type: none"> ➤ External Audit Plan 21/22 ➤ General Update
Internal Audit	<ul style="list-style-type: none"> ➤ Covid-19 Health & Safety ➤ Complaints Management ➤ Recommendations Follow Up Review ➤ Annual Report 20/21 ➤ Annual Plan 21/22 	<ul style="list-style-type: none"> ➤ Progress Report 	<ul style="list-style-type: none"> ➤ Inclusion & Equalities ➤ Locality Risk Management ➤ Progress Report 	<ul style="list-style-type: none"> ➤ Government Procurement Cards ➤ Virtual Hearings ➤ Progress Report 21/22 ➤ Annual Plan 22/23
Head of Finance & Resources	<ul style="list-style-type: none"> ➤ Annual Accounts 20/21 ➤ Strategic & Operational Risk Registers 	<ul style="list-style-type: none"> ➤ Pensions Update ➤ Draft 20/21 Accounts 	<ul style="list-style-type: none"> ➤ Strategic & Operational Risk Registers ➤ Risk Management Policy ➤ Annual Fraud Report 	<ul style="list-style-type: none"> ➤ Risk Management Policy ➤ Pensions Update
Head of Strategy/OD	<ul style="list-style-type: none"> ➤ Annual Progress Report 	<ul style="list-style-type: none"> ➤ 21/22 Case Sampling Review ➤ SCRA Annual Report 20/21 	<ul style="list-style-type: none"> ➤ 21/22 Case Sampling Review ➤ Quality Assurance Update Report ➤ Annual Report on Joint Inspections of Children's Services 	<ul style="list-style-type: none"> ➤ 21/22 Case Sampling Review ➤ 22/23 Case Sampling Programme

Lead	May 21	August 21	November 21	February 22
Head of Practice & Policy		➤ Information Governance Report		➤ Information Governance Report
Audit and Risk Committee Chair	<ul style="list-style-type: none"> ➤ Committee Annual Report 20/21 ➤ Review of Topical, Regulatory & Governance Issues ➤ Digital Delivery Oversight Committee Update. 	<ul style="list-style-type: none"> ➤ Review of Topical, Regulatory & Governance Issues ➤ Private Meetings with Internal/External Auditors (Committee Members only) ➤ Digital Delivery Oversight Committee Update. ➤ Committee Self Evaluation 	<ul style="list-style-type: none"> ➤ Digital Strategy CSAS MVP Closure Report. ➤ Review of Topical, Regulatory, & Governance Issues 	<ul style="list-style-type: none"> ➤ Review of Topical, Regulatory, & Governance Issues

Delivery of 2021/22 Audit plans

APPENDIX 3

Report Type	Date Delivered
Quality Assurance Planned Outputs	
Annual Progress Report	May 21
SCRA's Quality Assurance Framework & Work Programme	Feb 22
Outcomes of Case Sampling	Aug 21, Nov 21, Feb 22
Internal Audit Planned Outputs	
Internal Audit Recommendations Follow Up Review	May 21
Annual Report 20/21	May 21
Covid-19 Health & Safety	May 21
Complaints Management	May 21
Follow Up	May 21
Inclusion & Equalities	Nov 21
Locality Risk Management	Nov 21
Government Procurement Cards	Feb 22
Virtual Hearings	Feb 22
Progress Report	May, Aug, Nov 21 & Feb 22
External Audit Planned Outputs	
Progress Reports	May, Aug 20 & Feb 22
Report to those Charged with Governance on the 2020/21 Accounts and Management Representation Letter	Aug 21
Annual Plan 21/22 verbal update	Feb 22

Scottish Children's Reporter Administration

Minute of *Audit & Risk Committee* held on *Thursday 19th May 2022* **By Teams**

Present:

Jim Edgar (Chair),
Tam Baillie
Kay Barton
Martin Toye

In Attendance:

Neil Hunter – Principal Reporter/Chief Executive
Ed Morrison, Head of Finance & Resources,
Alistair Hogg - Head of Practice and Policy (Item 7)
Lindsay MacFadyen – Quality Assurance Manager (Item 8)
Susan Deery, Head of HR (Item 10)
Pamela Armstrong, Governance Officer – Minutes

Internal Auditors – BDO

Claire Robertson

External Auditors – Audit Scotland

Carol Foster

	Item	Timescale	Action
1.	AOB There was no other business.		
2.	Apologies Lisa Bennett, Head of Strategy/OD Paul Mulvanny, Senior Operational Manager Helen Russell, Audit Scotland		
3.	Declarations of Interest There were no declarations of interest.		
4.	Minute of Previous Meeting: 17th February 2022 The minute was agreed as an accurate record. Action Log & Work plan The action log and work plan were reviewed and approved by the Committee.		
5.	Matters Arising There were no matters arising.		
6	Audit & Risk Committee Annual Report 2021/22 The Committee Chair introduced the report asking the Committee to approve the Internal Audit & Risk Committee Annual Report for 2021/22 for submission to the Board.		

	Item	Timescale	Action
	<p>Noted:</p> <ul style="list-style-type: none"> The purpose of this report is to provide evidence to the Board as to how the SCRA Audit & Risk Committee has fulfilled its remit, and how effectively it has discharged its responsibilities. It also supports preparation of the annual Governance Statement. All activity had happened in line with plans. Audit and Risk Committee members will undertake its next annual self-assessment exercise in August 2022. <p>Agreed:</p> <ul style="list-style-type: none"> To approve the Internal Audit & Risk Committee Annual Report for submission to the Board. 		
7.	Information Governance		
7.1	<p>Interim Report</p> <p>The Head of Practice & Policy introduced the report, requested by the Committee at its February 2022 meeting. The report is aimed at providing the Committee with further assurance on our approach to information governance and data security as well as to demonstrate how SCRA has adapted its practices and protocols around personal data breach prevention, as the organisation has evolved. The report highlights several major changes in the external and regulatory environment and how, SCRA seeks to continue to maintain focus to identify and minimise the root causes of breaches.</p> <p>Whilst the focus of the Committee is on current and future breach prevention the report does provide a backwards look on preventative practice prior to 2018.</p> <p>Noted:</p> <ul style="list-style-type: none"> Breach prevention 2018 – present day <ul style="list-style-type: none"> Breach reporting Impact of GDPR Impact of COVID-19 Introduction of Core System and Applications Solution (CSAS) The future of breach prevention <ul style="list-style-type: none"> Understanding human error Training Non-Disclosure (ND) Working Group IT Developments Internal Partnership Information Governance Audits <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> Improvement work is ongoing with other partners on the submission of lengthy reports. SCRA have strong links with Social Work Scotland and are currently preparing a report to engage with and work up proposals for the Social Work Standing Committee on Children and Families. There are also links through CHIP, who have 		

	Item	Timescale	Action
	<p>interagency guidance in place. This may however require review and refresh to maintain visibility and adherence.</p> <ul style="list-style-type: none"> • This improvement work ties in with work being launched in connection with The Promise. The report template and shortened reports proposal is ongoing improvement work and timescales will be part of this. • SCRA aim to continue an open 'no blame' culture where it is important to understand how mistakes can be learned from. • When a breach occurs, the process of root cause analysis and review of the incident kicks in. Any review should include members of staff in helping identifying root cause. This therefore requires a culture where they feel safe and supported to be involved in that. This does not preclude effective management of issues of performance and accountability. • It is therefore vital that line managers assist in fostering a culture where errors are dealt with in a way that is constructive. • An audit in Ayrshire was conducted at the Locality's request. It was carried out in an open and transparent space. The intention is to take forward this approach, throughout the country, dependent on other pressures. • Other court services rely on other sources of information. Is it worth having a conversation how they deal with this and the potential for breaches? What are the safeguards in their systems? • It is recognised that it is easier to achieve change at a local level rather than nationally. <p>Agreed:</p> <ul style="list-style-type: none"> • While the Committee agree SCRA are carrying an ongoing risk, they feel better assured. This ongoing risk is adequately reflected in the Operational Risk Register (see ARC item 11) which will be reported to the Board in June. While the risk does not need to be formally escalated to the Board, they will be advised at the June Board meeting via the Strategic and Operational Risk report. • The Committee felt sufficiently assured to revert back to a 6 monthly reporting schedule. 		
8.	Quality Assurance and Performance		
8.1	<p>Report on voluntary measures decisions</p> <p>The Quality and Assurance Manager introduced the report on the findings of the exercise "A look at Voluntary Measures"</p> <p>Noted:</p> <ul style="list-style-type: none"> • The February '22 meeting of the Audit & Risk Committee approved a proposal to undertake two case sampling exercises in this year's programme. This is in recognition of the ongoing pressure which Localities are under, and 		

	Item	Timescale	Action
	<p>as a proportionate approach to returning back into a full programme.</p> <ul style="list-style-type: none"> • The Committee approved utilising the space created by this temporary reduction to carry out two exercises of a different nature and approach, aligned to the themes and work-streams of The Promise programme. • This is the first report using this approach and style to look at a topic, using a combination of case sampling and contextual information which, for this exercise, was provided by Locality Reporter Managers and members of the Practice & Quality Network. • The report doesn't draw formal conclusions or propose actions, more it provides observations to aid these discussion, raises questions for us (and others) to consider, and identifies areas for further discussion. • The findings from the attached report have been shared with the Practice and Quality Network (including the detailed locality findings) and the local teams and a sub-group of the Practice and Quality Network will pick up on the issues arising. • The findings will go the SCRA Keeping the Promise Team to inform their work on improvement and on reform. • The themes from the findings will be used to aid and inform discussion within the Hearings System Working Group and that of the design work-streams of the Promise. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The plan for discussion and follow up and prioritisation of issues will be progressed via the various other forums that exist and as described above • Diversity information was not considered in detail in this exercise however moving forward CSAS will allow us to consider this as the fields are available and can now be populated with relevant information. • We require reassurance that if more frequent use of voluntary measures will be a future feature then we need to know more information about efficacy, outcomes, quality and accountability. This relates directly to The Promise. of great importance to SCRA are issues around the role of the reporter. • There will be undoubted merit in raising the visibility of this work with the Keeping The Promise Programme Board. As an absolute minimum this work will help us tighten up our own approach and practice in this area, including referrals/decisions and notifications. 		
8.2	<p>Programme Update</p> <p>The Quality and Assurance Manager introduced the Programme Update report, Providing the Committee with an update on the progress of actions arising from the Quality Assurance Case Sampling Programme and an update on the progress and detail</p>		

	Item	Timescale	Action
	<p>of the current case sampling programme.</p> <p>Noted:</p> <ul style="list-style-type: none"> • The Quality Assurance Case Sampling Programme comprises a quarterly exercise on an area of casework practice and process, and compliance with the relevant Practice Direction and legislation. • The topics and scope of the exercises are developed by the Practice and Quality Network, in conjunction with the Executive Management Team, and the programme is presented to the Audit and Risk Committee every February for approval. • Quarterly exercises are carried out and draft reports are considered by the Practice and Quality Network, following which the Head of Practice and Policy develops an action plan. • The final report with action plan goes to the Audit and Risk Committee for approval • The actions are all tracked on a spreadsheet and are updated as actioned, with discussion being held on progress at Practice and Quality Network meetings. • Status of actions: <ul style="list-style-type: none"> ○ 9 proposed for closure ○ 1 with proposed new date ○ 1 not yet due • Following a period of suspension through 2020 due to the Covid pandemic and the rollout of the new case management system (CSAS), the case sampling programme resumed in 2021. • The February 2022 Audit & Risk Committee approved a one-year programme of exercises as follows: <ul style="list-style-type: none"> ○ With fieldwork from mid-May through June, an exercise on Reporter drafting of section 67(2)(a) & (f) grounds reporting to the Committee in August 2022. ○ A report on an exercise of observation of the Reporter in the hearing will be provided to the committee in February 2023 (fieldwork from mid-November '21 through December 21) ○ The Committee also approved in principal that the first and third quarter of the year would be used to carry out 2 different sorts of exercises, without the involvement of Locality staff, and on topics aligned to the Promise agenda. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the status of the actions in the case sampling action plan tracker. 		
9.	External Audit		
9.1	<p>Annual Audit Plan 2021/22</p> <p>Carol Foster, Audit Scotland, spoke to the annual plan which provided information about their responsibilities as external auditors and the plan for audit of the financial year ending 31</p>		

	Item	Timescale	Action
	<p>March 2022.</p> <p>Noted:</p> <ul style="list-style-type: none"> Financial statements audit planning Audit dimensions Reporting arrangements, timetable and audit fee <p>Agreed:</p> <ul style="list-style-type: none"> In response to Audit Scotland's explicit request being made of all Public Bodies, the Chair advised he can provide reasonable but not absolute assurance, on behalf of the Committee, there is no fraud occurring in SCRA. This was agreed. The Committee approved the External Audit Annual Plan 2020/21. 		
9.2	<p>Annual Accounts 2021/22</p> <p>The Head of Finance & Resources introduced the report, recommending the Committee approve the accounting policies for use in the accounts for the year ending 31st March 2022, to inform Audit and Risk Committee of the key steps in the preparation of the 2021/22 Annual Accounts and to give the Audit Committee the opportunity to review the draft Governance Statement for inclusion in the 2021/22 Annual Accounts.</p> <p>Noted:</p> <ul style="list-style-type: none"> Accounting Policies Key steps in the preparation of the Annual Accounts 2021/22 Issues <ul style="list-style-type: none"> Pensions General Fund Governance Statement <p>Agreed:</p> <ul style="list-style-type: none"> To approve SCRA's accounting policies for adoption in preparation of the 2021/22 financial statements. To approve the Accountable Officer's draft Governance Statement for inclusion in the 2021/22 Annual Accounts. 		
9.3	<p>General Update</p> <p>Carol Foster, Audit Scotland, introduced the Audit Scotland update report, including technical briefings.</p> <p>Noted:</p> <ul style="list-style-type: none"> Annual Audit Plans for the 2021/22 audits of the SCRA annual report and accounts. ISA 240 'The auditor's responsibilities relating to fraud in an audit of financial statements'. Technical briefings that may be of interest to SCRA; <ul style="list-style-type: none"> Good Practice Note on Disclosure of Related Parties The value of independence and scrutiny across local government Scotland's economy: Supporting businesses 		

	Item	Timescale	Action
	<ul style="list-style-type: none"> ○ through the Covid-19 pandemic ○ Update on the Scottish Government's R100 programme ○ New vessels for the Clyde and Hebrides ○ Local government in Scotland: Financial overview 2020/21 ○ Councils face complex and urgent challenges ○ Drug and alcohol services: An update ○ NHS in Scotland 2021 ○ Audit Scotland work programme ○ Audit scopes 		
10.	Internal Audit		
10.1	<p>Culture</p> <p>Claire Robertson, BDO, introduced report. The Head of HR provided the management response.</p> <p>Noted:</p> <ul style="list-style-type: none"> • The scope of the review was to provide an independent assessment of how key aspects of culture and values are promoted and operate and how staff perceive them. • Respondents were asked to rate on a five-point scale how strongly they agreed or disagreed with a series of statements. 116 staff completed the questionnaire, which is approximately a 25% completion rate. • Therefore, interpretation of the results should be taken with a degree of caution, as the sample may not be representative of the population. • The following point of good practice were noted; <ul style="list-style-type: none"> ○ SCRA's vision, values, mission and behaviours are clearly stated on their website, within the Corporate Plan 2020-23 and locality plans ○ SCRA perform an annual staff survey and this has been run for 13 years; ○ There is a Whistleblowing Policy that was reviewed in December 2021 ○ There are Disciplinary Policies and procedures, which were reviewed in November 2021 ○ In the culture survey 91% of respondents agreed or strongly agreed that they take pride in their work and feel encouraged to do so ○ The 2021 staff survey 83% of respondents believed that SCRA provide them with regular, useful and proactive information and opportunity to improve/maintain their health and wellbeing at work ○ There are regular communications to staff on relevant organisational matters such as the Promise and health and wellbeing through Connect and Team Briefs; and ○ The Board and its Committees have clear terms of references detailing responsibilities. ○ For new starters, SCRA's values are outlined 		

	Item	Timescale	Action
	<p>within the induction, along with SCRA's corporate parenting responsibilities, SCRA's customer commitment charter, and commitment to equality and inclusion.</p> <ul style="list-style-type: none"> • Areas for improvement identified include; <ul style="list-style-type: none"> ◦ increasing Board and Executive Management Team (EMT) visibility throughout the organisation, ◦ sharing performance monitoring results with staff, ◦ updating relevant policies to reinforce how SCRA's values are integral to all parts of the organisation including staff recruitment policies and the supervision framework. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • Messages from the audit are similar to what has come through staff survey • This audit was challenging, difficult, and complex but ultimately helpful and the recommendations build on a number of areas which will contribute to momentum around workforce, learning, wellbeing, transparency, communication, recognition and reward, change management and visibility. • Leadership is distributed across SCRA, emanating from the PR/CE and EMT however all managers must also see their role as leaders and therefore contributors to and shapers of culture in SCRA. • Regular supervision with line managers should include the organisation learning from staff's insights and ideas, which in turn should help with issues about recognition and respect <p>Agreed:</p> <ul style="list-style-type: none"> • The issue around Board visibility has been discussed at the Board and is still under consideration. • To approve the Culture Internal Audit report with moderate assurance. 		
10.2	<p>Learning & Development</p> <p>Claire Robertson, BDO, introduced the report which provides moderate assurance. The Head of HR provided the management response.</p> <p>Noted:</p> <ul style="list-style-type: none"> • A number of areas of good practice are being demonstrated including: <ul style="list-style-type: none"> ◦ SCRA have a dedicated learning and development resource to support the learning and development of their staff ◦ There is an approved Learning Strategy and Learning & Development Plan in place ◦ Completed training is recorded centrally. • Areas where further improvements could be made are 		

	Item	Timescale	Action
	<p>summarised below:</p> <ul style="list-style-type: none"> ○ Staff appraisal: Staff appraisal meetings are supposed to be taking place annually, but have not occurred since the pandemic began. ○ Supervision meetings: Analysis of supervision data found that 212 staff (44%) had no recorded supervision meetings during the previous year, 86 staff (18%) had 1, 48 staff (10%) had 2, 34 staff (7%) had 3, 93 staff (19%) had 4 and only 11 staff (2%) had 5. ○ Monitoring of mandatory training completion: Whilst central monitoring of mandatory training completion has been taking place, this has not been notified to line managers since the pandemic began. ○ Learning and development plans: Analysis found that only 30 staff members out of a possible 484 have uploaded their learning and development plan to iTrent. ○ Evaluation process: There is no formal evaluation process in place at SCRA for training. ○ KPIs: There are no learning and development KPIs in place. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • This audit comes at a time when SCRA are embarking on a major programme of work on Learning and Development. The audit has been useful in the sense that it gives us areas we need to tighten up on as we roll this programme out over next 2 years. • The issue around supervision is sustained retrospective recording which we need to improve on, rather than the absence of supervision taking place. The SCRA staff survey validates this. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the Learning and Development Internal Audit report with moderate assurance. 		
10.3	<p>Locality Strategic Planning</p> <p>Claire Robertson, BDO, introduced the report which provided substantial assurance.</p> <p>Noted:</p> <ul style="list-style-type: none"> • A number of areas of good practice are being demonstrated in relation to locality strategic planning, including: <ul style="list-style-type: none"> ○ A locality plan template is developed by the Corporate Planning and Performance Manager and is distributed to all localities to ensure they are consistent in tone, message and content. ○ All objectives from the annual Operational Plan are present in each of the Locality action plans. 		

	Item	Timescale	Action
	<ul style="list-style-type: none"> ○ Each action within a Locality's action plan contains a reference to the Operational Strategy strategic objective it corresponds to, allowing each action to be traced back to the specific Corporate Plan strategic aim it responds to. ○ Localities' progress on each objective contained within their action plan is measured and monitored on ZOHO, a project management system which can generate progress reports or be used as a dashboard for locality managers to update and review their Locality's progress. ○ The Corporate Planning and Performance Manager produces an annual Performance Report which is reviewed by the Board and quarterly Business Plan Performance Reports which are delivered to the EMT, both of which track and review Locality Plan progress. <ul style="list-style-type: none"> • Areas where further improvements could be made to the Locality Strategic Planning process are summarised below: <ul style="list-style-type: none"> ○ Locality Plan Review Processes Documentation: The Strategic Planning and Performance Guidance document and Locality Plan Template both omit the quarterly PPN reviews from their description of the locality planning review framework, and the Strategic Planning and Performance Guidance document does not specify who completes the monthly monitoring reviews of locality plans. ○ Complete Action Plans: Three of the six 2021-22 Locality Plans sampled contained actions that did not assign a responsible action to one or more actions, and two did not identify a start or end date for several actions. ○ SMART Objectives: Five of the ten actions sampled from the Operational Plan were not determined to be specific, measurable, achievable, realistic and timely (SMART), with two objectives not being specific and five not being measurable. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the Locality Strategic Planning report. 		
10.4	<p>Follow Up</p> <p>Claire Robertson, BDO, introduced the report and highlighted:</p> <ul style="list-style-type: none"> • 54% of internal audit recommendations fully completed, 20% partially completed and 16% not implemented represented reasonable progress. Continued focus is necessary to ensure the remaining outstanding recommendations are implemented in good time. <p>Agreed:</p>		

	Item	Timescale	Action
	<ul style="list-style-type: none"> • SCRA accept the risk identified around the use of USB storage devices and will not be implementing the recommendation. This will be removed from future reports. • To approve the Follow Up report. 		
10.5	<p>Annual Report 2021/22 Claire Robertson, BDO, introduced the report and highlighted:</p> <ul style="list-style-type: none"> • The conscientious approach by management to engagement with reviews and responses to recommendations. • During 2021/22 BDO reviewed; <ul style="list-style-type: none"> ○ Government Procurement Cards ○ Virtual Hearings ○ Inclusion & Equalities ○ Locality Risk Management ○ Learning & Development ○ Locality Strategic Planning ○ Follow up • Based on the reviews undertaken during the period, and in the context of materiality: <ul style="list-style-type: none"> ○ The risk management activities and controls in the areas which we examined, were found to be suitably designed to achieve the specific risk management, control and governance arrangements. ○ Based on verification reviews and sample testing, the risk management, control and governance arrangements were operating with sufficient effectiveness to provide reasonable, but not absolute assurance that the related risk management, control and governance objectives were achieved for the period under review. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the Annual Report 2021-22. 		
11.	<p>Strategic & Operational Risk Registers The PR/CE introduced the report asking the Committee to review the Strategic and Operational Risk Registers.</p> <p>Noted:</p> <ul style="list-style-type: none"> • The Risk Registers were last reviewed by the Audit and Risk Committee at its November 2021 meeting and the Board at its December 2021 meeting. • SCRA's revised Risk Management Policy was approved by the Board at its meeting in March 2022. 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. • The Risk Registers are kept under review by the 		

	Item	Timescale	Action
	<p>Executive Management Team (EMT) and the Planning and Performance Network (PPN).</p> <ul style="list-style-type: none"> • 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. • Strategic Risk Register <ul style="list-style-type: none"> ○ 4 existing risks; <ul style="list-style-type: none"> ▪ 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 optimum model for CSAS ownership and accountability and a joint future partnership between SCRA and CHS is not adequately defined and agreed. ▪ 2022/23 Scottish Government budget does not deliver required level of revenue and capital resources with impact on ability to influence and respond effectively to new legislative and policy pressures. ▪ Failure to progress Board approved Environmental plan (e.g. reduce GHG emissions by 10%-20% by March 2024) and inability to accelerate plans to meet new targets. ○ 3 new risks; <ul style="list-style-type: none"> ▪ SCRA do not maintain a skilled, motivated and flexible workforce which can meet current demands and future needs. ▪ Significant policy, legislative and reform/transformation change agenda impacts on SCRA's ability to deliver core services or necessary change programmes. ▪ Inability to engage with digital inhibits realisation of full potential of new technologies resulting in significant operational disruption. ○ 1 emerging risk; <ul style="list-style-type: none"> ▪ Inability to meet staff expectations on pay/reward resulting in operational disruption/staff engagement in change has been developed by the Head of HR. • Operational Risk Register: <ul style="list-style-type: none"> ○ 1 existing risk, to be re-evaluated; <ul style="list-style-type: none"> ▪ During the early implementation of CSAS there is a heightened risk of Non-Disclosure breaches ○ 2 new risks: <ul style="list-style-type: none"> ▪ Absence of a roadmap to a new way standard way of operating inhibits the organisations ability to manage the 		

	Item	Timescale	Action
	<p>ongoing impacts of the pandemic.</p> <ul style="list-style-type: none"> ▪ Lack of capacity in SCRA and key partners negatively impacts on efficient case processing (e.g. delays, missing KPIs) and delivery of hearings. ○ Three further risks were identified at the PPN for possible escalation to the Operational Risk Register. These have been considered by the SOMs and Principal Reporter and whilst they remain live issues they have not been added to the register at this stage and will be further discussed at the PPN meeting in May 2022: <ul style="list-style-type: none"> ▪ The stability of technology, staff roles and competency in relation to IT, level of IT service in outreach hearing centres, ▪ Management capacity ▪ The number and duration of secondments to national teams. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the Strategic & Operational Risk Registers. 		
	Standing Items		
12.	Topical/Regulatory Issues/Governance Issues None		
13.	New Risks No new risks were identified.		
	<p>Date of Next Meeting:</p> <ul style="list-style-type: none"> • Thursday 18th August 2022, Bell Street, Glasgow • Thursday 17th November 2022, by Teams. 		



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Chief Executives Report

**Accountable
Director:**

Neil Hunter

Date: 22 June 2022

Recommendation:

1. To note the Chief Executives update report

Reason for Report

At request of Board

Resource Implications

In line with revised budget

Strategy

In line with Corporate Plan

Equalities Duties

Indicate whether an Equalities and Human Rights Impact assessment (HRIA) is required and has been completed. Describe in the body of the report any issues/findings/adjustments that have been made.

Equalities Required/Completed	Impact	Assessment
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☐

Yes

☒

No

Issues/action points:-

Consultation

EMT/Communications Manager/Information and Research Manager

Document Classification

Open

1. Staff Partnership

- 1.1 The National Partnership Forum met on 24 May. The substantive item for the Forum was the ongoing review of SCRA's Support Administrator (SA) job description. This review was initiated prior to the COVID pandemic. The need to review the SA role was anticipated as a consequence of the introduction of CSAS, the increased automation and digitisation of some tasks and the impact of the standard operating model on divisions of labour between support staff and Reporters (and this continues to be subject to review and adjustment). In addition SCRA has continually sought to increase our overall ability and capacity to fulfil our statutory duties as a corporate parent in terms of the Children and Young People (Scotland) Act 2014.
- 1.2 Over the course of the last 2 years or so 22 engagement events (17 with SAs) have taken place which contributed to the review of the job description and role. The material gathered has led to a series of proposals which have recently need subject to more formal consultation and discussion with staff who would be directly affected and UNISON. The key proposals for the Support Administrator role are:
- 1.3 A single unified job description for all support staff across SCRA – effectively deleting the role of Support Assistant (Reception), upgrading all S(R) staff to the SA role and integrating the key functions of this job within a single core role. This is aimed at having a number benefits for SCRA – firstly a single role, offering more flexibility and capacity over a wider range of tasks and secondly a greater recognition of corporate parenting duties across the SA role – such as welcoming, meet and greet, reception across both physical and virtual domains. Over and above this the staff previously working solely on reception will now also have a broader range of tasks including support for case processing within CSAS.
- 1.4 SCRA has recognised the implementation challenges – not least training and support for staff as they undertake a broader range of tasks, more flexibly across the single grade. The consultation which took place in April/May 2022 has surfaced a number of issues, including concerns to the proposals from a significant minority of staff – in the main existing Support Administrators. Key concerns from this group of staff are:-
 - They are being asked to do a broader range of tasks effectively for the same grading whilst reception staff are receiving an upgrade
 - They feel ill equipped to undertake some of the corporate parenting tasks being asked of them and these tasks are not consistent with the job roles originally applied for
 - They lack confidence in SCRA's proposed phased and supported implementation plan
- 1.5 SCRA has made it clear that we are listening carefully to the issues raised and will continue to work in partnership with both UNISON and those staff members affected by these changes in order to try and address the concerns held point

by point in moving this important review forward. Further updates will be provided to the Board as the implementation of the review progresses.

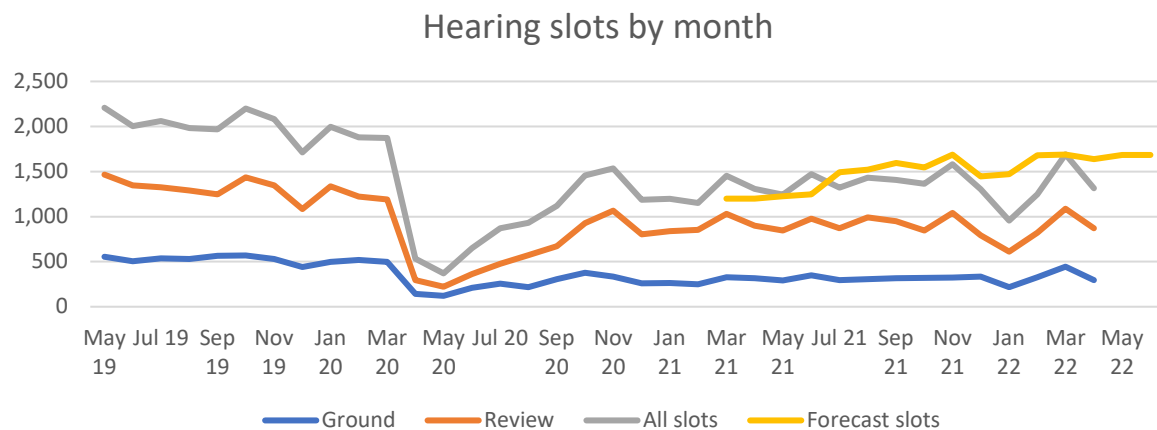
2. Strategic Partnerships

- 2.1 The Children's Hearings Improvement Partnership (CHIP) met in early May and number of ongoing issues and programmes of work were reviewed:-
- a
- Progress on Hearings System recovery (see item 3 below)
 - The closure of the Childrens Hearing Covid Recovery group and the establishment of the CHIP Delivery Group which will coordinate across all core CHIP delivery partners (CHS, Children 1st, COSLA, Police Scotland, SCRA, SG) on readiness for Keeping the Promise, Childrens Care and Justice Bill, Age of Criminal Responsibility and other developments – reviewing data, progress and challenges and reporting to CHIP as the place of continued strategic oversight
 - Hearings System Working Group – update from CHS, SCRA, SG and the Promise (see Board agenda item 7 for more detail)
 - OHOV update and overview of a new focus on changing Language in the Hearings System
 - Children's Care and Justice Bill Consultation and Cross-border Regulations update
- 2.2 The Youth Justice Improvement Board (YJIB) met in late May and focussed on a presentation from the Childrens Care and Justice Bill Team Leader and updates from the Whole System Approach Group and the Youth Justice Right group. A detailed discussion took place on child rights respecting Court arrangements and early and effective intervention (EEI). A substantial part of the YJIB agenda for the last 5/6 years is now being consulted on as part of the Care and Justice Bill which is extremely positive and indicative of the YJIB's influence in this area. As a result the focus of YJIB will need to shift and align to the content an context of the next phase ahead.

3. Pandemic Recovery update

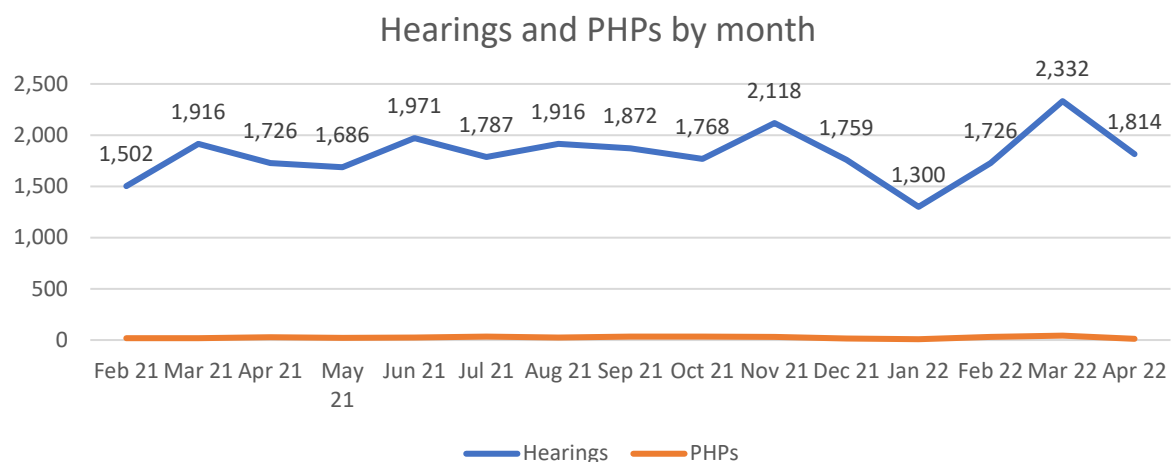
- 3.1 At the March 2022 Board the Senior Operational Managers indicated that in terms of the recovery metrics which we have reported against, we are now able to say that we have reached a broadly recovered position as figure 1 begins to illustrate.

Figure 1



- 3.2 This is further reflected in the most recent report to the [Childrens Hearings Covid Recovery Group](#) (CHCRG) and the OPR for Q4 2021/22. The CHCRG provides current information on hearings, hearing type, referrals, CPOs and current proofs together with additional context across the hearing system.
- 3.3 As in March, the statistical position is caveated by the additional context and detail of the current operating environment two and half years into a pandemic. The pandemic has impacted our partner agencies, including local authority social work teams, the courts and the volunteer panel community, as well as ourselves, and they are all at different stages in their own recovery. This continues to impact referrals and the provision of information for decision making and hearings, the length of times which court processes take to reach conclusion and the scheduling of hearings. Figure 2 shows the total number of hearings (virtual, face to face and hybrid) over the last 12 months or so. The impact of the further restrictions imposed due to omicron are clearly visible over the turn of the year but have subsequently picked up strongly.

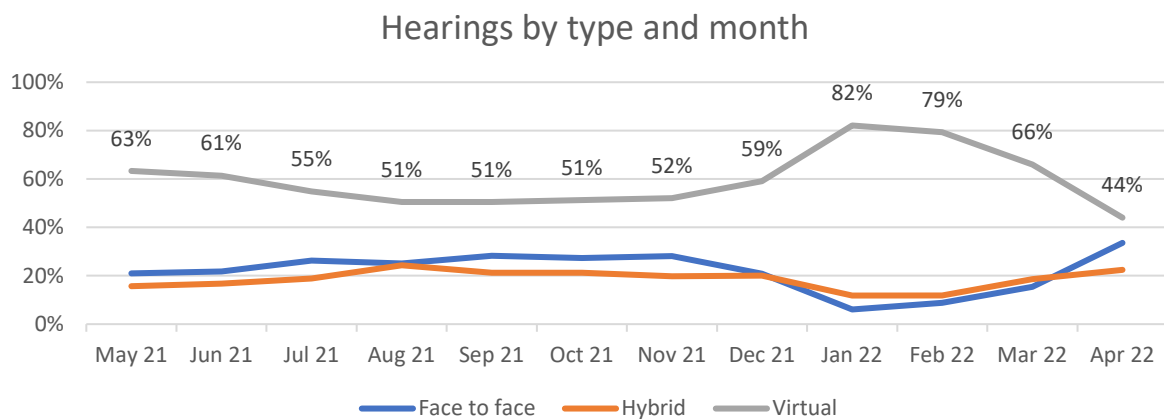
Figure 2



- 3.4 Given the multiple changes that have been introduced at pace since March 2020, further work is ongoing to ensure effective and efficient service delivery

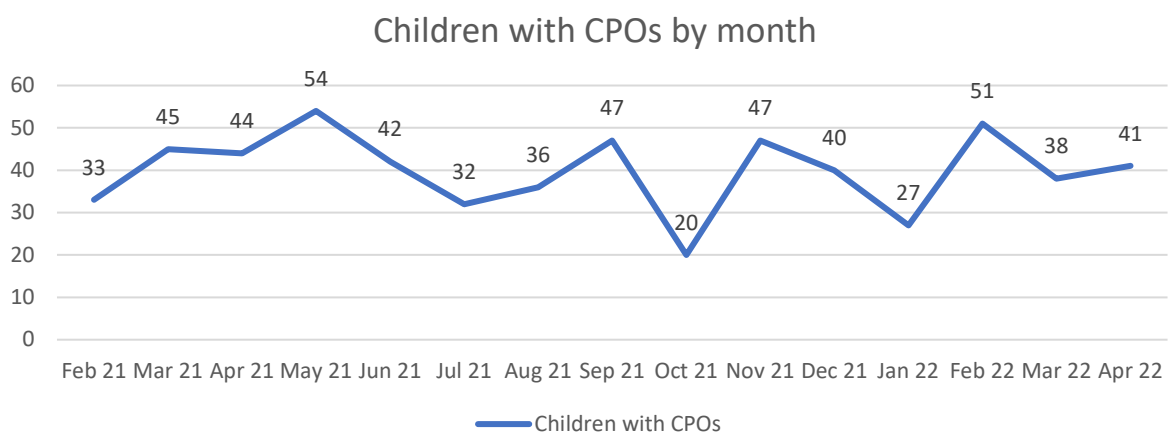
and to embed and improve upon the changes to the overall operating model. Figure 3 shows the changing pattern of our hearing scheduling work as one example as the face to face and virtual hearings activity converge to what we think will be our future balance of activity. In response there will be further developments in virtual hearings over the summer to embed delivery within local teams and within CSAS and further deployments in CSAS and improvements to the Standard Operating Model to deliver user identified improvements and optimise our use of the case management system.

Figure 3



3.5 Much of the work that we do has increased in complexity since the start of the pandemic, including arranging a hearing and processing court work. We are working to mitigate the impact of this including ensuring efficient case processing and ensuring we have the right staffing mix. Nationally and locally we continue to work closely with partner agencies.

Figure 4



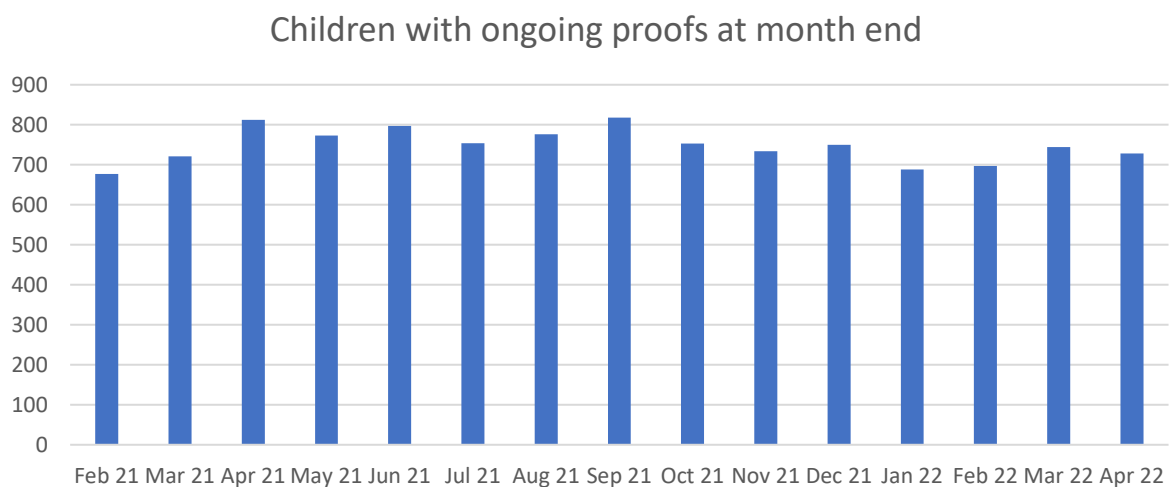
3.6 While this work is ongoing, we are fully engaged with the Promise and the Children's Care and Justice Bill. There is a significant time and resourcing commitment required across the organisation, particularly in support of the Promise.

Table 1

Hearing Reason	Continue ICSO	Deferred Hearing	New Grounds	Review – due to expire	Review local authority	Other	Total
Mar	149	382	244	605	228	357	1,916
Apr	135	319	220	463	243	374	1,726
May	142	330	241	470	223	322	1,686
Jun	191	387	259	475	242	459	1,971
Jul	200	314	208	486	220	382	1,787
Aug	192	394	214	602	231	339	1,916
Sep	178	398	240	517	210	389	1,872
Oct	204	376	172	484	167	415	1,768
Nov	254	493	199	498	239	497	2,118
Dec	212	415	200	300	203	464	1,759
Jan	176	312	136	343	125	245	1,300
Feb	127	376	212	424	165	458	1,726
Mar	215	478	328	548	273	543	2,332
Apr	204	451	206	424	168	420	1,814

3.7 The impact of the last two and half years on our workforce remains a significant concern. In addition to absorbing the personal impact of living in a pandemic, our people are also impacted by the cost of living and the global impact of the war in Ukraine. We continue to ask them to demonstrate a high level of flexibility and adaptability as change remains a constant. In addition to our existing wellbeing supports we are developing strategies to support our people including enhancing digital skills and ensuring better change management.

Table 2



- 3.8 Coronavirus (Scotland) Act 2020 provisions have now largely expired. It has been identified that there were provisions in the Coronavirus (Scotland) Act 2020 such as holding a hearing with fewer than three panel members in exceptional circumstances, increasing the length of interim orders and/or dispensing with the need to hold 2nd working day hearings that could be helpful in responding to future civil contingencies or major incidents e.g. pandemics, natural disasters, cyber-attacks, in order to ensure children's hearings can operate under these circumstances. CHS and SCRA have agreed to develop legislative options, for consideration in anticipation of future emergencies. One option being considered is a legislative tool that could be initiated quickly by the National Convener and Principal Reporter, with ministerial approval, in such circumstances and further updates will be provided as this discussion progresses.

4. Scottish Government Liaison

- 4.1 No formal Scottish Government/SCRA Accountability meetings have taken place since the March Board. However a wide ranging [Scottish Government Policy Brief](#) has been given to various strategic fora such as CHIP and YJIB. The brief provides updates on:-
- UNCRC Incorporation (Scotland) Bill and plan for its re-introduction to the Scottish Parliament following a brief and focussed intensive round of engagement with key stakeholders (ending early June 22)
 - The Children's Hearings (Scotland) Act 2011 (Effect of Deprivation of Liberty Orders) Regulations 2022 – being introduced to Parliament following the recent consultation to which SCRA contributed significantly. The regulations have been streamlined and simplified considerably focussing mainly on administrative arrangements and MoU's between administrative authorities. Longer term measures are being consulted on as part of the Childrens Care and Justice Bill
 - National Care Service (NCS) - noting that consideration continues on any future pace of children's services in relation to the NCS
 - Imprisonment of under 18's – highlighting the report of a recent short life working group (reported to the SCRA Board in March 2022) with 4 key recommendations to reduce/abolish imprisonment of under 18's in Scotland. Three of the four key recommendations are now included in the Childrens Care and Justice Bill consultation.

5. Digital Developments

- 5.1 Now that CSAS is fully in place the focus turns to the next phase of delivery of SCRA's digital ambitions. We continue to develop the Standard Operating Model to ensure alignment and optimisation between the case management system and day to day operational processes and practice. We have invested in an Operational Development Team to link between localities and the Digital Team as well as provide implementation support to users. As a result a dynamic feedback loop between system users and future system development has been established and will be strengthened further.
- 5..2 The 2021/22 programme of investment on stabilisation, improvement and development of CSAS has been completed and over 70 new aspects were

deployed over the spring and summer period. A Change Control Board and a Change Authorisation Board governance structure have been put in place with CHS to ensure we have rigorous oversight on the business cases for future development, sound investment across the technical supply chain and good forward planning and structure over the testing and deployment to live process, recognising increasingly complex wider organisational and operational dependencies. SCRA are now pulling together our Digital Strategy Forum to look beyond the immediate period and work through the longer term vision for digital and its enabling and facilitating contribution, linked to rapidly changing policy environment and subsequent operational needs and opportunities. We have recently partnered with a specialist provider to assist us with baselining our workforce digital skills levels and develop a programme of work to move this forward alongside the technical elements and in order to maximise our return on future investments and developments in this sphere.

- 5.3 SCRA was approached in 2021 by the Scottish Government Digital Directorate to consider early engagement in a 'use case' for potential future applications of artificial intelligence and algorithms to support our work. SCRA has put forward the recommendations of our joint Child Sexual Exploitation (CSE) Research with Barnardo's Scotland as part of this work.
- 5.4 This research identified over a dozen risk factors associated with CSE that are commonly missed or not effectively/routinely identified by agencies such as SCRA. We are working with an SG appointed specialist provider on issues of ethics, impact assessment, transparency, risks, controls and adherence to the [UNICEF Policy Guidance on AI for Children](#). Some internal stakeholder engagement has already taken place within SCRA which identified really valuable insights and issues. We are working towards a next phase of engagement with selected external stakeholders, before ultimately planning engagement with children and young people, all of which will contribute to any future rights impact assessments, frameworks, proof of concepts or business cases that may follow.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION
INTERNAL REVIEW – HISTORIC CASE

**Accountable Director: Head of Human
Resources**

Date 22nd June 2022

Recommendation:

- 1.** To note the intention to undertake an internal review into the historic case which has recently resulted in a guilty verdict in a criminal court.

Reason for Report: Noting

Resource Implications: Within budget

Strategy/Service Plan People

Implications Impact on staff

Consultation: EMT

EHRIA Duties: n/a

Document Classification: Open

1. Introduction

- 1.1 The Board will be aware of the recent guilty verdict in relation to the criminal actions by a former SCRA manager against members of SCRA staff. Those staff remain in our employment and a wrap-around of support has been put in place, and will continue to be in place for the foreseeable future. The LRM and HR Manager have ensured that their availability to support staff and this has been greatly appreciated. The Principal Reporter has also met with the members of staff and offered further support as well as an apology on behalf the organisation.
- 1.2 It must be noted that the members of staff have conducted themselves at all times professionally with strength and clarity throughout the process, to their credit.
- 1.3 SCRA has communicated with the wider workforce on this issue and has reinforced the expectations on behaviours in the workplace and has been clear that we will not tolerate inappropriate or criminal behaviours at any time. That communication also encouraged staff to raise any issues that would fall within the parameters of the Dignity at Work Policy and we should stand ready to support staff who do.
- 1.4 We also have a further opportunity to communicate with staff about raising issues through the re-launch of SCRA's Whistleblowing Policy.
- 1.5 As an organisation we need to take learning from this situation and ensure that staff are able and supported to raise any concerns about behaviours or other actions that are not appropriate. We have committed to undertaking an internal review and we will progress this, in discussion and with the co-operation of the victims in this case. The Principal Reporter has discussed the internal review with the particular members of staff when he met with them and they were also keen to ensure that staff are aware of the importance of raising any concerns and that there will be action taken where appropriate.

2. Internal Review

- 2.1 The parameters of the internal review will be discussed with the victims and will firmly focus on the actions and timelines relevant to this case. These will potentially cover:-
 - The culture of the team/organisation at that time vs the culture of the team/organisation now
 - Access to supports/advice and whether there was any knowledge of how to raise any concerns
 - Any barriers in place that would stop anyone raising a concern and are those barriers still in place
 - The potential for the actions of the manager to have affected more staff than have currently reported

- What learning the individuals affected would like the organisation to take from this situation
- What SCRA could have done better at that time and over the intervening period
- What changes to policies/training/communication SCRA must make now to ensure that staff are free to and have no barriers to raising a concern.
- Once SCRA became aware of this particular situation, could we have put in place any other supports for staff.

2.2 EMT considered 3 options in how to progress the internal review, as follows:-

- Option 1. Independent review. Appoint an external consultant to undertake the review. Whilst this would be effective in identifying learning it would be expensive and not provide any more learning than if undertaken internally. Additionally, this could escalate the situation unnecessarily for those involved and could potentially lose focus of the issue close at hand, having unintended consequences on those staff affected.
- Option 2. Internal review. Appoint a senior member of staff to undertake the review. Provide similar learning as above but also able to continue to provide internal support to those affected during the process. Understanding and acknowledging the culture then and now is important in a sensitive review such as this.
- Option 3. Internal review whilst engaging with an external expert advising agency. As option 2 above but ensuring that we take advice and support in the process, outcomes and learning from an expert organisation such as ENEI (Employers Network for Equality and Inclusion) which SCRA is a member of. The HR Team will take forward an engagement strategy with the agreed external organisation.

2.3 After fully considering all options, EMT agreed that Option 3 would best meet the needs of the review, offering expert professional advice and support as part of the process, as well as ensuring that the process continues to meet the needs of the organisation and those impacted.

2.4 The timescales of this review are important. We will principally be led by the victims about the best time for their engagement in this process but it is anticipated that we will commence at an appropriate point over the summer following the final sentencing procedure, concluding no later than the end of the year.

2.5 A further report will be presented to the Board with the outcomes of the Internal Review.

3. Recommendations

- 3.1 That the Board note the intention to undertake an internal review into the historic case which has recently resulted in a guilty verdict in a criminal court.



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service: Lisa Bennett, Head of Strategy

Date: 22nd June 2022

Report Author: Lisa Bennett

Recommendation:

- 1. To note the progress update on SCRA's Keeping the Promise Programme.**
- 2. To transfer 'Risks/Concerns' to Keeping the Promise Programme Board for oversight**

Reason for Report: For Noting and approval

Resource Implications: Within current budget.

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

Consultation: Head of Practice and Policy
Keeping the Promise Programme
Manager

EHRIA Duties: Not Applicable

Document Classification: Not protectively marked/protectively
marked/commercially sensitive

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

2	Progress Update
2.1	The key focus of the last quarter has been around the Reform strand of SCRA's Route Plan to Keep The Promise.
2.2	The combined effort within the Hearing System Working Group (HSWG) to take this work forward has been positive and productive. A Joint Project Initiation Document (PID) was agreed as well as the contextual framework to support it.
2.3	As part of the PID, a Collaborative Redesign Project has been initiated. This is a partnership between the Scottish Government's Office of the Chief Designer, The Promise Scotland, Scottish Children's Reporter Administration and Children's Hearings Scotland.
2.4	<p>The project is working on the consultation / engagement and design that is needed to produce proposals for redesign of the Children's Hearings System (Plan 21-24 The Promise).</p> <p>The collaborative redesign project is overseen by the Hearings System Working Group (HSWG), who have been tasked with producing the proposals and providing them to the Scottish Government by Spring 2023.</p>
2.5	Consultations
2.6	The initial phase of work in this, was opened by a Webinar which the Chair of the HSWG, David Mackie led, and all partners played into. The webinar was to inform and covered the issues list, the proposed work plan and introduced the partnership.
2.7	Following the introductory webinar, a series of consultation sessions took place with all key stakeholders to gather thoughts and views around the issues to feed into the design process.

2.8	Internally, SCRA have mirrored this approach and have held a series of information webinars with staff across the organisation, supported by an article in the latest National Reporter and updates on Connect.
2.9	Following these, a round of internal consultation was planned, focussed on key issues from the list – the specific areas that SCRA staff identified as priorities in the initial sessions, for in depth, organisation wide conversations, debate and free thinking.
2.10	The first two staff engagement sessions looking at Pre-referral, Referrals and Role of the Reporter have taken place with lots of creative and solution-focussed feedback generated about what this could and should be in a future Children's Hearings System.
2.11	All staff across the organisation have been encouraged to join the conversation – to give their thoughts and ideas, their challenges or indeed, just to listen, reflect and feedback if they wish. There are webinars, Teams meetings, forums and many other interactive ways for everyone to take part.
2.12	The next group of topics will be taken forward at locality 'in person' events that will see the whole locality come together with the Keeping the Promise team to work through a series of short workshops around the other priority areas.
2.13	All managers in SCRA will be meeting in June and will spend the afternoon focussed on the Promise.
	Co-Design Teams
2.14	In parallel to the consultation work that is taking place, internally and externally, the other key activity for the Collaborative Redesign Project has been the formation of three co-design teams for partners in the system to work together to create, design and present ideas for a future Children's Hearings System – informed by the consultations that are happening with staff, partners and all stakeholders..
2.15	The Promise Scotland have engaged the Scottish Government's Office of The Chief Designer to support a service design approach. This will give participants in the project teams the support to think not just about the 'as is' but the 'to be' system. The project teams will take account of the knowledge from personal and professional experience of the system and the research and testimony from children, young people and families who have and continue to interact with it.
2.16	The work of the co-design project teams will provide the basis of the information that will be used by the Hearings System Working Group to create their recommendations. The group will report in April 2023 and already has the commitment of Government to bring the recommendations into legislation in the form of a Promise Bill.

2.17	The three co-design project teams will focus on different parts of the Hearings System and are based on the Hearings System Working Group Issues List categories:
2.18	<ul style="list-style-type: none"> • Avoiding the need for compulsory measures of supervision (“Before”) • Children and their Hearing (“During”) • Meeting the needs of children after their Hearing (“After”)
2.19	<p>For SCRA there are two levels of involvement in the co-design project teams -</p> <ul style="list-style-type: none"> • 3 x 0.5 fte LRMs (one per project team) as core members for 2.5 days per week and, • for the wider project team 6 members of staff in any role (2 for each of the 3 project teams) for one day per fortnight. • In addition, SCRA’s programme manager will be facilitating one of the teams.
2.20	Following an invitation to express an interest and a selection process, all roles have now been filled – and with additional staff on stand-by having had a lot of very positive applications. Work is currently due to commence June 20th.
2.21	SCRA’s internal Keeping the Promise Structure
2.22	The SCRA Keeping the Promise project team now meets regularly as a full team and has weekly drop-ins. The team have been finalising their project charters and progressing with the agreed improvement work.
2.23	The project charters all align to the approved Route plan that was signed off by the Programme Board at the end of 2021.
2.24	As reported to Board in March, we are taking a quality improvement approach to the work and the KTP team had a full day of QI training in April looking at the theory, the tools and the practical application of these in their project charters. It was a really productive day and the feedback was excellent.
2.25	It was agreed at the April meeting of the programme board that a very focussed approach to the improvement work was the right one given the ramp up of activity in the reform agenda.
2.26	The Keeping the Promise Programme Board continues to meet to oversee delivery of the Route Plan for improvement and reform, to consider communications and to assess any escalated risks.

3	Risks/Concerns	
	3.1	As agreed at the March Board meeting, two of the four areas for consideration were removed as they were seen to be no longer relevant. The following two areas remain relevant.
	3.3	<ul style="list-style-type: none"> • Recognising (and accepting) that certain organisations such as SCRA are in an acute pandemic response and recovery state and balancing a plethora of competing pressures, operational risks and challenges • Keeping a watching brief on the 'structural' discussions to ensure that they do not go in the wrong direction, follow all due process, don't consume all of our energy and preoccupy all our time.
	3.4	It is proposed that the risks/concerns above be transferred to the programme Board for ongoing oversight aligned to terms of reference for the group and only be brought back to the Board for escalation if required.

4	Recommendation	
	4.1	<ol style="list-style-type: none"> 1. To note the progress update on SCRA's Keeping the Promise Programme. 2. To transfer 'Risks/Concerns' to Keeping the Promise Programme Board for oversight

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Budget Monitoring Report Period 12 2021-22

Accountable Director: Principal Reporter/Chief Executive **Date:** 22nd June 2022

Report prepared by: Head of Finance and Resources

Recommendations:

1. To consider the draft revenue and capital outturn positions for the year to March 2022.
2. To note the draft revenue underspend of £190k.
3. To approve allocation of property capital underspend up to £191k to complete 2021/22 projects in 2022/23.
4. To note the Digital Programme outturn for the year to March 2022.

Reason for Report: Board review and approval

Resource Implications: Within available resources

Strategy: Within agreed plans

Consultation: Sponsor Team, EMT and Budget Holders

Equalities Duties: An Equalities Impact Assessment is not required.

Document Classification: Not protectively marked

1. Introduction

- 1.1 This report provides a summary of SCRA's unaudited financial position for year to March 2022.

2. Background

- 2.1 The Scottish Government allocated revenue funding of £25.16m for 2021/22. In discussions with Sponsor Team and the Scottish Government about hand back of 2020/21 grant funding, it was agreed that SCRA retain revenue underspends and review in the autumn the requirement for the additional in-year funding of £1.5m assumed in setting the 2021/22 revenue budget. The Board approved a revenue budget of £26.96m in March, on the basis that a further £0.3m of reserves could be used to support business priorities.

In light of SCRA's revised forecast expenditure of £26.745m (including £180k for unfunded pensions) in December, the £1.5m in-year funding was reduced to £1.1m and the reserves contribution was increased to £485k. The provisional outturn below indicates £511k of reserves will be used in-year, comprising £331k as detailed in 3.1, plus £180k for unfunded pensions.

- 2.2 Depreciation is a non-cash charge and is excluded from the expenditure tables in section 3.
- 2.3 The Scottish Government allocated capital funding of £1.9m for 2021/22 and the Board approved a £1.9m capital budget in March. A request for an additional £100k of capital funding was approved.

3. Revenue

- 3.1 The following table summarises the position, excluding Digital, depreciation and unfunded pensions, to March 2022 by expense head:

Previous Full Year Actual £000	Expense Head	Budget Year to Mar £000	Actual Year to Mar £000	Variance Year to Mar £000	Full Year Budget £000	Full Year Forecast £000	Forecast Variance £000	Forecast Variance %
19,494	Staff Costs	21,198	21,262	+64	21,198	21,208	+10	0.0%
2,900	Property Costs	3,097	2,899	-198	3,097	2,944	-153	-4.9%
37	Travel Costs	163	72	-91	163	73	-90	-55.2%
2,273	Other Operating Charges	2,769	2,821	+52	2,769	2,655	-114	-4.1%
3	Capital Financing	3	3	+0	3	3	+0	0.0%
-481	Other Income	-449	-466	-17	-449	-404	+45	-10.0%
24,226	Sub-total	26,781	26,591	-190	26,781	26,479	-302	-1.1%
-25,694	Grant In Aid	-26,660	-26,260	+400	-26,660	-26,260	+400	-1.5%
-1,468	Net Total for SCRA	+121	+331	+210	+121	+219	+98	

- 3.2 Revenue expenditure in the year to date is £190k under budget. The Property year to date underspend is largely on rent, rates, shared costs and repairs and maintenance. The Other Operating Charges year to date overspend has arisen on a number of lines, particularly digital ICT costs being met from revenue rather than capital, offsetting underspends on legal fees, and Hearing and consumable costs such as postages.
- 3.3 The following table summarises the position, excluding Digital, depreciation and unfunded pensions, to March 2022 by budget centre.

Previous Full Year Actual £000	Cost centre	Budget Year to Mar £000	Actual Year to Mar £000	Variance Year to Mar £000	Full Year Budget £000	Full Year Forecast £000	Forecast Variance £000	Forecast Variance %
249	Communications	215	188	-27	215	190	-25	-11.6%
8,992	East and Central Scotland Area	9,351	9,490	+139	9,351	9,431	+80	0.9%
302	Executive	375	299	-76	375	298	-77	-20.5%
6,885	North West Scotland Area	7,181	7,244	+63	7,181	7,142	-39	-0.5%
1,170	Practice and Policy	1,440	1,377	-63	1,440	1,351	-89	-6.2%
6,627	Support Services	8,220	7,993	-227	8,220	8,067	-153	-1.9%
24,225	Net Total for SCRA	26,782	26,591	-191	26,782	26,479	-303	-1.1%

3.4 The actual spend, forecast spend and variance of actual spend to budget by Locality is detailed as follows:

Locality	Variance Year to Mar £000	Forecast Variance to March £000	Variance Actuals to Budget %
East & Central Scotland Office	+19	+13	+11.5%
Tayside And Fife Locality	+33	+39	+1.6%
South East Locality	+14	+2	+0.8%
Central Locality	+20	+0	+1.4%
Lanarkshire Dumfries & Galloway Locality	+4	-18	+0.2%
Ayrshire Locality	+49	+43	+3.1%
North West Area Office	+28	+23	+21.9%
Highlands And Islands Locality	+52	+14	+4.5%
Grampian Locality	+34	+11	+3.2%
North Strathclyde Locality	+16	-1	+0.7%
Glasgow Locality	-65	-86	-2.4%
	+204	+40	+0.2%

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

3.5 East and Central Scotland

East and Central Scotland area is overspent by £139k (1.5%). This is an increase of £59k against forecast. As previously reported staff costs were expected to significantly exceed budget with the final overspend being £223k. This is due to temporary supernumeraries and additional hours to support RAVHI project and additional specific overspends supported by savings of budget within Head Office. The staff costs overspend has been partly offset by savings across non-staffing costs of £84k, principally travel costs (£37k) and printing/postages/photocopying (£78k) with an overspend of £26k on court costs.

3.6 North West

North West area is overspent by £63k (0.9%). This is an increase of £103k against forecast. This is largely due to staff spends relating to Recovery Team and Virtual Hearings which were due to be met from underspends in the HR budget. The staff costs overspend is £167k and this is offset by underspends on property costs (£14k), travel costs (36k) and other supplies and services (£53k) principally printing, postages and photocopying.

3.7 Head Office

The following paragraphs set out the main factors in the current underspend of £393k (3.8%).

Support Services

The underspend of £227k in Support Services mainly comprises

- a £117k staffing underspend in Planning arising from delayed recruitment to Data Analyst and Corporate Parenting/Keeping The Promise posts offset by reduced income of £38k from Scottish Government for Promise posts;
- a £140k staffing underspend in HR where costs relating to workforce sustainability and Recovery Task Team are;
- a £163k underspend on Property costs, mostly reactive repairs and maintenance (£145k of which £55k was required for Dalkeith external works now delayed to 2022/23) and savings on rents, rates and shared costs (£80k) offsetting an increase in the dilapidations provision (£62k);
- a £212k overspend in IT where network charges were higher than budgeted (£70k) and non-capital Digital Programme expenditure has been expensed;
- a £95k underspend in Planning arising from both a saving on, and a delay to, implementing CSAS data solution.

Practice and Policy (including Our Hearings, Our Voice)

Practice and Policy is underspent by £63k due mainly to an underspend on staff costs of £61k and additional income of £13k offset by an overspend on other operating charges of £23k (books and publications +£10k, corporate expenses +£39k, legal expenses -£28k). Although legal fees from our appointed legal consultants were updated and received on a monthly basis, the fees from counsel employed in some of our higher court cases were not submitted until very late in the financial year. These costs were quite significant as they related to a petition on a matter of real significance, and for which we were advised to have both senior and junior counsel (total costs £28K), and a judicial review that had to be defended (cost £16K). In addition, both of those cases resulted in unusually high court costs totalling £68K. These cases were heard in late 2021/early 2022.

Executive

Executive is underspent by £76k underspend due to savings on Operational Manager posts.

Press and Communications

An underspend of £27k arose due to savings on the Modern Apprentice post, and no staff event, in 2021/22.

4. Efficiencies

- 4.1 As approved by the Board in March 2021 efficiency savings of £153k (0.6%) were targeted in 2021/22 (vacant space savings £15k, procurement savings £50k, Head Office staff savings £50k, Interpreting & Translating £13k, Locality initiatives £25k). The Budget Efficiencies Group, Business Managers and Finance Manager focus on ensuring Locality efficiencies (both cash and time releasing) are tracked and captured for inclusion in efficiency reports in line with the organisation's Efficiency Framework.

- 4.2 The target was exceeded without a negative impact on operations, as a result of Head Office staff cost savings (excluding HR) of £186k and procurement savings of £67k. No savings have been identified in 2021/22 from interpreting and translating or Locality initiatives whilst the focus has been on providing core service to stakeholders through a period of intense challenge.
- 4.3 The Scottish Government notify SCRA each year of savings achieved by increased usage of Scottish Government Frameworks. Scottish Procurement have not yet confirmed the Q4 savings that SCRA made from SCRA's use of Scottish Government collaborative framework agreements, however savings of £272.6k had been confirmed to end of Q3 2021/22. It should be noted that these are not savings which reduce SCRA's costs or help SCRA to operate within the approved level of Grant in Aid so are not counted as efficiency savings.
- 4.4 The Procurement Officer has developed a Savings Tracker to capture savings from SCRA contracts (as distinct from Frameworks above). Information on these savings have been captured throughout 2021/22 for regulated and non-regulated procurements, and the accumulated savings, largely based on the difference between the average of all tenders less the winning bid, amount to around £67.1k across 12 procurement exercises where savings were calculated.

5. Core Capital

- 5.1 Net expenditure in the period to March 2022 is £1,780k. Details of the budgets, actual spend and forecast are as follows:

	Board-approved Budget March 2021 £000	Adjust-ments £000	Available Budget 2021/22 £000	Actual YTD Mar £000	Full Year Forecast £000	Variance actual to budget £000
Property Programme						
Aberdeen - meeting room/admin areas	25	35	60	16	66	(44)
Elgin – Hearing suite upgrade and staff areas	85		85	1	5	(84)
Glasgow – 2F-4F phase 3 development	100		100	107	110	7
Glenrothes 1F feasibility	20		20	5	5	(15)
Paisley - Hearing Suite alterations	15	25	40	49	54	9
Project contingency	80	(60)	20	18	18	(2)
Stirling – extend Hearing Suite into office space	50		50	39	40	(11)
LED Lighting retrofits	30		30	37	33	7
Livingston capital element of rent	45		45	46	45	1
Hearing Room Improvement Programme	100		100	144	141	44
Various condition surveys, upgrades, redecoration	50	28	78	136	148	58
Minor Works	100	97	197	136	139	(61)
Property Programme	700	125	825	734	804	(91)

Digital Programme						
Aim One – Maximising the organisational benefits from delivery of the CSAS MVP	392		392	301	392	(91)
Aim Two – Digitally Enabled Service Redesign	308		308	181	90	(127)
Aim Three – Strong Digital Governance and Ownership	450		450	352	418	(98)
CHS CSAS Development	0	117	117	212	250	95
Other projects						
Corporate projects	50		50	0	50	(50)
Total capital	1,900	242	2,142	1,780	2,004	(362)

- 5.2 The budget adjustments above reflect agreed use of reserves and transfers from contingency budget to projects in Aberdeen and Paisley. The underspend of £91k on all property projects will be required, along with the additional funding of £100k, to complete 2021/22 projects Minor Works £76k (including water risk assessment follow-up work £47k and Ayr ventilation £15k), Hearing Room Improvement Programme (£30k), Aberdeen admin areas work (£35k, see 5.5 below), and Glenrothes 1st floor feasibility (£15k), condition surveys (£5k) and contingency £30k.
- 5.3 Discussions have concluded on Elgin’s lease renewal and subject to final Scottish Government approval the planned reconfiguration work will take place in 2022/23.
- 5.4 Glasgow works were completed on time.
- 5.5 The scope of works in Aberdeen and Paisley were extended in discussion with local managers. The bulk of work in Aberdeen will be completed in 2022/23. The work in Stirling to extend the hearing room was completed on time.
- 5.6 Furniture orders for the Hearing Room Improvement Programme were delivered, and physical works were completed, in quarter four. Cost of works and fees are higher than previous years and additional works in Kirkwall all contributed to the planned overspend. The planned works in Alloa will now take place in 2022/23.
- 5.7 The Minor Works spend was £136k, in line with the previous forecast.
- 5.8 Significant works arising from condition surveys were progressed in 2021/22 in Edinburgh and Kirkwall resulting in a planned overspend of £58k on this budget. Urgent works to the Dalkeith roof will take place in 2022/23.
- 5.9 The Property Team managed a risk of capital underspend defined as “Lack of clear plans and insufficient capacity (Property Team and key suppliers) leads to delays in initiating projects which results in a significant underspend on the 2021/22 property capital budget.” The Head of Property’s mitigations have had some impact on the risk of underspend with main slippage issues being Elgin reconfiguration works, water risk assessment works and Aberdeen works.

Further risks to the Property Programme stemmed from procurement exercises and increased market volatility and uncertainty around prices and inflation.

- 5.10 The Digital Programme Director developed three Digital Aims and Objectives for 2021/22. Aim One comprises CSAS development, Aim Two comprises external reporting development costs, virtual hearing development, improved hearing room connectivity and user research/strategy consultancy. Finally Aim Three comprises refresh of laptops and mobile devices and programme consolidation activity (environments and technology refresh).

A significant amount of activity was completed in the last quarter and actual spend reached £1,046k against a budget of £1,267k. However the underspend of £221k excludes £157k of expenditure which was classified as revenue spend resulting in a small overall Digital programme underspend of £64k. Notwithstanding this activity, the global shortage of raw materials and refocusing of organisational priorities made the effective spending of resource a particular challenge in 2021/22.

As SCRA owns CSAS, expenditure on CHS CSAS changes of £212k were accounted for by SCRA.

6. Financial planning and Resource Spending Review

- 6.1 The Scottish Government published a Resource Spending Review (RSR) on 31st May. The RSR, the Scottish Government's first resource spending review since 2011, sets out the high-level parameters for resource spend within future Scottish Budgets up to 2026-27. It offers a strategic funding framework for the Scottish Government and our many partners to plan for the future. The figures are published at portfolio level so at this stage SCRA is unclear what figures have been used, previous understanding was that current Financial Plan figures would be used.
- 6.2 SCRA's Financial Plan will be updated and presented at the September Board. The Plan will take into account the RSR assumptions and where possible reflect the ambitions of The Promise, new legislative responsibilities and the necessary capital investment for further digital developments and estate upgrades.

7. Conclusions

- 7.1 The overall accruals based revenue underspend against budget is £190k (0.7%) which is lower than the forecast underspend of £302k (1.1%). However SCRA planned to use reserves of £300k in 2021/22 with the final figure being £511k. EMT will work with Sponsor to ensure unspent 2021/22 capital resource is available to cover work in 2022/23.

8. Recommendations

- 8.1 To consider the draft revenue and capital outturn positions for the year to March 2022.
- 8.2 To note the draft revenue underspend of £190k.
- 8.3 To approve allocation of property capital underspend up to £191k to complete 2021/22 projects in 2022/23.
- 8.4 To note the Digital Programme outturn for the year to March 2022.

East And Central Scotland Area

	Ayrshire Locality	East & Central Scotland Office	Central Locality	Lanarkshire Dumfries & Galloway Locality	South East Locality	Tayside And Fife Locality	Total
Staff Costs	+73.6	+19.5	+32.3	+9.0	+48.3	+40.5	+223.2
Property Costs	-2.5	-1.4	-2.4	+5.2	+2.2	-3.3	-2.2
Travel Costs	-5.0	-0.1	-0.9	-7.6	-12.5	-10.6	-36.7
Other Operating Charges	-17.4	+0.8	-8.5	-2.9	-23.6	+6.8	-44.8
Income	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0
Total	+48.7	+18.8	+20.5	+3.7	+14.4	+33.4	+139.5

North And West Scotland Area

	North West Area Office	Highlands And Islands Locality	Grampian Locality	North Strathclyde Locality	Glasgow Locality	Total
Staff Costs	+34.3	+71.4	+32.3	+40.6	-11.6	+167.0
Property Costs	-2.8	+8.3	-5.1	-7.8	-6.6	-14.0
Travel Costs	-2.1	-18.8	-4.3	-8.7	-2.3	-36.2
Other Operating Charges	-1.8	-9.3	+11.5	-8.6	-44.8	-53.0
Total	+27.6	+51.6	+34.4	+15.5	-65.3	+63.8

Head Office

	Communications	Executive	Finance	Human Resources	Information Systems	Planning	Practice & Policy	Property	Total
Staff Costs	-11.3	-75.0	+18.8	-139.6	+48.1	-116.7	-61.3	+11.7	-325.3
Property Costs	+1.2	+5.6	-20.4	+0.0	+0.0	+0.0	-5.1	-162.6	-181.3
Travel Costs	-0.4	-1.2	-1.7	+1.2	-6.7	-2.8	-6.2	-0.1	-17.9
Other Operating Charges	-16.4	-4.7	-4.8	-0.7	+212.2	-94.6	+23.2	+36.1	+150.3
Capital Financing	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0
Other Income	+0.0	+0.0	-36.3	-4.1	+0.0	+38.0	-13.2	-1.6	-17.2
Total	-26.9	-75.3	-44.4	-143.2	+253.6	-176.1	-62.6	-116.5	-391.4

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION**Property Update**

Accountable Director: Principal Reporter / Chief Executive **Date:** 22nd June 2022

Report Author: Head of Property

Recommendation:

1. To note recent progress and the planned actions for 2022/23 to maintain, repair and improve SCRA's estate.
2. To note the enhanced climate change reporting requirements and that EMT will consider the actions required.

Reason for Report: To Update Board On Progress

Resource Implications: Within available resources

Strategy: Within agreed plans

Equalities Duties: Not Required

Consultation: Principal Reporter/ Chief Executive
Head of Finance and Resources

Document Classification: Not protectively marked

1.0 Introduction

- 1.1 The Property Strategy was approved by the Board in June 2017. Our Corporate Plan and key organisational strategies, including the Property Strategy, have been re-aligned to match the 2024 timeframe of the Keeping The Promise Plan.
- 1.2 This report is intended to provide the Board with an update on the work carried out over the last year along with the actions that are planned for the current financial year. Attached to the report is information on the performance of our estate.

2.0 Background and Context

- 2.1 The coronavirus pandemic has raised questions around how much space our organisation needs, where it is located and what we use it for. It has also continued to impact on the work of the organisation during 2021/22.
- 2.2 Along with effective procurement, the Scottish Government have identified more effective use of public sector estates as one of the levers to drive greater efficiency in their recently published Resource Spending Review (RSR). The Government is committed to a multi-year estates programme to make the best use of public sector property and other assets, reflecting the impact of the COVID-19 pandemic on ways of working and the delivery of services. Commitments include:
 - Reduce the public sector estate footprint and costs and have fewer, better buildings which support our people and our service delivery to the public.
 - Increase co-location, collaboration and the interoperability of offices across the Scottish public sector incorporating flexible location models.
 - Reduce public sector office carbon emissions.
 - Increase on-site joint administrative services in public sector offices.
- 2.3 SCRA included the following capital investment profile in the autumn 2021 Financial Strategy. Despite the publication of the Resource Spending Review it is not yet clear whether this profile of investment will be funded by the Scottish Government.

Programme	2021/22 Budget £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m
Property	0.700	0.850	1.000	0.975	0.950	0.925

SCRA do not yet have an assessment of the likely costs of environmental improvements to our buildings. It is likely to be substantial so SCRA may require to submit business cases for the necessary investment if the works cannot be delivered within the above sums. In the RSR the Government have allocated over half a billion of additional funding to net zero programmes, compared to previous plans.

- 2.4 Our current Corporate Plan sets out three strategic aims – to Care, Connect and Protect. Our Property Strategy has five core objectives that align with the strategic aims of the Corporate Plan.
 - Meeting the Needs of Property Users (Protect)
 - Flexible Service Delivery (Connect)
 - Location and Quality of Hearing Centres (Connect)
 - Sustainability (Care)
 - Working in Partnership (Connect)

- 2.5 Our estate comprises of 34 core properties that are spread across mainland Scotland and the Islands (see Appendix A). Of these, 19 properties are owned and the remainder leased. To measure the quality, efficiency and cost effectiveness of our estate we have a number of property KPI's. The quality KPI's concentrate on our core hearing centres, as the main focus of service delivery. The updated KPI's for 2021/22 are attached at Appendix F along with relevant data regarding our property holdings.
- 2.6 The space that is not required for operational purposes is removed from the estate where possible, or leased out to private or public sector tenants. Letting out space currently produces an income of £196K for the organisation and a breakdown of the tenanted and vacant space in our estate is attached at appendices B and C
- 2.7 For 2022/23, available property funding consists of c.£1.18M for capital projects and a revenue budget of c.£3M. Within our revenue budgets are significant committed costs, such as rents, rates, utilities and contracted maintenance costs. A further revenue spend is budgeted to meet the cost of emerging repairs and the replacement of building components.
- 2.8 Our response to the coronavirus pandemic has demonstrated that with suitable technology we can work in a more agile way to deliver our services with greater flexibility. It is clear that the way we use our buildings and what we use them for is changing. It is expected that over time the overall size of our estate will continue to reduce and the projects we undertake will support the creation of improved spaces for both children's hearings and our staff.

3.0 Review of Recent Activity

- 3.1 During 2021/22 the coronavirus pandemic led to shortages of goods, materials and labour with a resultant increase in the cost of undertaking project work and buying furniture. The current inflationary pressures will continue to have an impact on projects and occupancy costs during 2022/23.
- 3.2 Our properties need ongoing investment and upgrading to ensure they are safe and continue to support our operational requirements. We must provide a safe, suitable and appropriate environment for everyone who works in or uses our properties. Often this requires external upgrading of building components for safety and internal reconfiguration of our properties as our operational needs adapt and change. Further changes to our properties will be needed to support a mix of physical and virtual hearings as well as alterations and improvements to create workspaces in line with our Agile Working policy.

During 2021/22, a number of alteration and improvement projects were completed around our estate including:

- Development of Smart Working designs for Hamilton and Stirling
- Hearing room improvements in Bellshill, Edinburgh, Glasgow, Inverness, Kirkwall and Lochgilphead
- External fabric upgrades to our Dalkeith, Edinburgh and Kirkwall buildings for safety and asset protection
- Hearing Room enlargement work in Stirling
- Reconfiguration of staff and hearing suite areas in both Aberdeen and Paisley
- Upgrading of the staff accommodation in Glasgow
- LED lighting system upgrades in Kilmarnock and Stirling as a part of environmental improvements

- Various Minor Works projects to upgrade/ replace building components identified through the course of repairs and maintenance activity

- 3.3 Physical use of our buildings for hearing and office purposes remains much lower than before the pandemic. In several of our remote locations only limited use is being made of our core hearing properties although hearings are taking place virtually. Similarly, very few of the daily hire premises are being used for hearings. Previously the daily hire premises were considered to be an inferior offering and the use of virtual hearings may provide a better option for some hearings, but not all.
- 3.4 Periodic building condition surveys are carried out and the recent experience in Dalkeith has highlighted the high costs associated with keeping our older listed buildings in a safe condition. This is a further consideration to factor into our estate planning in the years ahead as some buildings become less frequently used.
- 3.5 How we contribute to the government's Climate Change and Net Zero objectives is one of the biggest challenges facing the organisation. Whilst this affects every part of SCRA, buildings are currently our highest source of GHG emissions. During 2021/22 energy performance certificates were renewed for a number of our properties and there has been further investment in providing LED lighting systems and replacing inefficient gas boilers around the estate. The environmental performance of our estate is summarised at Appendix D
- 3.6 A separate report was submitted to the Board in March setting out our Climate Change duties, the enhanced reporting requirements and that there had been a further reduction in our greenhouse gas (GHG) emissions to 567.6 tCO₂e compared with 915 tCO₂e in 2015/16. Key decisions have been made in respect of our Elgin, Glasgow and Hamilton locations to reduce the amount of space leased as current agreements come to an end. Reducing the size of our estate and only occupying the space needed is one of the ways we can reduce our GHG emissions.

4.0 Planned Activity

- 4.1 For 2022/23 a programme of capital works has been approved and is summarised at Appendix E. The current Property Strategy supports the three strategic aims of the Corporate Plan but there are areas where further change is likely that will influence our requirement for property and how we use it over time:
- Changes to how we work and deliver our services resulting from the coronavirus pandemic and increased use of technology
 - Our response to the Climate Emergency
 - The Promise
 - New Laws affecting Children's Hearings
 - Referral of 16 & 17 year olds to the Principal Reporter

The potential for changes from these areas confirms that we need to build flexibility, resilience and sustainability into the design and use of our hearing centres and workplaces. Our planned activity during 2022/23 aims to support flexibility, resilience and sustainability and is aligned with the strategic aims to care, connect and protect.

4.2 Connect & Protect

During 2022/23, the majority of our budget is focused on the two smart working projects in Hamilton and Stirling. These are influenced by the experience of the pandemic and will create modern flexible workspaces to support agile and hybrid

workstyles. In Hamilton, through a smart working approach we will consolidate the space occupied from two floors to one realising a revenue saving of over £100K per annum as well as reducing our carbon footprint. The second hearing room will also be enlarged and refurbished as a part of the project in line with the current hearing room designs.

- 4.3 Our hearing rooms are now being equipped with more technology to facilitate flexibility and participation; although in a number of cases this can significantly reduce the space available within the hearing room. Where this becomes an issue, and the opportunity exists, hearing rooms are being enlarged to create additional capacity. The pandemic led to the adoption of virtual hearings and going forward Localities have identified a need for small dedicated spaces to facilitate virtual hearings. The need for enlarged hearing rooms and booths for virtual hearings is reflected in the designs for both the Hamilton and Stirling projects. Feasibility work will also be commenced at several other properties this year.
- 4.4 The implementation of the CSAS system is finally removing the need to retain paper based records with the result that large areas dedicated to bulk filing systems can now be repurposed. As office areas are reduced through removal of filing systems and greater agile working it is hoped that this will create the capacity for further improvements to be introduced in our public facing hearing suites.
- 4.5 Further hearing rooms improvements in up to six locations are planned this year following the three established design routes. It is intended that a procurement exercise will commence to appoint a designer to refresh the design routes and ensure that our hearing room and hearing centre designs remain contemporary. The work on our hearing rooms has highlighted the need for ongoing investment in redecorating and re furnishing our public facing areas. Where hearing suites are heavily used, improvements to one area will draw attention to areas that have not been upgraded.
- 4.6 Several lease expiries are currently being managed by the Property Team with Scottish Government colleagues. The Hamilton and Elgin projects have been outlined where we have an opportunity to consolidate space without impacting service delivery to reduce our running costs and also contribute towards our Climate Change objectives. The next major lease expiry is for our Glasgow building in February 2024. This is the most expensive building on SCRA's estate with an annual running cost of over £500K per annum. An analysis of space use and smart working has been undertaken and it has been concluded that we have more space than is required in the building. In line with Scottish Government requirements, an option appraisal of the existing building versus relocating is currently underway.
- 4.7 Care
Climate change and sustainability are pressing strategic issues for SCRA to grapple with and incorporate into our organisational planning. The government has set the target of achieving Net Zero by 2045 and all public bodies are required to work towards this target. Whilst buildings are the most visible source of emissions, our climate change duties affect every part of the organisation and they will shape how we deliver our services over time.
- 4.8 It was reported to the Board in March that our greenhouse gas (GHG) emissions had reduced to 567.6 tCO₂e by the end of 2020/21 and an interim 3-year GHG reduction target of between 10% and 20% was previously set. In November SCRA is required

to submit its annual report to Scottish Government under the new enhanced reporting requirements, which require:

- the body's target date for achieving zero direct emissions of greenhouse gases, or such other targets that demonstrate how the body is contributing to Scotland achieving its emissions reduction targets;
- targets for reducing indirect emissions of greenhouse gases;
- how the body will align its spending plans and use of resources to contribute to reducing emissions and delivering its emissions reduction targets;
- how the body will publish, or otherwise make available, its progress to achieving its emissions reduction targets; and
- what contribution the body has made to helping deliver Scotland's Climate Change Adaptation Programme

4.9 To achieve zero direct emissions, our buildings can no longer be heated using gas or oil burning systems. This in itself will be a challenge but to reduce our indirect emissions and achieve net zero will require detailed consideration of how the organisation operates and delivers its services. Greater emphasis is now placed on the indirect GHG emissions that come from Travel, Waste, Procurement of goods, services & works and the supply chains involved. These are very difficult to quantify but will greatly exceed our currently reported figures.

4.10 During 2022/23 it is intended to engage consultants under a framework agreement to undertake a review of SCRA's estate to build a programme of work and budget costs for environmental improvements to our buildings. In addition, Senior Operational Managers are promoting the appointment of Environmental Champions within Localities as well as ensuring that environmental considerations and reducing our GHG emissions feature more prominently in locality plans.

4.11 Within the property programme budget has been included for minor office reconfiguration works as well as environmental improvements. Lighting within offices is one of the main sources of electricity consumption and replacing traditional systems with LED lighting systems will reduce energy costs as well as requiring less maintenance. Further LED lighting systems will be installed during 2022/23. Energy savings can also be achieved by ensuring that the controls for building services, such as heating and ventilation, are operating correctly. A new building management system (BMS) is planned for our Paisley building to provide improved control and reduce energy use. Once installed the system and energy consumption will be monitored prior to preparing a case for further rollouts around the estate.

4.12 Challenges

In addition to Climate Change, there are also likely to be further challenges that will impact on our approach to property. These include financial and inflationary pressures following the pandemic potentially leading to reducing budgets in real terms. Continued expenditure will, however, be required to keep our buildings safe, secure and suitable. Most organisations are reviewing their space needs as they formally adopt agile and home working policies and are scaling back their office requirements. A number of tenancies have been granted to other public bodies on cost sharing arrangements and it is understood that a number are unlikely to be renewed upon expiry; reducing the income we receive.

5.0 Strategy Direction

- 5.1 As set out in section 4 above, our properties and the services we deliver from them need to be increasingly flexible, resilient and sustainable as our operational requirements change over time. Within last year's Board report a number of expectations were set out regarding strategy direction. These expectations remain relevant and are briefly summarised in the following paragraphs.

5.2 Flexibility and Choice

Prior to the pandemic we only delivered physical hearings and worked from offices in a dispersed property estate. With virtual and hybrid hearings, greater choice can be offered to hearing participants and our agile working policy increases flexibility for staff to work from home or an SCRA office. Greater flexibility and choice will reduce our need for space and the overall size of our estate.

5.3 Location and Quality

Where agile working reduces the need for traditional office and file storage functions there will be opportunities to improve the public facing hearing facilities. Both in terms of the physical design and function but also in terms of integrating technology. With virtual and hybrid hearings, the use of technology in our hearing centres has increased in hearing rooms and created a need for small quiet spaces or virtual hearing booths. Our hearing centres and staff facilities must also be kept safe, secure and meet our statutory obligations.

5.4 Sustainability

Our properties and the services we provide need to be sustainable both in terms of climate change but also in terms of finance. The size of our estate is directly related to our GHG emissions and the expectation of government is that we only occupy the space that we need. Travel is our highest source of GHG emissions after buildings, again a reduction in travel enabled by improved hearings technology will allow a move away from using daily hire hearing centres reducing both emissions and use of often inferior facilities.

Affordability and financial sustainability will also be a consideration. Public sector spending is likely to be impacted by the current economic pressures and further changes to SCRA's operating model may become necessary. Property is our largest expenditure heading after staff costs. With an increase in virtual hearings, remote and low use hearing centres that are owned or leased will be difficult to sustain long term. The number and size of operational locations is likely to reduce to meet both environmental and financial sustainability targets.

5.5 Partnership Working

Where resources are limited and it is no longer sustainable to provide services following the traditional model we will need to work with partner agencies to deliver our services to local communities in different ways. Digital inclusion is an issue and suitable technology will not be available to everyone who participates in a children's hearing. Virtual and hybrid hearings will also bring benefits for our partner agencies but there will be an ongoing need to hold physical hearings. Where partners attend our premises, the provision of suitable facilities allows them to remain productive and be able to work both before and after the hearing. Improved partnership working and property sharing will assist in low volume locations where the need for physical hearings remain.

- 5.6 The experience of the last two years has demonstrated that our service can be delivered in new and innovative ways. Coordinating and linking the People, Digital and Property strategies will be important. Further changes, challenges and opportunities are likely to emerge over the next few years that will continue to shape our future requirement to hold and use property.

6.0 Medium Term Planning

- 6.1 As indicated at 2.3 above, SCRA included a capital investment profile in the Autumn 2021 Financial Strategy which allocates just under £1M to property capital projects each year until 2026/27. At present the proposed annual capital programme is submitted in November each year and targets the known estate priorities for the next financial year.
- 6.2 The Government's commitment to funding a multi-year estates programme will allow a longer term plan/ programme to be put in place. Over the next three months we will develop a medium term plan for investment in our properties that will be used to inform the next five year Financial Strategy. This strategy will be submitted to the Board in the Autumn and a three to five year capital plan for property will form part of next year's report to the Board.
- 6.3 When building our property capital plans, estimates are included for known upcoming events as well as allowances for anticipated expenditure where the full implications of changes to legislation or policy are not completely clear. Our capital plans will include key lease events arising over the next five years, further smart working projects and expenditure on the environmental performance of our buildings to work towards our Net Zero climate change obligations. Continued investment to upgrade and improve our properties is necessary to keep them safe and operationally suitable as well as taking into account the potential impact of new legislation for children's hearings (16 & 17 year olds) and The Promise. More clarity on the impact of these matters is anticipated in the coming months.

7.0 Conclusions

- 7.1 The adoption of agile, hybrid and smart working are changing the role of the workplace and how much space we need. The pandemic has provided the catalyst for accelerating changes enabled by technology improvements and more flexible working policies. Our offices no longer require large numbers of desks allocated to individuals and instead there will be greater sharing of workspaces with areas for collaboration, meetings and breakout spaces. Our overall requirement for space will continue to reduce in size over time.
- 7.2 Where space is no longer needed for office purposes and bulk filing storage systems opportunities are created for improving the public facing areas of our buildings. How we deliver children's hearings and the spaces needed is also changing; some hearing rooms will be enlarged (where space allows) and consideration is being given to how we provide small suitable spaces away from workspaces for virtual hearings to be conducted.
- 7.3 Our planned activity for 2022/23 is aligned to our core Corporate Plan objectives and includes two major smart working projects in Hamilton and Stirling that include hearing room and virtual hearing space alterations. In addition, further hearing room improvements are planned along with the management of upcoming lease expiries.









- 7.4 Our organisation's response to Climate Change and fulfilling our public sector duties will need to be more prominent during 2022/23. Changes to the public sector reporting requirements require us to state our target dates for achieving zero direct emissions and reducing indirect emissions. This goes beyond GHG emissions from property and includes travel, waste, energy, procurement and supply chain. It is a requirement of the new regulations that SCRA states how our spending plans and resources will be aligned to achieve the target dates. Climate change and achieving Net Zero impacts every part of the organisation and how our services are delivered. EMT will consider the actions necessary to meet our statutory duties.
- 7.5 Cost pressures are evident in the wider economy which are leading to increasing costs of holding and operating from our properties. Following increased public spending during the pandemic there is a risk of financial pressures in the years ahead and reducing budgets in real terms. As every organisation reviews its future space requirements there is a risk that the income received from tenanted property will reduce where tenants choose to vacate at lease expiry.





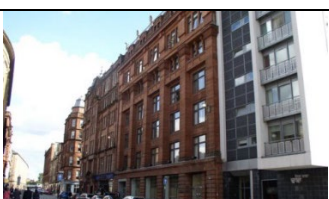


8.0 Recommendation(s)

- 8.1 To note recent progress and the planned actions for 2022/23 to maintain, repair and improve SCRA's estate.
- 8.2 To note the enhanced climate change reporting requirements and that EMT will consider the actions required.

Our Estate (at June 22)

Appendix A

Property	Address	Tenure	Description	SqM
1 	Aberdeen The Exchange, Market Street, Aberdeen,	Leased	Staff Base + Hearing Centre Two floors within a multi storey office block	567
2 	Alloa Town Hall Lodge Mar Place Alloa	Leased	Hearing Centre Single storey detached building built circa 1930	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 set in own grounds	281
6 	Cumbernauld 26 Carron House, Cumbernauld	Leased	Hearing Centre 3 rd floor office space in town centre shopping/ office complex	77
7 	Dalkeith 29 Elmfield Court, Dalkeith	Owned	Hearing Centre Category C listed terrace of 3 buildings with single storey extension. Constructed 1861.	190
8 	Dumbarton 55 Church Street, Dumbarton	Owned	Staff Base + Hearing Centre Modern 2 storey office building with car park in own grounds	309

Property	Address	Tenure	Description	(SqM)
9	 Dumfries 99 George Street, Dumfries	Owned	Staff Base + Hearing Centre Ground floor of 3 storey building constructed mid 1980's.	227
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.	766
12	 Elgin Phoenix House, 1 Ward Road, Elgin	Leased	Staff Base + Hearing Centre Part ground and part first floor of modern office building	145
13	 Falkirk Campfield House, Wellside Place, Falkirk	Owned	Hearing Centre Modern stone clad two storey building in own grounds built c.2001	237
14	 Fraserburgh 10 Commerce Street Fraserburgh	Owned	Hearing Centre Category B Listed 19 th century 2 storey detached former house with attic conversion.	249
15	 Glasgow 10/20 Bell Street, Glasgow	Leased	Staff Base + Hearing Centre Ground to fourth floors of warehouse to office conversion.	1600
16	 Glenrothes Albany House, North Street, Glenrothes	Owned	Staff Base + Hearing Centre Two storey office building constructed during 1970's in central Glenrothes	870
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	238

Property	Address	Tenure	Description	(SqM)
18	 <p>Hamilton Hamilton House, Caird Park Hamilton</p>	Leased	Staff Base + Hearing Centre Two floors of three storey office development completed 2007	1139
19	 <p>Inverness 6 Castle Wynd, Inverness</p>	Leased	Staff Base + Hearing Centre Ground and 1 st floors in frame construction building	442
20	 <p>Irvine Ground Floor Sovereign House, Irvine</p>	Leased	Hearing Centre Ground floor hearing suite in former school converted to office use	145
21	 <p>Kilmarnock 21 West Langlands Street Kilmarnock</p>	Owned	Staff Base + Hearing Centre Two storey steel framed building constructed 2010.	694
22	 <p>Kirkwall East Bank East Road, Kirkwall, Orkney</p>	Owned	Staff Base + Hearing Centre Part of single storey former hospital building	167
23	 <p>Lerwick 13 Hill Lane, Lerwick, Shetland</p>	Leased	Staff Base + Hearing Centre Ground and 1 st floor of 2 storey traditional stone and slate building converted to office use	147
24	 <p>Livingston Civic Centre Howden Road South Livingston</p>	Leased	Staff Base + Hearing Centre Accommodation on ground floor	329
25	 <p>Lochgilphead Manse Brae, Lochgilphead</p>	Owned	Staff Base + Hearing Centre Single storey modern office block constructed 1996 within own grounds with car spaces	299
26	 <p>Paisley 10 Glen Lane, Paisley</p>	Owned	Staff Base + Hearing Centre Extended single storey modern office building with car park	418

Property	Address	Tenure	Description	(SqM)
27	 Perth Belhaven House, Marshall Place, Perth	Owned	Hearing Centre 2 storey detached office building constructed during 1960's.	270
28	 Selkirk 12 Ettrick Terrace, Selkirk	Owned	Hearing Centre 3 storey stone rubble and slate traditional building, former dwelling house. Listed	119
29	 Stirling Enterprise House, Springkerse Business Park Stirling	Leased	Staff Base Short term lease for Our Hearings Our Voice	23
30	 Stirling Ochil House, Springkerse Business Park Stirling	Leased	Staff Base + Hearing Centre Ground floor office accommodation in 1990s office within business park development	715
31	 Stranraer 10 Market Street, Stranraer,	Owned	Staff Base + Hearing Centre Traditional stone and slate building. Ground floor reconfigured to provide hearing suite	262
32	 Stornoway Unit 1A, 9 James Square, Stornoway	Leased	Staff Base + Hearing Centre Part ground floor in building converted to office use.	188
33	 Thurso 23 Swanson Street, Thurso	Leased	Staff Base + Hearing Centre Traditional single storey stone and slate covered house	74
34	 Tranent Dewar House, 1 Loch Road, Tranent	Owned	Hearing Centre Single storey office purpose built 2001 with car parking	249

Leased Out Property Report

Appendix B

Property	Unit, Floor or Suite	Tenant	Leased Until	Rent
2 Arbroath - Merrin House, 50 East Abbey Street	1st Floor	Scottish Courts and Tribunals Service	27-May-22	£0
17 Bellshill - 70 North Road		Who Cares? Scotland	27-Aug-22	£5,000
26 Dalkeith - 29 Elmfield Court	First Floor	Spur Trading Ltd	07-May-23	£9,000
4 Elgin - Phoenix House, 1 Wards Road	Part first floor	Care Inspectorate	09-Apr-23	£4,400
5 Falkirk - Campfield House, Wellside Place	1st Floor	MTM Defence Lawyers Ltd	10-Dec-25	£10,000
18 Fraserburgh - 10 Commerce Street	First Floor and Attic	Marine Scotland	31-May-22	£0
7 Hamilton - Hamilton House, Hamilton Business Park, Caird Park,	Part 1st Floor	Police Investigations and Review Commissioner	17-Dec-22	£32,088
27 Kirkwall - East Bank, East Road	Part ground floor	Scottish Natural Heritage	30-Sep-23	£0
23 Lerwick - 13 Hill Lane	First Floor	Care Inspectorate	01-Mar-23	£7,100
10 Lochgilphead - Kilbrandon House, Manse Brae		Scottish Environmental Protection Agency	18-Feb-23	£0
19 Perth - Belhaven House, Marshall Place	First Floor	TGHC (Scotland) Ltd	05-Nov-24	£12,800*
11 Stornoway - Unit 9, James Square		Care Inspectorate	17-Nov-25	£7,613
12 Tranent - Dewar House, 1 Loch Road		U Homecare Ltd	23-Aug-22	£8,000
Rent Total				£96,001
Estimate of Shared Costs recharge				£100,000
Total				£196,001

* 20% rent reduction for 24 months applied due to impact of coronavirus

Vacant Space Report

Appendix C

Ref	Property	Unit, Floor or Suite	Area SqM (Net Internal)	Notes
28	Glenrothes - Albany House, 3 North Street	First Floor Offices	436.19	On market, no interest. Potential for space to be reconfigured into separate lettable units. Currently being used to provide additional space for Children's Hearings.
24	Kilmarnock - 21 West Langlands Street	Part Ground Floor	173.00	Not on market, currently being used to provide additional space for Children's Hearings
22	Selkirk - 12 Ettrick Terrace	First Floor	61.89	Not on market and not in lettable condition
20	Stranraer - 10 Market Street	First Floor and Attic	146.62	Not on market and not in lettable condition
		Total	817.70	

Environmental Performance

Appendix D

Property		Tenure	EPC Rating	EPC Date	Comments
Aberdeen	62-104 Market Street	Lease / Licence	C	03-Jun-19	
Alloa	Mar Place	Lease / Licence	n/a	n/a	Not assessed as <250sqm
Arbroath	50 East Abbey Street	Owned	n/a	n/a	Not assessed as <250sqm
Ayr	Ground floor left, 35 Carrick Street	Lease / Licence	n/a	n/a	Not assessed as <250sqm
Bellshill	70 North Road	Owned	E	03-Jan-19	
Cumbernauld	Suite 26, Carron Way, Town Centre	Lease / Licence	n/a	n/a	Not assessed as <250sqm
Dalkeith	29 Elmfield Court	Owned	G	26-Mar-18	
Dumbarton	55 Church Court	Owned	E	19-Mar-20	
Dumfries	99 George Street	Owned	D	19-Mar-20	
Dundee	6 Commercial Street	Owned	D	24-Mar-14	
Edinburgh	1 Fountainhall Road	Owned	D	14-Mar-14	
Elgin	1 Wards Road	Lease / Licence	n/a	n/a	Not assessed as <250sqm
Falkirk	Wellside Place	Owned	D	07-Dec-15	
Fraserburgh	10 Commerce Street	Owned	E	16-Jan-22	
Glasgow	10 to 20 Bell Street	Lease / Licence	C-E	19-Mar-20	Separate assessment by floor
Glenrothes	3 North Street	Owned	D/E	19-Mar-20	Separate assessment by floor
Greenock	1-3 Brisbane Street	Owned	C+	12-Apr-18	
Hamilton	Hamilton Business Park, Caird Park,	Lease / Licence	C/D	19-Mar-20	Separate assessment by floor
Inverness	6 Castle Wynd	Lease / Licence	E	29-Apr-15	
Irvine	Suite 3, Academy Road	Lease / Licence	E	13-Dec-21	
Kilmarnock	21 West Langlands Street	Owned	C	25-Mar-20	
Kirkwall	East Bank, East Road	Owned	E	21-Apr-22	
Lerwick	13 Hill Lane	Lease / Licence	G	02-Nov-21	
Livingston	Howden South Road	Lease / Licence	C+	04-Jan-10	
Lochgilphead	Manse Brae	Owned	G	03-Jun-14	

Environmental Performance

Appendix D

Property		Tenure	EPC Rating	EPC Date	Comments
Paisley	10 Glen Lane	Owned	D	19-Mar-20	
Perth	Marshall Place	Owned	G	04-Mar-17	
Selkirk	12 Ettrick Terrace	Owned	G	26-Mar-18	
Stirling	Unit 36, Springkerse Business Park, Kerse Road	Lease / Licence	n/a	n/a	Not assessed as <250sqm
Stirling	Springkerse Business Park, Kerse Road	Lease / Licence	D	30-Mar-17	
Stornoway	Unit 9, James Square	Lease / Licence	n/a	n/a	Not assessed as <250sqm
Stranraer	10 Market Street	Owned	F	17-Dec-21	
Thurso	23 Swanson Street	Lease / Licence	n/a	n/a	Not assessed as <250sqm
Tranent	1 Loch Road	Owned	F	20-Dec-21	

<u>Location</u>	<u>Project</u>	<u>Description</u>	Final Approved (£000)
Alloa	Upgrading	Following lease renewal undertake improvements to IT, carpets, redecoration and furniture	30
Elgin	Reconfiguration	Hearing suite reconfiguration and relocation of staff space to ground floor to consolidate overall space occupied	130
Hamilton	Reconfiguration	Consolidation of office space from 2 floors to 1 using Agile/ Smart Working. Increase size of hearing room 2	250
Livingston	Finance Lease	Capital Element of Rent	50
Stirling	Reconfiguration	Reconfigure and upgrade space to support introduction of Agile/ Smart Working	350
Various	Environment	LED lighting conversions, M&E upgrades	40
Various	Hearings Improvement	Hearing Room Improvements works to decoration and furniture	100
Various	Asset Protection	Condition Survey Upgrade Work	80
Various	Minor Works	Minor Alterations / Equipment Replacement	100
Various	Operational/ Safety Improvement	Hearing room enlargement planned for Dumbarton	30
Various	Corporate Contingency	Corporate projects considered by EMT	25
Anticipated Spend			1,185

Our Property KPI's include measures for the quality, efficiency and cost effectiveness of our estate, as shown on tables 1 and 2 below. A summary of the property and budget data relating to our estate is set out in table 3.

Table 1 - Quality Measures

	<u>2020/21</u>	<u>2021/22</u>
1 Percentage of hearing centres that comply with our requirements	63.64%	60.61%
2 The average percentage quality score achieved across the estate	88.92%	89.09%

Table 2 - Efficiency & Cost Effectiveness Measures

	<u>2020/21</u>	<u>2021/22</u>
• Vacant Space as a % of Total Space	6.3%	6.53%
• Floor space per FTE	23.96 SqM	23.07 SqM
• Property Occupation Costs as a % of Total Revenue (Gross excluding Income)	12.2%	11.16%
• Property Occupation Costs per SqM	£236.88	£237.04
• Maintenance Costs as a % of Occupation Costs	17.3%	21.6%

Table 3 - Estate Data April 2022

Number of Owned (Core) Properties	19	
Number of Leased (Core) Properties	15	*
Total Size (Net Area)	12,516 SqM	
Non Operational Space (Vacant/ Leased Out)	2,109 SqM	
Number of Buildings Surplus To Requirements	0	
Asset Value	£5.097M	**
Revenue Budget (Property)	£2.817M	
- Rent Liability	£878K	
- Hard FM Services (Repairs etc) budget	£372K	
- Soft FM Services (Cleaning etc) budget	£333K	
- Total Income From Leased Out property	c.£196K	
Capital Budget (Property)	£1.185M	

* Reducing to 14 WEF December 2022

** Full Asset value at 31 March 2020 (updated 2021)

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Annual Procurement Report 1st April 2021 to 31st March 2022

Accountable Director: Head of Finance and Resources **Date:** 22nd June 2022

Recommendation:

The SCRA Board is asked to:-

1. Note the arrangements for completing and submitting the 2021/22 Annual Procurement Report 2021/22.

Reason for Report: Procurement Duties requirement.

Resource Implications: Within existing budgets.

Strategy: Procurement Strategy 2020-23.

Equalities Duties Equalities Impact Assessment Required/Completed:

☐

Yes

☒

**No – annual update of
Procurement activity**

Consultation: EMT, SG Procurement.

Document Classification: Not protectively marked.

1. Background Information

- 1.1 In accordance with The Procurement Reform (Scotland) Act 2014, SCRA is required to publish on SCRA's website within five months of the end of the financial year an Annual Procurement Report which should include:
- A summary of the regulated procurements that have been completed during the period covered by the report along with a review of whether those procurements complied with SCRA's Procurement Strategy;
 - The extent to which any regulated procurements did not comply, and a statement detailing how SCRA will ensure that future regulated procurements do comply;
 - A summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the period covered by the report;
 - A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the report period;
 - A summary of regulated procurements expected to commence in the next two financial years; and
 - Reporting on other matters as contained within SCRA's Corporate Procurement Strategy.
- 1.2 The report also provides an overview of SCRA procurement performance across the year as well as the range of the Procurement Team work.

2. Latest position

- 2.1 Scottish Procurement and Property Directorate (SPPD) are working on a Scottish Procurement Policy Note regarding annual procurement reports and this will be published in the coming weeks. As well as possible changes to the reporting requirements it is understood the SPPD are contemplating including a question on climate change in the template that accompanies the report.
- 2.2 In recent years SCRA has presented the Annual Procurement Report to the Board without all the published spend data for the year. The whole dataset will again not be available this year in time for the Board and SCRA is as yet unclear as to when it will be available.
- 2.3 The annual savings figures from use of Scottish Government Frameworks has just been received however SCRA has queried why it doesn't include any savings relating to our spend with Leidos.
- 2.4 It is proposed that the Procurement Team present a complete report to the Board for offline approval as soon as practical, likely to be late July 2022.

3. Recommendation

- 3.1 Note the arrangements for completing and submitting the 2021/22 Annual Procurement Report 2021/22.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Inclusion & Diversity – Annual Report

Accountable Director: Head of Human Resources **Date:** 22 June 2022

Author: Inclusion and Diversity Manager

Recommendations:

1. To consider the Inclusion and Diversity Annual Report and associated programme of work.
2. To note the report as SCRA's Equalities Mainstreaming Report 2022 in line with The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 as amended.
3. To note updates on key inclusion and diversity activity

Reason for Report: *Board Consideration*

Resource Implications: *Within approved budgets*

Strategy: *Within approved plans*

Consultation: *To be noted at Inclusion & Diversity Steering Group*

Equalities Duties *Equalities Impact Assessment not required*

Document Classification: *Not protectively marked*

1. Introduction

- 1.1 This report updates the Board on SCRA's Inclusion & Diversity programme of work since June 2020.
- 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
 - Report on the gender balance of the Board.
- 1.4 The Equality, Diversity & Inclusion Strategy has been integrated within SCRA's holistic Rights, Inclusion & Corporate Parenting (RICP) Strategy 2021-2023 which recognises the intrinsic link between human rights, equalities and inclusion and SCRA's statutory corporate parenting duties and the importance of the inclusion and diversity work to SCRA's commitment to Keeping The Promise. Following discussion at the March Board it was agreed that as well as being reported as part of the RICP, SCRA would continue to report in line with our distinct Equalities duties to ensure clear visibility. This report forms part of that commitment.
- 1.5 The SCRA Inclusion and Diversity Steering Group takes a strategic overview of inclusion and diversity as it aligns with our Rights, Inclusion and Corporate Parenting (RICP) Strategy.

2. Mainstreaming Report 2021/22

- 2.1 Despite the COVID-19 pandemic we have made significant progress in how we mainstream equalities and inclusion in all aspects of our services. Our specific actions and achievements during 2021-2022 are outlined and listed in section 2.4 below and will feature in SCRA's new Rights, Inclusion & Corporate Parenting Year (RICY) Report Card (soon to be published). These activities reflect the breadth of inclusion and diversity work that has been undertaken in the reporting period. The integrated RICP approach is one way that SCRA

ensures inclusion and equalities is a key embedded strand and delivery mechanism for SCRA's Keeping The Promise Strategy 2021-24 and Route Plan 2021-24. We will continue to enhance this integrated approach over the next few years to clearly evidence our approach to rights, inclusion and corporate parenting.

- 2.2 Compliance is of the utmost importance if public bodies are to meaningfully embed and mainstream equalities, diversity and inclusion. To this end, a significant focus of inclusion and diversity work in the period has been on further developing and refining SCRA's Equality & Human Rights Impact Assessment approach (EHRIA). We are working with managers across the organisation to promote the requirement to complete EHRIA's on all relevant organisational decisions and processes. Since the introduction of our EHRIA process, the Equality Review Group (ERG) have reviewed 29 completed impact assessments and provided feedback and challenge on the submissions. The ERG is co-chaired by the Inclusion & Diversity Manager and the Policy & Public Affairs Manager. It currently has 10 members, including Head Office and operational staff. The value of the ERG and its varied membership is the governance and accountability it provides to the EHRIA process. We ask that two members of the ERG review each EHRIA to minimise any potential unconscious bias. Impact assessment continues to be resource intensive, however, is a statutory responsibility for PSED compliance. Further work will be done in 2022/23 to raise awareness and proactively manage impact assessment and associated organisational risk.
- 2.3 SCRA have been asked by a number of other public bodies to share our EHRIA approach in recognition of its relative success (including the Scottish Government, Police Scotland, SLAB, Education Scotland, the National Library of Scotland, Children's Hearings Scotland and ScotRail). The Employers Network for Equality and Inclusion (enei) also recognise SCRA's approach as good practice and have requested we share our approach as a case study and host a webinar for their varied UK-wide membership. Meaningful and timely completion of EHRIA's for all new/revised policies, processes and procedures ensures that we consider equalities impact when we embark on any change.
- 2.4 Principal key inclusion and diversity achievements throughout 2021/22 have been:
- Our strategic approach to inclusion and diversity has been restructured and embedded into a wider strategic approach, ensuring equality, equity, diversity and inclusion sits at the heart of *everything* we do – now and in the future. Our inclusion and diversity work is led by SCRA's Inclusion & Diversity Manager and an Inclusion & Diversity Steering Group (chaired by the Head of HR). It is supported by topical inclusion and diversity groups: our LGBT Group, Disability Group and a new Race & Ethnicity Group as well as a network of 33 Inclusion Ambassadors from varying locations and roles throughout SCRA who continually champion our inclusion and diversity work in their localities.
 - Our new Race & Ethnicity Group is chaired by our Principal Reporter/CE to ensure our race equality work is a strategic priority. This work will be driven by our desire to be anti-racist in all aspects of our organisations

work. We have used the Scottish Government's Minority Ethnic Recruitment Toolkit to identify areas in our recruitment, selection and retention processes to better diversify our workforce. We are also seeking external advice to support progress in this element of practice. Within the Race and Ethnicity Group we will plan and launch a programme of work to look at and critically examine SCRA decision making for children from BAME communities.

- SCRA has been used as a case study for good practice for our approach to Employee Equality Monitoring by enei and the collection and use of equality monitoring data of children referred to SCRA by the Scottish Government.
- SCRA is committed to promoting the mental health of our people. Throughout the pandemic we have specifically focused on proactively supporting our workforce with their well-being, including the introduction of Wellness Action Plans and an organisational Well-being Brochure to provide a single place to see all of the support available for our people.
- We have continued to provide mindfulness sessions through our 12 Mindfulness Champions across the organisation. We have 14 trained Mental Health First Aiders.
- We implemented the Hidden Disability Sunflower Scheme.
- We published an LGBTQ+ Inclusive Language Guidance Note to support our communications and interactions to avoid biases, slang or expressions that exclude certain groups based on gender identity or sexual orientation.
- We implemented an Agile Working Policy to support our people to better balance their home and work life.
- We continue to implement our BSL Action Plan.
- We introduced Visual Information Guides/Social Stories for those with additional support/sensory needs.
- We added 'care experience' into our Employee Equality Monitoring to reflect SCRA's commitment to care experience as a tenth protected characteristic.

2.5 In June 2021 we participated in enei's annual TIDE (Talent Inclusion & Diversity Evaluation) benchmarking exercise – an exercise that focussed solely on the prior 12 months activity. TIDE is enei's self-assessment and benchmarking tool which measures an organisation's approach and progress on diversity and inclusion over the following areas: workforce; strategy and planning; leadership and accountability; recruitment and attraction; training and development; other employment practices; communication and engagement; and procurement. TIDE enables us to identify our inclusion and diversity strengths and areas for improvement which are then used when planning our programme of work. Organisations who participate in TIDE are benchmarked against other organisations TIDE entries in that year. Despite the pandemic having hindered much of our work, it is notable that SCRA achieved a Bronze TIDemark Award when benchmarked against other organisations in 2021.

2.6 As part of our ongoing audit plan, reporting to the Audit and Risk Committee, SCRA's inclusion and diversity work achieved 'substantial' level of assurance in both design and operational effectiveness. These were significant achievements during a time of persistent uncertainty, and whilst there is scope for ongoing

improvement, SCRA's approach to mainstreaming equalities was found to be broadly effective. Areas of improvement identified in both the audit and the TIDemark were around inclusion and diversity training and inclusive procurement, both areas we had already identified as requiring more work..

- 2.7 Our higher profile inclusion and diversity programme of work (e.g. awareness raising activity, training, groups and networks and events) lost momentum since March 2020 as a result of the COVID-19 pandemic. However, the achievements of RICP and EHRIA, alongside a restructure of the inclusion and diversity work to ensure equalities is a priority within SCRA's response to The Promise, has progressed the equalities agenda significantly and put SCRA in a firm position in relation to Equality Act 2010 compliance. It should be noted that the EHRC have approached a number of public bodies to ensure compliance in the past year, SCRA has had no such contact to date.

3. Proposed Inclusion and Diversity Priorities

- 3.1 The proposed inclusion and diversity priorities have been included in SCRA's 2022/23 Business Plan and have been fully discussed within The Promise Team and agreed within the Inclusion & Diversity Steering Group. The priorities are actions being delivered through a number of SCRA's strategies, which further demonstrates how SCRA has mainstreamed equalities, inclusion and well-being across all SCRA plans and activities. Due to illness and operational pressure, some actions from the Inclusion & Diversity Action Plan 2021/22 are carried forward into 2022/23 and planning is underway to finalise the 2022/23 Action Plan.
- 3.2 The Inclusion & Diversity Steering Group, chaired by Susan Deery Head of HR, will continue to meet quarterly throughout 2022/23. Children's Hearings Scotland are also represented on the group in recognition of the alignment between the two organisations. As previously noted, reporting into the Steering Group are three topical inclusion and diversity groups: disability; LGBT; and race and ethnicity. The lifespan of the LGBT group may be nearing its end – as a result of operational pressure but this may also perhaps be an indication that SCRA has made good progress in mainstreaming this protected characteristic in our organisational culture. The Inclusion & Diversity Manager and the LGBT Group will discuss whether a review/assessment of views could be helpful in relation to this. Work is underway with the chair of the LGBT Group and members to discuss the feasibility of its continuation and/or alternative approaches to support LGBTQI+ staff and children and families.
- 3.3 Looking forward, we acknowledge there is further work to be done in relation to mainstreaming and advancing our Public Sector Equality Duty. We recognise that the Scottish Government are consulting on the development of the PSED and this will likely have an impact on our approach and priorities. However, SCRA is in a much stronger position than we have been previously in relation to the proposed changes to the PSED as a result of the integrated and robust approach to inclusion that we are embedding. We will continue to strive to progress and embed inclusive practice through the way we work and within our organisation. To do this, we will:

- Focus on the development of an ambitious Race Equality Action Plan with our Race & Ethnicity Group chaired by Neil Hunter, Principal Reporter/CE. We will engage with external organisations and individuals as part of this in recognition that a wider expert reference group is required to fully enable us to realise our ambitions around racial equality and diversity. SCRA has a workforce comprising of 2.3% of black and minority ethnic people (33.9% of our people have not disclosed their ethnicity) in comparison to 4% of the Scottish population (last Census 2011). We do not have accurate data yet on the percentage of children who are black and minority ethnic being referred to SCRA. CSAS has capacity to capture this information and work is underway to ensure that the data captured is valid and reliable for robust future analysis to inform our planning.
- Ensure our focus is needs-based, we will analyse the demographics of our workforce to identify the inclusion, diversity and well-being needs of our people to direct the national inclusion and diversity programme and the topical work of our inclusion and diversity groups.
- Develop an Inclusion & Diversity Locality Network to provide peer support to locality leads and share good practice, and explore opportunities as to how we can include the rights and corporate parenting strands into this Network. We will support localities to develop their inclusion and diversity work, ensuring that national priorities and local needs are reflected and localities embed equalities in their local work.
- Proactively manage our Equality & Human Rights Impact Assessment (EHRIA) process by embedding it in our corporate planning and implementing a reporting mechanism to ensure compliance and risk management. We will continue to roll out EHRIA training across the organisation. Our robust approach to impact assessment will ensure that all services are needs-based, evidence-driven and fair. We will ensure that SCRA complies with the general duties of the PSED – which requires us to continually assess impact on *existing* policies and processes – by devising an appropriate and proportionate approach to assessing impact of existing policies and Practice Direction.
- Develop inclusion and diversity training (including EHRIA training) as part of SCRA's wider learning and development programme.
- Focus on procurement processes to ensure those who provide goods and services promote inclusivity and diversity.

4. Conclusion and Recommendations

- 4.1 SCRA's Inclusion & Diversity Steering Group will set another ambitious and detailed programme of work for the forthcoming year, with a focus on achieving real and tangible improvements to enable us to encourage good practice. We will implement change that will have a positive impact on our staff and responds to the individual needs of the children and families we work with. To ensure highest impact and good use of resources, we will ensure that our work is evidence-driven and needs-based and we will use available equalities data (of the workforce and of the children and families who come to Children's Hearings) to ensure this occurs. We recognise that COVID-19 has widened existing inequalities (in particular around gender, poverty and well-being) due to the consequent rising cost of living.

4.2 We will closely monitor the programme of work and review it regularly given the impact of COVID-19 on our people and our Recovery Plan.

4.3 It is recommended that the Board:

1. To consider the Inclusion and Diversity Annual Report and associated programme of work.
2. To note the report as SCRA's Equalities Mainstreaming Report 2022 in line with The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 as amended.
3. To note updates on key inclusion and diversity activity

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Communications Strategy and Engagement 2020-2023 – an update

Accountable Director: Principal Reporter/Chief Executive **Date:** 22 June 2022
Author: Press and Communications Manager

Recommendation:

1. To note progress on actions within SCRA's Communications and Engagement Strategy 2020-2023 two years on.

Reason for Report: For Board noting

Resource Implications: Within approved budgets

Strategy: Within approved plans

Consultation: Principal Reporter/Chief Executive

Document Classification: Open

1. Introduction

- 1.1. SCRA's current three year [Communications and Engagement Strategy 2020-2023](#) was approved by the Board in June 2020. It was launched shortly afterwards and is available on Connect (our staff intranet) and our external website.
- 1.2. The Communications and Engagement Strategy aims to ensure SCRA continues to have an integrated approach to communications and engagement, and one that supports the organisations' vision and values.
- 1.3. The Communications and Engagement Strategy is supported by an action plan and this report provides Board Members with an update on actions in the last 12 months which covers the second year of the strategy.
- 1.4. The Board will receive a third annual update on the strategy next year, before the next three year Communications and Engagement strategy is developed.

2. Internal communications

- 2.1. Internal communications is a key part of our Communications and Engagement Strategy. In the second year of the strategy as the COVID-19 pandemic continued, successful internal communications remained critical. Our strategy utilises a number of communication tools to engage with our internal audience. Here are some of the actions and highlights in 2020/22:
- 2.2. As the pandemic and restrictions persisted, we continued to focus on internal communications, providing staff with regular updates via Connect, the set of regularly updated FAQs and information in the Team Brief.
- 2.3. During the year, we ran our now annual campaign during Mental Health Awareness Week (May 2021) with a suite of information and variety of materials made available for all staff around this year's theme of nature. We repeated the campaign in May 2022 around the theme of loneliness. This included the revamp and relaunch of our Wellbeing Brochure. Linked to the health and wellbeing of staff, we also ran a debt awareness campaign in February 2022 with a new section on Connect providing staff with information about financial supports.
- 2.4. We are continually trying to improve Connect, our staff intranet to ensure colleagues are able to navigate around it and find what they are looking for. We regularly review the analytics to see what people are searching for etc. We have revamped two sections that have grown in recent months – Health and Wellbeing and Disability. We have also created new themed pages for topics including LGBT History Month,

Gender-based violence, No Smoking Day and Time to Talk Day. This ensures that if someone is interested in a particular topic, all the information and resources (both internal and external) are all available in the one place. In April 2022, we launched a new Learning and Development site on Connect.

- 2.5. Our staff magazine, the National Reporter was re-launched in June 2021 following a break due to the pandemic. The e-zine now has a new, fresh look and a fun quiz for staff to take part in during their break. The feedback to the new design has been positive. The National Reporter is an important way of keeping people connected across the organisation.
- 2.6. Promoting inclusion and diversity among staff is a key element of our Communications and Engagement Strategy. One highlight was an awareness raising campaign during National Inclusion Week in September 2021. Throughout the week, a series of new guidance notes were issued, including an information guide for staff which outlines how to use inclusive language to avoid biases, slang or expressions that excludes certain groups based on gender or sexual orientation. During the week we also launched our annual equalities monitoring campaign which encourages staff to record protected characteristics on iTrent.
- 2.7. In October 2021, the United Nations Climate Change Conference (COP26) came to Scotland. It was envisaged that this would potentially have a significant impact on Hearings in Glasgow in particular, as well as other parts of the country including Aberdeen and Edinburgh. To support our operational response, a communications plan was developed, which included a dedicated section on Connect, a WhatsApp group to share timely information and contact information for partners.
- 2.8. The annual Staff Survey was launched in November 2021. The survey has remained relatively constant, however, the 2020 survey had a specific focus on lockdown, recovery, CSAS and future working. It was therefore decided to revamp the survey and an extensive piece of work was carried out to create the 2022 version. The survey focused on a number of different areas, including future ways of working and managing change. It ran for three weeks and a total of 230 members of staff completed it (around 44 per cent of staff). A report on the results was presented to the Board in January 2022.
- 2.9. The Team Brief continues to be published on a regular basis. Introduced in 2012, it aims to keep staff connected with updates from PR/CEO Neil Hunter on important topics like COVID-19, Keeping The Promise, the Staff Survey and organisational change. In 2022, we introduced follow up Teams calls after publication of the Team Brief to enable staff to hear more detail, ask any questions and highlight any concerns. So far, three sessions were held in February 2022 (more than 80 colleagues attended these) and two in May 2022 (around 40 colleagues joined these sessions).

3. External communications

- 3.1. The Communications and Engagement Strategy highlights that SCRA has a large external audience with a variety of different information needs. As the pandemic continued, it was critical that we employed a number of communication tools to meet these needs. Actions and successes over the last 12 months are outlined below.
- 3.2. Since the start of the pandemic, hits to our website have continued to grow and we have made concerted efforts to continue to improve the website and keep the information and look of the site fresh and up to date. We routinely monitor hits to the website for any gaps in our information and to ensure the site is user friendly. A new of new features have been added to the website, including a dedicated Keeping The Promise section (see 3.8 for more information) and a new online form for children and young people (see 4.2 for more detail).
- 3.3. Social media forms a key part of our Communications and Engagement Strategy. We currently use the following platforms to engage with our external audiences: Twitter, Facebook, Instagram, LinkedIn. We utilise these various platforms to highlight key messages and information, using visuals, cartoons, animations and GIFS to give posts more prominence. We also target the content in our messages depending on the platform/audience.
- 3.4. Partner e-news continues to be published quarterly. This contains a round-up of all our latest news, such as new research reports, corporate reports and our new information materials. This is sent initially to LRMs for local distribution, and is then distributed by the Press and Communications Team to key national partners and people who have signed up to receive the bulletin via our website. It is also available on our website and is publicised via social media.
- 3.5. Websites and partnership working – SCRA's Press and Communications Team continues to host and maintain a number of partnership websites, including the Children's Hearings Improvement Partnership, Our Hearings, Our Voice, Hearings Advocacy, Stand Up for Siblings and My Corporate Parents. In addition, the team have built a new website for the Youth Justice Improvement Board and this will be launched in June 2022.
- 3.6. SCRA website improvements - With traffic to our external website continuing to increase, we are constantly looking to improve the layout and content. In August 2021 we launched the first of our new monthly web series 'Spotlight on...'. The aim is to shine the spotlight areas of our work that visitors to our website might not have heard of. So far Spotlights have included our Modern Apprentice programme, our research function, quality assurance, the work of both the Disability Group and the LGBT Group, and Equality and Human Rights Impact

Assessments. We have also created a new BSL page on our website with a BSL tab at the top of every page. This contains videos in BSL with sub titles and audio. We are committed to growing this section over time.

- 3.7. Media – as highlighted in last years' update, there isn't as much emphasis on the traditional media as previous Communications Strategy. However, we do engage with the media when and where appropriate and continue to provide a media monitoring and press cuttings service to members of EMT and local newspaper coverage to LRMs.
- 3.8. Keeping The Promise communications - On Care Day (18 February 2022) we published externally SCRA's Route Plan to Keep The Promise. This included a suite of information materials and a detailed communications plan, involving our own website, social media and our corporate parenting website. We have set up a dedicated [Keeping The Promise section](#) on our website, which includes a standalone Keeping The Promise latest news page and a Keeping The Promise jargon buster. We wanted to make the Route Plan as accessible as possible and our information materials included: BSL films with sub titles and audio, an easy read version of the plan, a cartoon animation for children and an interactive online visual map.

4. Participation and engagement with children and young people

- 4.1. Engaging in a meaningful way with Hearings-experienced children and young people is a cornerstone of our strategy and approach. Some of our actions and highlights in the last 12 months are detailed below:
- 4.2. In April 2022, we launched the new Hearing About Me form which is available in paper format as well as online. The online facility was developed in response to a consultation with Our Hearings, Our Voice and was co-produced with the Proud 2 Care Champions Board in Inverclyde. The form for children and young people is supported by a new Going to a Hearing leaflet which was also developed with Proud 2 Care. We worked in partnership with multiple agencies (including The Fostering Network, Partners in Advocacy and Who Cares? Scotland) during the launch and the online response rate to date has been positive.
- 4.3. SCRA continues to host and support Our Hearings, Our Voice (OHOV). SCRA also provides communications support to OHOV, and attends Board Meetings to support the project team and the young people. SCRA also delivers specialised assistance around the website, social media (including the creation of the OHOV Tik Tok account) and design of new products, platforms and events, including the recent board member recruitment campaign.

- 4.4. Modern Apprenticeship programme – in February 2021 our 13th care-and-Hearings-experienced Modern Apprentice joined our North Strathclyde Locality, and has successfully completed her SVQ in Business in Administration with more than eight months of her Apprenticeship still to go. In February 2022, the Modern Apprentice became a champion in the organisation, promoting knowledge and understanding of learning disabilities, their impact, and how to support people with learning disabilities. The Modern Apprentice delivered training to the Disabilities Group and the Dumbarton and Paisley office staff on Attention Deficit Hyperactivity Disorder and Dyslexia, and will be widening this opportunity to additional staff. SCRA has also appointed a care-experienced work experience placement in the Aberdeen office and will be recruiting for a care experienced Modern Apprentice in June 2022, also in Aberdeen.
- 4.5. New Hearing Room programme - With over 35 Hearing rooms now upgraded, SCRA's Hearing Room Improvement Programme is in its 7th year. In 2021-2022 six new rooms were launched in 2022 include Kirkwall, Bellshill, Inverness, Glasgow, Lochgilphead, and Edinburgh. New rooms are being identified for the 2022-2023 programme, but these are still to be confirmed. We continue to promote the new look Hearing rooms on our website and social media.
- 4.6. Voice of Experience Reference Group - In keeping with The Promise, SCRA launched its first Voice of Experience Reference Group which is led by the Participation Officer and the Keeping The Promise Operational Change Lead. This group is specifically for staff with experience of the Hearings System and/or multiple approaches to care, e.g. either having been in care or having been a carer. The group commenced in February 2022 and has had several meetings to examine areas for improvement. A report to the Promise Programme Board with recommendations will be submitted shortly.
- 4.7. Dolly Parton Book Gifting Programme – following a successful pilot, in June 2021 SCRA received our first national delivery of books for children aged 0-5 in partnership with the Dolly Parton Imagination Library, who gifts books to vulnerable children affected by Social Work intervention and support. Over 2,000 books were distributed to Hearing centres for children attending their Hearings. The feedback was so positive that another national delivery is being co-ordinated.
- 4.8. Sensory Corner – in March 2022, a large sensory corner was launched in SCRA's Glenrothes Hearings Centre with funding received from Skills Development Scotland. Working in partnership with Rompa (the UK's leading sensory company) the Glenrothes staff, the Keeping The Promise Operational Change Lead and the Participation Officer, the sensory area has been an amazing success and formal feedback is being recorded which indicates it has a positive and calming effect on both children and families. We promoted the corner via our website and

social media and received some positive comments online. (See Appendix 1 for some social media analytics).

- 4.9. Sibling rights - In July 2021 to mark the introduction of new participation rights for siblings in Children's Hearings, we developed a communications plan. This included a latest news item on our website, new pages in the children and young people section of our website, a cartoon animation aimed at young children explaining the changes and a social media pack. In addition, we led on the communications for the Stand Up For Siblings partnership which included a number of news items and blogs published on the Stand Up For Siblings website. We also joined an online session with the Minister and Hearings-experienced young people to mark the changes. Then in October 2021, as part of SUFS, we helped organise a series of webinars for partners with one focused on Hearings/care experienced young people.

5. Recommendations:

- 5.1. To note progress on actions within SCRA's Communications and Engagement Strategy 2020-2023.

Appendix 1

SCRA social media and website analytics - snapshot – 01.03.21 – 01.06.22



Twitter 5.5k followers

Our Tweets earned 52.2K impressions over this period

TOP TWEETS

SCRA @ChildReporter

Need to explain about a Children's Hearing to a young child? Our Chloe and Billy storybook can help. Get a book, as well as some other goodies like a jigsaw puzzle & snap cards in one of our Pre-Hearing packs for children.

pic.twitter.com/Whh227iB0j

Impressions – 3,304

SCRA @ChildReporter

Whether you are participating in a face to face or a virtual Children's Hearing, it is important you know your rights. Find out more on our website →

<https://bit.ly/359Eh4f> [#knowyourrights](#) pic.twitter.com/dj9k4wKiLf

Impressions – 2,377

SCRA @ChildReporter

We are evaluating our first Hearings centre sensory corner which has recently been installed in Glenrothes, but we are loving this fabulous piece of feedback

[#bestroomever](#) [#Glenrothes](#) pic.twitter.com/CT5NiMi5qB

Impressions – 2,343

SCRA @ChildReporter

On World [#AutismAwarenessWeek](#) we are excited to unveil our first sensory corner at our Hearings centre in Glenrothes. Find out more →

<https://bit.ly/3qDEK6b> [#autism](#) pic.twitter.com/GyqKRGGoOJU

Impressions – 2,092

SCRA @ChildReporter

On [#WorldBookDay](#) we are proud to work in partnership with [@DollysLibrary](#) to gift free books to young children attending Hearings. The books are wonderful! pic.twitter.com/RRn2wwtDyV

Impressions – 1,963

SCRA @ChildReporter

Have you got what it takes to lead our research team? We are looking for a part time Research Manager to lead our research team which is highly regarded and has produced some ground-breaking research. Find out more on our website → <https://bit.ly/3DoPAIW> [#research](#) [#jobs](#)
pic.twitter.com/0TuN5GGIa9

Impressions – 1,685



Facebook 1.1K Following

New page followers

129

Everything posted organically by SCRA (no paid posts)

Top Posts

Do you know any young people with IT skills? We have an exciting opportunity for two young people to join our Digital team as Modern Apprentices. We are hiring an MA in Corporate Digital Services and an MA in Digital & Security Governance. Find out more on our website and please help spread the word! ➡ <https://bit.ly/3Flu78G> [#scotland](#) [#jobs](#) [#ModernApprentice](#)

7,295 impressions

If you are helping to prepare a young child for their Children's Hearing, we have lots of different things that can help. Including these really cool sets of snap cards. We can post them out to advocacy workers, social workers etc. They are free! Just email us at communications@scra.gov.uk

2,686 impressions

Another 7 Hearing rooms have just undergone a makeover. The latest round of improvements are in Bellshill, Edinburgh, Glasgow, Inverness, Kirkwall and Lochgilphead. The rooms all have a fresh modern look with different seating options, small coffee tables (instead of the traditional large meeting tables) and play areas for young children. Bye bye big tables! ➡ <https://bit.ly/3y5peEV>

2,429 impressions

If you are attending a Children's Hearing, did you know we have a new Hearing About Me form? It is a great chance to have your say. Plus you can fill it in online! Visit www.scra.gov.uk to find out more.

2,203 impressions



Instagram 1.1K followers

Top posts:

Know your Rights – **480 impressions**

Another 7 Hearing Rooms – **340 impressions**

Glenrothes sensory corner – **252 impressions**

Keeping the Promise – Issue List – **157 impressions**

Young Apprentice with IT Skills – **122 impressions**

Snap cards to help children – **101 impressions**

Hearing about Me Forms – **98 impressions**

New followers in age range 13-17 has increased by 2.4%



Linkedin – 1.2K followers

We are committed to making our Hearing centres more inclusive and we hope our new sensory corner in Glenrothes Hearings centre will be a safe and welcoming space for children and young people with neurodiverse conditions and additional support needs - <https://bit.ly/3qDEK6b> [#AutismAwarenessWeek](#)

886 impressions

If you are helping to prepare a young child for their Children's Hearing, we have lots of different things that can help. Including these really cool sets of snap cards. We can post them out to advocacy workers, social workers etc. They are free! Just email us at communications@scra.gov.uk

824 impressions

Children's Reporters play a key role in the Children's Hearings System. We have an exciting opportunity with Reporter vacancies in Aberdeen and Glasgow. Find out more on our website. [#opportunity](#) [#vacancies](#) [#aberdeen](#) [#edinburgh](#) [#jobs](#)

724 impressions

****CLOSING DATE EXTENDED 13th May 2022****

We are hiring a Research Manager! We have an exciting opportunity to lead our highly regarded research team. We are looking for someone with a post-graduate research qualification (preferably a PhD) and extensive experience in this field. The closing date is

Friday 15 April. Check out the vacancy on our website
- <https://bit.ly/3DoPAIW> #research #hiring #vacancy

586 impressions



SCRA website (www.scra.gov.uk)

Page views

73,092

<https://www.scra.gov.uk/recruitment/current-vacancies/>

5,449 views

<https://www.scra.gov.uk/contact-us>

2,195 views

<https://www.scra.gov.uk/about-scra/role-of-the-reporter/>

2,156 views

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

2,018 views

https://www.scra.gov.uk/parent_carer/compulsory-supervision-orders/

1,975 views

<https://www.scra.gov.uk/about-scra/>

1,887 views

<https://www.scra.gov.uk/children/>

1,731 views

<https://www.scra.gov.uk/resources/>

1,433 views

https://www.scra.gov.uk/young_people/questions-and-answers/

1,190 views

63.2% DESKTOP USERS
34.8% MOBILE PHONE USERS
2% TABLET USERS

Direct to website - 57%
Via social media 33%

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

REVIEW OF COMPLAINTS 2021-22

Accountable Director: Head of Practice & Policy

Date: 22 June 2022

Report Author: Information Governance Manager

Recommendation:
1. To note the report.

Reason for Report:	To provide an annual report to Board as requested in June 2014.						
Resource Implications:	None.						
Strategy:	SCRA Complaints Procedure						
Equalities Duties	<p>Indicate whether an Equalities and Human Rights Impact assessment (HRIA) is required and has been completed. Describe in the body of the report any issues/findings/adjustments that have been made.</p> <table> <tr> <td>Equalities Required/Completed</td><td>Impact Assessment</td></tr> <tr> <td><input type="checkbox"/></td><td>Yes</td></tr> <tr> <td><input checked="" type="checkbox"/></td><td>No</td></tr> </table> <p>Issues/action points:- Annual Report of existing policy</p>	Equalities Required/Completed	Impact Assessment	<input type="checkbox"/>	Yes	<input checked="" type="checkbox"/>	No
Equalities Required/Completed	Impact Assessment						
<input type="checkbox"/>	Yes						
<input checked="" type="checkbox"/>	No						
Consultation:	EMT.						
Document Classification:	Sensitive.						

Section 1: Introduction

Section 2: Number and sources of complaints requiring further investigation in 2021-22

Section 3: Localities and number of complaints

Section 4: Types of complaints

Section 5: Complaint resolution

1. Introduction

- 1.1 SCRA's Complaints Handling Procedure has been in place since 2011 and follows the Model Complaints Handling Procedures (MCHP) provided by the Scottish Public Services Ombudsman (SPSO), which was most recently updated in January 2020. Its main features are to allow:
- more pro-active recording of issues as complaints
 - greater resolution at front line
 - greater visibility of issues of learning.
- 1.2 The Board and EMT request annual reports on complaints. Following the Board meeting in June 2022, this report will be shared with Children's Hearings Scotland (CHS), and with SCRA's Locality Reporter Managers and Head Office Managers.
- 1.3 An internal audit of SCRA's complaints process was carried out in February and March 2021. This found a moderate level of assurance and made seven recommendations: complaints process; complaints logging; complaints sign off; independent review of complaint and finding; complaints' root cause; and lessons learned and actions. The full implementation of these recommendations requires the collection of additional complaint data, which it is hoped will allow us to identify particular areas or processes that can be improved upon. The analysis of the additional data collection will be reflected in the review of complaints for 2022-23.
- 1.4 SCRA has been working with Deaf Scotland to ensure that our complaints process is accessible for people who are deaf, or hard of hearing. We will shortly be trialling a text service, which will allow individuals who are deaf or hard of hearing to contact SCRA about their complaint via text messaging.

2. Number and sources of complaints requiring further investigation (Stage 2 complaints) in 2021-22

- 2.1 The number of complaints to SCRA over the last eight years is as follows:

Year	Stage 2 Complaints
13/14	72
14/15	42
15/16	54
16/17	28
17/18	39
18/19	40
19/20	61
20/21	36
21/22	66

* Average annual number of Stage 2 complaint's since 2013-14 to present is 48.6.

- 2.2 There were 65 complaints received in 2021-2022, which required further investigation. One complaint was withdrawn. The increase in the number of complaints from the previous year is likely due to the significant increase in the number of Hearings over 2021-22 and possibly the operational changes that continue to be embedded throughout SCRA in relation to our case management system and hybrid working. The majority (63%) of them were from parents or solicitors representing parents:

Source of complaint	Number of complaints in 2021-22	%	Number of complaints from previous year 2020-21
Parents	40	61.5%	25
Victim of an offence	10	15.3%	1
Foster carers, prospective adopters & adoptive parents	6	9.2%	3
Solicitor (representing 1 parent, 1 grandparent, 1 child)	3	4.6%	3
Other relatives	2	3%	1
Advocacy worker (suspected alias used by father)	1	1.5%	1
Witness	1	1.5%	0
Safeguarder	1	1.5%	0
School	1	1.5%	0
Member of the public	0	0	2
Total	65	Approx. 100%	36

- 2.3 SCRA received 2 complaints from children and young people. One was submitted directly from a victim of an offence and one was submitted indirectly via the child's solicitor. In previous years, SCRA has not received any direct complaints from children and young people.

3. Localities and number of complaints

- 3.1 All localities received at least three complaints that required further investigation:

Locality	Number of complaints	%	Number of complaints from previous year
Central	14	21.2%	2
Tayside & Fife	11	16.6%	2
Grampian	10	15.1%	3
Ayrshire	9	13.6%	17
North Strathclyde	6	9%	4
South East	5	7.5%	6
Glasgow	4	6%	4
Lanarkshire, Dumfries & Galloway	3	4.5%	6
Highlands & Islands	3	4.5%	1
National/Head Office	1	1.5%	2
Total	66¹	Approx 100%	36

3.2 The complaint about Head Office was from an advocacy worker who was acting on behalf of a father, relating to alleged data breaches. The complaint was not upheld. The complainant has submitted several complaints regarding SCRA's compliance with data protection legislation over the past three years. The complainant referred his complaint to the Information Commissioner's Office, who confirmed to SCRA in March 2022, that SCRA had complied with the data protection legislation .

3.3 Just under two thirds of these complaints (n=42, 64%) were dealt with by Locality Reporter Managers (LRMs). 22 complaints (33%) were dealt with by the Information & Research Manager and/or the Data Protection Officer. These complaints usually related to data protection, or were particularly complex.

4. Types of complaints

4.1 Complaints are categorised into broad types. The types of Stage 2 complaints received in 2020-21 are shown below:

Complaint type	Number of complaints	%
Children's Hearings process and or administration	21	31.8%
More than one type	11	16.7%
Data protection related	10	15.1%
Reporter decision (VIS related)	9	13.6%
SCRA staff conduct/customer relations	8	12.1%
Virtual Hearings	2	3%
Referral & Reporters Decision	2	3%
Environmental	1	1.5%
Unclear	1	1.5%

¹ See Section 5.6 for number of individuals who made multiple complaints. 57 complainants submitted 66 complaints.

Complaint closed as no response from complainant (no investigation carried out)	1	1.5%
Total	66	

5. Complaint resolution

- 5.1 SPSO guidance and SCRA's Complaints Procedure determines that where the matter can be resolved quickly and informally with little or no investigation, this should be done at the **front line** (Stage 1 complaints -5 working days to resolve). Previously Stage 1 complaints were only reported where the issue might have national significance. However, following the implementation of a recommendation from the internal audit of SCRA's complaints process, we now encourage staff to complete a Complaint Reporting Form for all Stage 1 complaints, which are collated centrally via the complaints mailbox. This will hopefully allow for an improved oversight of Stage 1 complaints in the future. Four complaints were reported to have been dealt with at the front line in 2021-22, and all within the 5 day timescale. A communication has been issued recently to remind staff of the need to complete the Complaint Reporting Form for all Stage 1 complaints.
- 5.2 From a total of 66 complaints received, 65 required further investigation (i.e. could not be resolved at the front line) – all have been closed.
- 5.3 Of the 65 closed complaints that required further investigation:
- 51 (77%) received an **acknowledgement** within 3 days, and fifteen did not.
 - 58 (89%) received a **response** within the required timescale of 20 days, and seven took longer than 20 days. Reasons for the delay of 7 complaints included:
 - an extension was agreed for one of the delayed responses;
 - three were delayed as the LRMs had competing demands;
 - one was delayed as the LRM addressed the complainer's concerns by telephone and wasn't initially aware that a written response was required;
 - one was delayed as the complainer failed to provide a postal address and declined to discuss the matter by telephone;
 - one was delayed as the complainer did not confirm the exact nature of their complaint;
- 5.4 The majority of Stage 2 complaints were **not upheld** (n=45, 69%); and this is a similar proportion to previous years (71% in 2020-21). Eleven were partly upheld (17%) and nine (14%) were upheld, and these are summarised below:

Complaint summary: reasons and number of complaints	Outcome
breach of Non Disclosure and impact on complainer and their family (3)	Upheld
breach of Rule 16 and impact on complainer and their family (1)	Upheld
data breach – letter sent to individual who was no longer a relevant person (1)	Upheld
covering letter being partially legible via the address window of a plastic envelope when the front of the envelope was pulled back (1)	Upheld
failure to intimate details of a virtual hearing as we incorrectly typed the email address (1)	Upheld
lack of communication as a locality failed to respond to an email (1)	Upheld
management of a virtual hearing (1)	Upheld
breach of Non Disclosure and impact on complainer and their family (2)	Partly upheld
single use plastic envelopes being harmful to the environment (1)	Partly upheld
investigation not being conducted timeously (1)	Partly upheld
delay in issuing a social work report (1)	Partly upheld
reporter's note going beyond what was required and including information that could have mislead the panel (1)	Partly upheld
reporter being misinformed regarding the necessity for face masks to be worn when seated in a hearing (1)	Partly upheld
paper envelope containing hearing papers being torn and technical issues resulting in the individual being disconnected from a virtual hearing. (N.B. A plastic envelope was not used on this occasion as the individual had previously complained about plastic envelopes being used and we had agreed to use paper envelopes) (1)	Partly upheld
lack of communication – failure to advise the school of the reporter's reason for changing their decision from arrange a hearing to not to arrange a hearing (1)	Partly upheld
lack of communication – delay in responding to a complaint (1)	Partly upheld
relevant person raising their hand in a hearing and not being given the opportunity to speak (1)	Partly upheld

- 5.5 Where a complaint is not upheld or partly upheld, the complainant is advised that they may contact the SPSO. There were three referrals made to the SPSO in 2021-22. SCRA upheld one of these complaints, one was partially upheld and one was not upheld. In all cases the SPSO decided not to investigate:

SPSO summary of complaint received	SPSO decision
<i>SCRA do not maintain independence or support a fair process and are in cahoots with organisations such as Social Services</i>	<i>...I consider SCRA's response to your complaint appears reasonable. They have provided a clear response, explaining the steps they took to investigate and the reasons they do not agree with your position..</i>

<p><i>Essentially your complaint is that there was a data breach where your address details were seen by a member of the birth family and that has led to a great deal of distress. You note that SCRA have apologised for the data breach and have taken steps to prevent a similar occurrence. However, you do not feel that sufficient action has been taken.</i></p>	<p><i>Your complaint is regarding an information breach . This is something that would come under the remit of the Information Commissioner's Office (The ICO). The ICO have been set up specifically to look at complaints of this nature and will have specialist expertise on this area. They also have additional powers that mean they can potentially achieve more than we could if we were to investigate.</i></p>
<p><i>The papers that were posted to you in advance of the hearing had been too thick for the envelope and had arrived damaged / partially open. It is your view that SCRA should refrain from the use of plastic envelopes...</i></p> <p><i>The chair of the hearing failed to correct professionals....</i></p> <p><i>The technical issues experienced during the meeting were avoidable and SCRA should have done more ..</i></p> <p><i>Services are too closely affiliated and are not working independently...</i></p> <p><i>That a social worker was allowed to make a misleading statement to panel members...</i></p> <p><i>SCRA did not advise you that the Interim Compulsory Supervision Order (ICSO) was varied to include a measure that allowed you supervised contact with your daughter...</i></p>	<p><i>Schedule 4, paragraph 2 states that that the Ombudsman cannot become involved in the 'commencement or conduct of:</i></p> <p><i>(1)(a) civil or criminal proceedings before any court of law; or</i></p> <p><i>(b) proceedings before any international court or tribunal</i></p> <p><i>(3) Action taken by any office-holder in, or member of the staff of, the Scottish Administration appointed to be an officer, or a member of the administrative staff, of any court or tribunal, so far as that action is taken at the direction, or on the authority (whether express or implied), of any person acting in a judicial capacity or in the capacity of a member of the tribunal.</i></p> <p><i>(4) Action taken by a member of the administrative staff of any tribunal specified in schedule 3 so far as that action is taken at the direction, or on the authority (whether express or implied), of any person acting in the capacity of a member of the tribunal."</i></p> <p><i>In their final response, I can see SCRA apologised to you that the envelope containing the papers had been torn on receipt. They explained that they usually use tamper proof plastic envelopes, but as you had previously complained about their use, paper envelopes had been used to send correspondence to you.</i></p> <p><i>However I must explain that matters relating to breaches of privacy do not fall within the remit of this office. If you feel there has been a breach of your privacy, you would need to raise your concerns with the Information Commissioner's Office (ICO).</i></p>

5.6 *Vexatious and repeated complaints*

5.7 Five complainants lodged multiple complaints ranging from two to four complaints in 2021-22.

5.8 Two complaints were deemed as vexatious in line with SCRA's Complaints Handling Procedure. Both were due to the fact the complainants had repeatedly contacted SCRA regarding a matter that had already been fully addressed. In addition, the complainant's language in one case and abusive behaviour in the other, was considered to be offensive and unacceptable. The two individuals' contact with SCRA was dealt with in accordance with SCRA's Unacceptable Behaviour and Dignity at Work Policies and was restricted to the Information Governance Team.

6. Conclusions

6.1 The Board is invited to note this report.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Influencing Report: 1st December 2021 to 1st June 2022

Accountable Director:	Head of Practice and Policy	Date:	22 June 2022
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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 and Head Office Teams</i>
Equalities Duties	<p>Indicate whether an Equalities and Human Rights Impact assessment (HRIA) is required and has been completed. Describe in the body of the report any issues/findings/adjustments that have been made.</p> <p>Equalities Impact Assessment Required/Completed</p> <p> <input type="checkbox"/> Yes </p> <p> <input checked="" type="checkbox"/> No </p> <p>Issues/action points:-</p>
Document Classification:	<i>Open</i>

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Other Influencing Work & Training	14

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 twenty second such report and covers the period 1st December 2021 to 1st June 2022.</p>
1.2	<p>There are hyperlinks in this document - to external documents which may be of interest (including legislation and draft legislation) and to internal documents which are published externally. There are also some hyperlinks to documents on Connect (for which Board Members may not have access). There are documents from this six month period still waiting for external publication.</p> <p>Where there are links to legislation these links are to a Bill or an Act, not to associated policy memoranda or regulations (unless these other documents are of specific interest). Some hyperlinks are to web pages where there are multiple documents of potential interest.</p> <p>We hope the information contained in this report is relevant and useful.</p>

1.3	<p>Melissa Hunt, SCRA Policy and Public Affairs Manager, normally works alongside Government Officials in Victoria Quay at least one day a week. This has not been possible during the pandemic and will not be possible until the Scottish Government buildings are back up and running 'normally'.</p> <p>Melissa has positive working relationships with officials in the Scottish Government and continues to be engaged in informal and formal dialogue and through informal and formal consultation with SCRA, when relevant.</p> <p>Alistair Hogg, Head of Practice and Policy is also in normal times a strong presence within Victoria Quay, to encourage dialogue and to keep SCRA visible and an active partner within conversations. Alistair has maintained his strong relationship with Scottish Government colleagues and other partners throughout the pandemic through regular and effective contact. He has kept up with the fast pace of change and ensured that SCRA has been part of the conversation.</p> <p>SCRA have responded to a number of Government queries in the last 6 months. We have also continued to be involved in many national groups, some of which will be expanded upon later in this report. The following is not an exhaustive list:</p> <ul style="list-style-type: none"> • ACR – Advisory Group and sub-groups • ACR Board • Advocacy Expert Reference Group and working groups • Barnahus groups • BSL Justice Advisory Group • Child Trafficking Strategy Group • Children's Rights Implementation Group (sub-group of YJIB) • CHIP and CHIP Recovery Group • Collaborative Redesign Project • COPFS Expert Advisory Group on Sexual Crime • Corporate Parenting Collaboration group • CPC Scotland • GIRFEC Stakeholders Group • Hearing System Working Group • Improvement Delivery Group (yet to start) • Language in the Hearing System Working Group • Liaison with Police/COPFS • Liaison with SLAB/CHS • Linets Management Board • Management of Sexual Offences Group • Mental Health Review • Multi Agency Group in relation to online sexual exploitation • National Advocacy Service Providers Network • National Family Group Decision Making (FGDM) Steering Group • Police Scotland Child Protection Strategic Group • Restorative Justice Forum • Restorative Justice Stakeholder Group and sub-group (Scottish Government) • Secure Care Groups • Short Life Working group – Child's Plans • Siblings Implementation Legal Issues Working Group • Staying Together and Connected Implementation Group focussing on rights of siblings • The Scottish Child Policy Officers Network (CPON)
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	<ul style="list-style-type: none"> • Ukraine Safeguarding Group • UNCRC group looking at potential incompatibility issues • Victims Taskforce • Youth Justice Improvement Board, including representation on all sub-groups
1.4	<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 library of documents.</p> <p>A briefing note for partners, particularly in education, on changes to Children's Hearings has been developed and is on the Education Scotland National Improvement Hub - The Children's Hearing: What Educational Practitioners should know Learning resources National Improvement Hub.</p> <p>A new Teaching and Learning Resource developed by Melissa Hunt is also available from the Hub pages.</p>
2	Pending legislation & Parliamentary Work
2.1	<p>United Nations Convention on the Rights of a Child (Incorporation) (Scotland) Bill 2020</p> <p>This Bill was unanimously passed by the Scottish Parliament on 16th March 2021. However, the UK Government challenged some aspects of the legislative competence of the Act which they believed were out with the competence of the devolution settlement. The case was heard at the Supreme Court on 28th and 29th June 2021 and a decision in respect of matters was delivered on 6th October 2021. The SC upheld the appeal and referred the matter back to SG for remedial action.</p> <p>Further work is now required on this legislation in order for it to become operational. The Deputy First Minister gave an update statement on this on 24th May 2022. There are four sections in the UNCRC Bill that require to be changed as a result of the devolution settlement and are areas of the Bill where the Scottish parliament has no jurisdiction:</p> <ol style="list-style-type: none"> 1. Definition of public authority (Section 6) – so that it is not drafted in such broad terms. 2. Court powers (Sections 19, 20 and 21) – so that each section only applies to laws originally passed by the Scottish Parliament, rather than by the UK Parliament. <p>The Government are currently consulting with children and young people in a targeted way. Changes to the Bill are to be made quickly – but are also to be subject to full scrutiny from the Scottish Parliament. An update on the programme for incorporation was received by SCRA on 9th June 2022.</p> <p>SCRA continue to prepare for the fullest implementation of the UNCRC.</p>

2.2	<p><u>The Children (Scotland) Act 2020</u></p> <p>The Bill for this Act was introduced on 2nd September 2019. The Bill for this Act of the Scottish Parliament was passed by the Parliament on 25th August 2020 and received Royal Assent on 1st October 2020.</p> <p>The provisions in sections (13) and (14) and (25) and (26) of the Act came into force on 26th July 2021.</p> <p>Other aspects of the Act and the <u>Family Justice Modernisation Strategy</u> will be covered later in this report and are still to come into force.</p>
2.3	<p><u>Children (Equal Protection from Assault) Act 2019</u></p> <p>The Act became law on 7th November 2019. Alistair Hogg is part of the implementation group for the Act that continues to meet.</p>
2.5	<p><u>The Disclosure (Scotland) Act 2020</u></p> <p>The Bill for this Act of the Scottish Parliament was passed by the Parliament on 10th June 2020 and received Royal Assent on 14th July 2020. The Act has not yet been fully implemented.</p> <p>Neill Mitchell from SCRA's Practice Team is developing an amended Practice Note for Reporters on the combined effects of this Act, the Management of Offenders Act and the Age of Criminal Responsibility (Scotland) Act on the Rehabilitation of Offenders Act 1978. Melissa Hunt has been in contact with Disclosure Scotland Colleagues to look at how we can develop our statements of fact in relation to section 67 (2) (j) offence ground referrals to make any disclosure repercussions as clear as possible; we are also looking again at the information we supply to children and families in respect of offence grounds and children's rights.</p>
2.6	<p><u>The Coronavirus (Scotland) Act 2020</u></p> <p>This emergency piece of legislation remained in force until 30th September 2021. Many of the provisions were re-enacted, but the provisions that related to children's hearings were not. We are therefore operating back within the normal laws, rules and timescales. There is one exception to that, which relates to the provision that children and relevant persons are still not obliged to attend their hearing (although their right to do so remains).</p>

2.7	<p><u>Age of Criminal Responsibility (Scotland) Act 2019</u></p> <p>This Bill was passed on 7 May 2019 and became an Act on 11 June 2019.</p> <p>The commencement of the different provisions of the Act finally took effect on 17th December 2021. There are a number of different delivery groups for the Act where SCRA is represented and discussion is ongoing. The Independent Reviewer has been appointed, and Caroline Conway (who also has the same role in Northern Ireland) has taken up the post. This article gives some information about Ms Conway and the post in Northern Ireland: https://www.justice-ni.gov.uk/news/appointment-independent-reviewer-criminal-record-certificates.</p> <p>Alistair Hogg sits on the ACR Advisory Group, and Neil Hunter sits on the ACR Programme Board. We also have representatives on 2 of the working groups reporting to the Advisory Group, and our research in relation to offending by 12 to 15 year olds was presented to the ACR Advisory Board on 9th June 2022.</p>
2.8	<p>National Care Service - Board members will know that this consultation ran in late 2021 and will result in draft legislation (a Bill) in June 2022. We have not yet seen this draft Bill, and we do not yet know if SG intend to include a wider range of services in the NCS as was suggested in the consultation.</p>
2.9	<p>Equalities, Human Rights and Civil Justice Committee</p> <p>Alistair Hogg appeared before Committee on 19th April 2022, to give evidence in relation to children's participation in the court's decision making process. The committee was interested to learn from the experience of children's hearings.</p> <p>The clerks record of the session is online - 3032 (parliament.scot) and the session was recorded on Parliamentary TV - Equalities, Human Rights and Civil Justice Committee Scottish Parliament TV.</p>

4	Other Consultation Responses
4.1	<p>As a note - the pre-legislative consultation landscape post the 2021 election to the Scottish Parliament has been very crowded; which may have a knock on effect as and when consultation exercises develop into additional pieces of work. In addition, legislation which we have previously commented on extensively is scheduled to return (UNCRC) and we are awaiting the development of the Care and Justice Bill on the back of the consultation exercise in relation to raising the age of referral to the Principal Reporter. This work is all integral to the role of the Children's Reporter in the Children's Hearing and must be a priority for us.</p> <p>In addition, there has not been time to format the consultation responses below for publication on SCRA's website. We hope to do this work before the end of the year.</p>
4.2	<p>Scottish Crime and Justice Survey</p> <p>SCRA responded to this consultation in December 2021. We are of the view that there are some alterations to the Survey which could benefit our work and children and families subject to statutory intervention through the Children's Hearing. We look forward to seeing what changes are made and to how we can actively use the results from the survey in our work in the future.</p> <p><u>Response 1042707836 to Scottish Crime and Justice Survey - Scottish Government - Citizen Space (consult.gov.scot)</u></p>
4.3	<p>Bairn's Hoose Scoping Consultation</p> <p>We continue to actively support the developments in relation to the Bairns Hoose in a number of ways. North Strathclyde remain actively involved in the development of the first Hoose and we are involved in the national work on developing standards for the Bairns Hoose being led by Health Improvement Scotland and Scottish Government. We also supported our SCRA modern apprentices to give a full account of their thinking in relation to the standards and their views are in the Q&A document below. The development of Bairns Hoose continues to be difficult given that it is being introduced as an additional feature in a functioning landscape. SCRA continue to try and question the ways in which Bairns Hoose will fit, and work with other established approaches in what we hope is a constructive and positive way.</p>

4.4	<p>Bail and Release from Custody Arrangements</p> <p>Decisions from the criminal court in relation to bail and release from custody are not immediately relevant for the operation of the Children's hearing. However, children and their families can be massively impacted by decisions in relation to bail and release from custody and the philosophical approach taken by the criminal court has an impact on the legitimacy of the philosophical approach taken to statutory decision making in the Children's Hearing. We therefore took time to respond fully to this consultation.</p> <p>SCRA's position in the response was based on the benefits of strong community support frameworks in relation to desistence and to rehabilitation and on a victim focussed response to offending which promotes simplicity and clarity so that any victim can understand what is happening and why. We were clear that change needs to be effectively resourced, particularly if there are additional demands for social work assessment and if there are technological developments which can offer alternative responses for the courts. Our view was also that a development of strategic risk assessment and planning in relation to release from custody would bring wide benefits.</p> <p><u>Response 359398191 to Bail and release from custody arrangements in Scotland - Scottish Government - Citizen Space (consult.gov.scot)</u></p> <p>The Scottish Government introduced the <u>Bail and Release from Custody (Scotland) Bill</u> to the Scottish Parliament on 8th June 2022.</p>
4.5	<p>GIRFEC Refresh</p> <p>There have been two consultation exercises in relation to GIRFEC this year – a stakeholder and a public consultation. The responses to both consultations do not seem to have been published yet by the Government.</p> <p>The stakeholder consultation was in relation to a series of draft 'refreshed' documents which had been produced by a series of working groups. SCRA were quite critical of the Policy statement which we felt was not as clear as it could be on front line, deliverable action. We also felt the structure of the document was unclear. We were quite critical of the Named Person Practice Guidance – mainly because the guidance did little to convince in relation to the ongoing necessity for this role. We felt the Lead Professional Practice Guidance was more effective although might need additional development in relation to UNCRC implementation. We had some specific and we hope constructive comments on the Practice Guidance in relation to using the National Practice Model. We provided quite a lot of feedback on the Practice Guidance in relation to Information Sharing – which at times appeared to be factually incorrect. We supported the proposed draft Information Sharing Charter and would look to use it across our work.</p>
4.6	<p>GIRFEC Refresh</p> <p>The public consultation was more general and asked specific questions mainly focussed on the assessment of wellbeing. SCRA's response was based on a request for resources to be based on UNCRC in order for them to be really helpful for multi agency children's services partnerships and to enable collaborative corporate parenting.</p>

4.7	<p>Public Sector Equality Duty in Scotland</p> <p>This consultation response does not appear to have been published yet. The consultation was wide ranging and if the proposals are implemented in full will require some significant alterations for SCRA in relation to our approach to and resourcing of impact assessment. We already take the approach that impact assessment should be completed as soon as possible – and is most useful if it is done from the beginning of a project. However, for a number of valid operational reasons this has, to date, not always been done – and this causes some difficulty for SCRA’s Equality Review Group. The PSED consultation is clearly suggesting a statutory basis for including impact assessment in the planning phase of work – as well as impact assessment requirements for existing portfolios / activities.</p>
4.8	<p>Children’s Care and Justice Bill</p> <p>Engagement with Staff is ongoing in relation to SCRA’s response to this Bill, which is perhaps the first piece of legislation to start thinking about reform in relation to Keeping the Promise in the Children’s Hearing.</p> <p>We set up a collaborative MIRO space <u>here</u> where people can give views using ‘post it notes’ which are colour coded to the different themed areas which will be covered by the Bill.</p> <p>We were also supported by Scottish Government colleagues who spoke with interested staff, and joined by some Board members, on 11th and 12th May and the staff that have attended these sessions have all been contacted separately in case there are areas they would specifically like to provide information on.</p> <p>There are areas of the Children’s Care and Justice Bill which are also covered in the issues list of the Hearing Systems Working Group – work is ongoing to try and ensure that there is limited duplication of effort and a consistent message from SCRA being presented across this work. Draft responses will be shared with relevant groups, including the Board, for comment before finalising before 22nd June. The completed consultation response will be included in the December influencing report to the Board.</p>

5	Current partnership & collaborative work
5.1	<p>New Joint Investigative Interview Training</p> <p>SCRA has been heavily involved in this work, and provides regular invaluable reports to the National Joint Investigative Interviewing Governance Group.</p> <p>This entry on the Social Work Scotland website gives a clear description of the work - https://socialworkscotland.org/projects/joint-investigative-interviews/.</p>
5.2	<p>Online Training – developed for North Lanarkshire</p> <p>The training package developed by SCRA and the CHIP Learning and Development Lead is being used in Ayrshire Locality and is being considered for North Strathclyde Locality.</p> <p>Discussions with partners are ongoing about how the package can be tailored to work in the best way for each local authority area and in relation to specific local concerns.</p> <p>Social workers Children's Hearings Improvement Partnership (chip-partnership.co.uk)</p>
5.3	<p>Child Trafficking and Exploitation</p> <p>SCRA are a member of this working group which has recently got a new Chair, chaired by the Scottish Government.</p>
5.4	<p>Restorative Approaches</p> <p>SCRA are involved in a multi-agency group considering wider restorative approaches. South East and Central Locality Managers, Education Scotland and the CHIP Learning and Development Lead are adapting training on Restorative Approaches which was initially delivered by Education Scotland to Campus Cops.</p> <p>Lothian and Borders Sheriffdom looks set to be the pilot Sheriffdom for Restorative Justice Service provision in relation to sentencing so a wider, holistic approach to restorative work across children's services may be positive.</p> <p>We also continue to be involved in work to specifically progress the Scottish Government Restorative Justice Action Plan.</p> <p>BBC Bitesize are animating Restorative Justice case studies provided by SCRA as part of their work to develop UNCRC resources.</p>

5.5	<p>Children's Rights</p> <p>SCRA's work on children's rights is a cornerstone to our work on Keeping the Promise. All of this work is intended to inform our approach and will develop alongside other learning from Covid19 Recovery and Better Hearings. None of this work is static – it is all intended to be dynamic and for there to be a dynamic interplay between different strands of the approach. We are very pleased that this work is being overseen by our 'Right Direction' group of external experts. Right Direction have met twice this year, and have provided an 'online' expert reference group for SCRA.</p> <p>The group is chaired by Maria Galli from the Office of the Children's Commissioner, currently seconded to the Office of the Children's Commissioner in Jersey, and consist of Professor John Devaney from Edinburgh University, Janine McCullogh from Education Scotland, Elaine Adams, Chip Learning and Development Advisor and Gordon Main, OHOV Project Lead.</p> <p>The Board have already seen the proposed 'RICP's' Report Card - SCRA's Rights, Inclusion and Corporate Parenting Year and data report. Integrating our reporting on Rights, Inclusion and Corporate Parenting is the way in which we mainstream the central tenets of this work into all of the work that we do.</p> <p>We have planned a baseline 'rights audit' to be followed up annually in subsequent years, so we can demonstrate progress and refine our approach as our knowledge, confidence and expertise develops across the service. This audit still needs to take place.</p> <p>We have developed a 'Your Rights' Schema, which indicates the website development we would like to see. This schema is awaiting Practice team review and includes updated leaflet information as well. The STARR group are considering the information on secure accommodation; Midlothian Champions Board have fed into the section and a leaflet on Children's Rights, and Edinburgh City Council's Corporate Parenting group have agreed to consider the information and leaflets for parents and carers / relevant people. OHOV have had oversight of the work and have been very helpful in ensuring the content and tone of the leaflet for children is effective.</p>
5.6	<p>Contextual Safeguarding Network</p> <p>SCRA is a member of this network. This is co-chaired by Stuart Allardyce (Stop it Now) and Lorette Nicol (Social Work Scotland) and is a meeting of interested professionals from across Government, the statutory and third sector. The group keeps an eye on the pilot in North Lanarkshire but also considers how contextual safeguarding can be mainstreamed across more areas of child protection and safeguarding in Scotland.</p> <p>SCRA are also closely involved in the North Lanarkshire pilot work.</p>

5.7	<p>Early Intervention Working Group</p> <p>SCRA sits on this working group, chaired by Andrew Horne (We Are With You, Executive Director Scotland) secretariat provided by the Scottish Government. This working group has convened in relation to The Rights, Respect and Recovery: alcohol and drug treatment strategy (RRR) published 28 November 2018; specifically Chapter 4: Prevention and Early Intervention, and to the RRR outcome: Fewer people develop problem drug use.</p>
5.8	<p>Secure Care Group</p> <p>Chaired by the Scottish Government. SCRA attends this group and is involved in working groups in relation to siblings and secure care and secure care transport. SCRA are also looking to join the Secure Care Practitioner Forum and the Secure Care Standards and Pathways Champions group.</p>
5.9	<p>Victims Task Force</p> <p>SCRA sits on the Victims Taskforce, and also the group set up to implement the recommendations from the Lady Dorrian review into the management of sexual offences. . The Victim Information Leaflet has been re-drafted (and is available in the 'Your Rights' Schema above) and the letters we send to victims are being reviewed.</p>

6	Research
6.1	<p>The SCRA research, commissioned by SG, in relation to offending by 12 to 15 year olds is now in the final draft stage. This will shortly be available for Board members to see. This is a substantial and powerful piece of work which will be considered by the ACR Advisory Group in June.</p> <p>Board members receive separate reports in relation to the current research activity.</p>

7	Additional Work
7.1	<p>Scoping of External Training Delivery</p> <p>This scoping work has been done and will soon be progressed.</p>

7.2	<p>Children's Hearings Improvement Partnership (CHIP)</p> <p>The large CHIP group started meetings again in 2021. Focus has been on recovery from the pandemic, the potential increase in the age of referral, Better Hearings, OHOV and the Promise. The CHIP has determined that the Tuesday Children's Hearings COVID Recovery Group will become an Improvement Delivery Group. A working group focussed on Language in the Hearings System has also been convened and will progress multi agency work on language.</p>
7.3	<p>Children's Hearing – Training for schools / information for staff and pupils</p> <p>SCRA continues to work on a Primary School Resource, based around a series of short stories. Midlothian Champions Board and Our Hearings, Our Voice have seen these stories and are looking to develop / illustrate them.</p> <p>This work will take some time – but it is exciting that one of the short stories is being animated by BBC Bitesize as part of their suite of materials on UNCRC. SCRA will be able to link to this resource once it is available.</p>
7.4	<p>Advocacy for Children's Hearings</p> <p>Locality Reporter Managers continue to engage with local advocacy service providers and positive partnership discussions are happening across the country.</p> <p>The 'One Year' celebration of the Advocacy in Children's Hearings Service was very successful and materials used in the webinar can be viewed online - Hearings advocacy webinar – presentation Children's Hearings Improvement Partnership (chip-partnership.co.uk).</p> <p>Work is ongoing between SCRA, CHS and the Advocacy Providers network to develop a review of the work so far – and plans for future developments in advocacy in the Children's Hearing.</p>
8	Horizon Scanning
8.1	<p>Other legislative Reform</p> <p>There is a new session of the Scottish Parliament which will bring new legislative reform.</p>

8.2	<p><u>Independent Care Review – The Promise</u></p> <p>Keeping the Promise has become a significant piece of standalone work within SCRA. It will therefore no longer be covered in this report.</p> <p>The work will lead to recommendations for legislative change next year (2023), with a Promise Bill to follow before the end of the current Parliamentary term (2026). Bill developments will be covered in full in this report.</p>
8.3	<p><u>Improving the Management of Sexual Offences Cases</u></p> <p>SCRA's Practice Team have convened a working group to develop specific training for Reporters on Harmful Sexual Behaviour. The impact of the pandemic has resulted in the working group being unable to make much progress. The work is now resuming but will take some time to conclude.</p>

9	Other Influencing Work & Training
9.1	<p>SCRA continues to be involved in the Implementation Group for the National Child Protection Guidance, the Police Scotland Child Protection group, the Youth Justice Improvement Board and the National Stop and Search Steering Group.</p> <p>We are also involved in the Monitoring and Evaluating Rights, Respect and Recovery for health and social harms advisory groups – and a baseline report has been published – which is available online here - Monitoring and Evaluating Rights, Respect and Recovery (MERRR) - Substance use - Our areas of work - Public Health Scotland..</p>
9.2	<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 Covid 19 response of SCRA and CHS will require feedback and review – but will add much information to the delivery of this programme.</p>
9.3	<p>Progressing work on reports for Children's Hearings is complicated. It is being discussed by the CHIP Improvement Delivery Group.</p> <p>The summary of the 32 local authority reports has been completed but how this is best used is to be determined by the Improvement Delivery Group and will be shared with the Board once the group have decided the best way forward.</p>

10	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: 22 June 2022**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

Equalities Duties

Indicate whether an Equalities and Human Rights Impact assessment (HRIA) is required and has been completed. Describe in the body of the report any issues/findings/adjustments that have been made.

Equalities Impact Assessment Required/Completed

☐

Yes

☒

No

Issues/action points:-

Consultation:

Board Members

Document Classification:

Not protectively marked

1. Introduction

1.1 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.

1.2 A full review of Standing Orders was undertaken in April 2019. The next planned review will be June 2022.

2. Background

2.1 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.

2.2 Standing Orders are a key part of the corporate governance framework for SCRA.

3. Revisions

3.1 The following revisions are proposed:

- 1. Board meetings. Wording added to reflect that meetings can be held face to face or via a virtual platform, by agreement with the Board Chair.
- 12.8 Committees. Committee Names amended to reflect the combining of the Remuneration and Succession Planning Committee, and the Nominations Committee, to the Remuneration and Nominations Committee.

4. 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, **face to face or via a virtual platform, by agreement with the Board Chair.**

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.

6.2 The Board will establish a register of members' interests and maintain a regular review of it.

6.3 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 10 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 & Nominations Committee**
 - Appeals 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.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Review of SCRA Board and Committee Terms of Reference

**Accountable
Board Member:** Chair of SCRA Board

Date: 22 June 2022

Report Author: Governance Officer

Recommendation:

- a. To review and approve SCRA Board Terms of Reference
- b. To review and approve SCRA Audit & Risk Committee Terms of Reference.
- c. To review and approve SCRA Appeals Committee Terms of Reference.
- d. To agree to the formation of a SCRA Remuneration and Nominations Committee, replacing the separate Remuneration and Succession Planning and Nominations Committees.
- e. To review and approve SCRA Remuneration and Nominations Committee Terms of Reference.
- f. To agree SCRA Remuneration and Nominations Committee membership.

Reason for Report: For discussion and approval

Resource Implications: Not applicable

Strategy: Within agreed strategy plans

Consultation: Board Members

Document Classification: Not protectively marked

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 Board and Committee Terms of Reference and Remits was undertaken as part of a 2018 Internal Audit on Corporate Governance. A further Board review was undertaken during the Board Development Session in November 2021 and April 2022.

2. Background

- 2.1. The Terms of Reference set out the working arrangements of the Board and Committees.
- 2.2. Board and Committee Terms of Reference are a key part of the corporate governance framework for SCRA.

3. Revisions

- 3.1. During the meeting of the Board at its April 22 development season it was agreed that further consideration will be given to combining the functions of the Remuneration and Succession Planning Committee and the Nominations Committee.
- 3.2. The Draft Terms of Reference for the proposed SCRA Remuneration and Nominations and Committee, are attached in Appendix D.
- 3.3. The proposed SCRA Remuneration and Nominations and Committee, attached in Appendix E.

4. Summary

- 4.1. It is good practice that an annual review of the Board and Committee Terms of Reference is undertaken. This will ensure that governance arrangements remain fit for purpose and respond appropriately to internal and external environmental factors.

5. Recommendation

- 5.1. To review and approve SCRA Board Terms of Reference. Appendix A
- 5.2. To review and approve SCRA Audit & Risk Committee Terms of Reference. Appendix B
- 5.3. To review and approve SCRA Appeals Committee Terms of Reference. Appendix C

- 5.4. To agree to the formation of a SCRA Remuneration and Nominations Committee, replacing the separate Remuneration and Succession Planning and Nominations Committees.
- 5.5. To review and approve SCRA Remuneration and Nominations Committee Terms of Reference. Appendix D
- 5.6. To agree SCRA Remuneration and Nominations Committee membership. Appendix E

SCRA BOARD

1. The Scottish Children's Reporter Administration was formed under the Local Government (Scotland) Act 1994 and became fully operational on 1 April 1996. Under the legislation the SCRA Board consists of no fewer than five and no more than eight members, appointed by Ministers (including the Chair) and includes the Principal Reporter/Chief Executive.
2. The Board has corporate responsibility for ensuring that SCRA's fulfils the aims and objectives set by Scottish Ministers and for promoting the efficient and effective use of staff and other resources by SCRA in accordance with the principles of Best Value.
3. Arrangements for Board and Committee meetings are detailed in SCRA Standing Orders.

The Remit

The Board shall:

- Establish the overall strategic direction of SCRA within the policy, planning, performance and resources framework determined by Scottish Ministers;
- Ensure that the organisation meets its objectives;
- Ensure that Scottish Ministers are informed of any changes which are likely to impact on the strategic direction of SCRA or on the attainability of its targets and determine the steps needed to deal with such changes;
- Ensure that any statutory or administrative requirements for the use of public funds (i.e. all funds falling within the stewardship of SCRA) are complied with; that the Board operates within the limits of its statutory authority and any delegated authority agreed with the Sponsor Department and in accordance with any other conditions relating to the use of public funds; and that, in reaching decisions, the Board takes into account relevant guidance issued by Scottish Ministers/Sponsor Department;
- Ensure the Board receives and reviews regular financial information concerning the management of SCRA, is informed in a timely matter about any concerns about the activities of SCRA; and provides positive assurance to the Sponsor Department that appropriate action has been taken on such concerns;
- Assume responsibility for risk management and ensure the Board scrutinises risk, financial management and performance;

- Demonstrate high standards of corporate governance at all times, including setting up and using an independent Audit Committee to help the Board to address the key financial and other risks facing SCRA;
- Provide commitment and leadership in the development and promotion of Best Value principles throughout the organisation;
- Monitor, scrutinise, challenge and support the management in its running of the organisation on a day to day basis;
- Be open and transparent and regularly review how it operates; and
- Appoint with Scottish Ministers' approval, a Chief Executive to SCRA, in consultation with the Sponsor Department, set performance objectives and remuneration terms linked to these objectives for the Chief Executive which give due weight both the property management and use of public monies and to the delivery of outcomes in line with Scottish Ministers' priorities.

SCRA Audit & Risk Committee – Terms of Reference

The Board has established an Audit Committee as a Committee of the Board to support them in their responsibilities for issues of risk, control and governance and associated assurance through a process of constructive challenge.

Constitution

1. The Audit Committee shall consist of four members of the Board, with the Chair of the Board and the Principal Reporter/Chief Executive as *ex officio* members.
2. The Chair of the Committee will be at the discretion of the Board and membership of the Committee will be reviewed as required by the Board from time to time.
3. The quorum required to be present at any meeting of the Committee shall comprise no fewer than two members.
4. The Internal Auditor and External Auditor will attend meetings of the Committee at the request of the Chair and other officers as appropriate. The Committee will from time to time meet with the Internal Auditor and External Auditor in private.
5. The Committee will report to the Board on its deliberations and will take any directions from the Board on any course of action which it should take, either generally or on any specific matter. A copy of the Minutes will normally form the basis of the Report.
6. The Committee will review its own effectiveness and provide an overview report to the Board annually on the Committee's work and key considerations.
7. The Audit Committee may
 - (i) co-opt additional members for a period not exceeding a year to provide specialist skills, knowledge and experience, and
 - (ii) procure specialist ad-hoc advice at the expense of the organisation, subject to budgets agreed by the Principal Reporter/Chief Executive

The Remit

To promote and demonstrate high standards of corporate governance, by:

- Helping the Board address the key risks facing the SCRA in carrying out its statutory functions and working towards its strategic objectives;
- Providing assurances relating to:
 - corporate governance requirements for the organisation
 - strategic processes for risk, control and governance
 - the Governance statement
 - the effectiveness of the internal control environment
- Based on a needs assessment, agreeing a regular and responsive programme of audit on the management and control of work within the Administration and receiving reports on that audit;
- Deciding on the most efficient and effective means of carrying out the agreed programme of audit;
- Reporting on the planned activity and results of both internal and external audit, and on the adequacy of management response to issues identified by audit activity, including external audit's management letter/report,
- Overseeing the finalisation and submission of the accounting policies, the accounts, including the process for review of the accounts and governance statement prior to submission for audit, levels of error identified, and the management's letter of representation to the external auditors
- Alerting the Board and, where necessary, Scottish Ministers to factors which might affect the ability of the Administration to carry out its statutory functions and achieve its strategic objectives.
- Consider any proposals for tendering for internal services or for the purchase of non-audit services from contractors who provide audit services.
- Overseeing and alerting the Board, where appropriate, on anti-fraud policies, whistle-blowing processes, and arrangements for special investigations

SCRA Appeals Committee – Terms of Reference

Constitution

1. The Appeals Committee shall consist of three members of the Board.
2. The Chair of the Committee will be at the discretion of the Board.
3. Membership of the Committee will be agreed taking into account the nature of the appeal.
4. The Principal Reporter/Chief Executive and the Director of Human Resources will normally attend the Committee as respondent and HR adviser to the Committee respectively at any appeal.
5. The Committee will come to a decision on any appeal before them and will inform the Board of that decision at its next meeting.
6. The quorum required at any meeting of the Committee shall be three members.
7. The Committee will be serviced by the Governance Officer and the arrangements for convening the Committee will be as set out in SCRA's Staff Handbook.

The Remit

The remit of the Committee will be to:

- hear appeals from SCRA staff in respect of any of the matters set out in SCRA's Manual of Personnel Policies & Procedures and in accordance with the arrangements set out therein;
- come to a substantive decision on any appeal; and
- report the outcome to the Board at its next meeting following any appeal.

SCRA Remuneration and Nominations Committee – Terms of Reference (Draft)

Constitution

1. The Committee shall consist of 5 members of the Board, including the Board Chair.
2. The Chair of the Committee will be at the discretion of the Board, but will not be held by the Chair of the Board.
3. The quorum required to be present at any meeting of the Committee shall comprise no fewer than three members of the Board.
4. Committee membership will be reviewed annually, by the Board.
5. Officers will attend meetings of the Committee as appropriate.
6. An official from the Scottish Government Sponsor Team will attend meetings of the Committee as appropriate.
7. The Committee will report to the Board on its deliberations, and will take directions from the Board on any course of action which it should take, either generally or on any specific matter.
8. The Committee will meet at least twice annually. The meeting will be timed to align with the board planning cycle. The Committee will also convene on an ad hoc basis to deal with issues such as unanticipated Board member departures and changes to the operating environment.
9. The Committee will review its own effectiveness and provide an overview report to the Board annually on the Committee's work and key considerations.
10. The Committee may
 - (i) co-opt additional members for a period not exceeding one year to provide specialist skills, knowledge and experience, and
 - (ii) procure specialist ad-hoc advice at the expense of the organisation, subject to budgets agreed by the Principal Reporter/Chief Executive

The Remit

- To oversee the Administration's scheme of salaries, and to ensure that its arrangements for the remuneration and financial benefits of its staff are consistent with the recruitment of suitable personnel and the maintenance of a high level of motivation within the organisation.
- Advise the Chair/Board on pay policy uplift to Board members' remuneration.
- To ensure that the objectives above can be attained within any government strategy for public sector pay which may be applicable from time to time.

- To make such recommendations as are necessary to the Board to recruit any specialist advisers who may be required to enable the Committee to meet the terms of its remit.
- To oversee the performance management arrangements for the Administration.
- To receive, where appropriate, a report from the Principal Reporter/Chief Executive on staff appraisals and proposals for links with salary progression.
- To formulate proposals for the Principal Reporter/Chief Executive's salary progression and other aspects of his/her remuneration for recommendation to the Board and the Scottish Government.
- To receive reports from the Principal Reporter/Chief Executive on staff relations/partnership
- To receive reports from the Principal Reporter/Chief Executive on the Executive Team Development programme (to include an element of succession planning)
- When appropriate, to provide guidance and support to the Chief Executive/Principal Reporter in relation to selection and appointment of Senior Team members
- To deal with any other matters pertaining to the above remit referred to it by the Board.
- Review and evaluate skills, knowledge and experience of the Board including the skills and experience required for all Board member
- Identify skills gaps and shortages and offer advice on background areas of potential applicants, in particular looking wider than the children's hearings system and its associated networks. This will include:
 - i. Identifying distinct gaps on the board
 - ii. Ensuring that the Board does not recruit in the image of current board members, and
 - iii. Facilitating the establishment of a non-homogenous Board.

The current operating environment/context of the organisation should also be taken into account.

- Give consideration to succession planning, challenges facing the organisation and identify skills, expertise required by the Board in the future.
- Consulting and seeking advice on ways of attracting the type of applicant, identify and advise on different methods and approaches to recruitment including the application process, information pack and interviews.
- Give consideration to the participation/involvement of children and young people in the recruitment process
- Consider recommending one or more committee members taking part in the assessment of applicants.
- Keep the Board apprised of the committee's work and prepare an annual report to the Board.

- To adhere at all times to the Code of Practice for Ministerial Appointments and policy and advice of the Public Appointments Commissioner's Office
- Appointment processes should reflect the strong business case for balanced Boards and Committees - inclusive and diverse Boards are more likely to be effective, better able to understand their stakeholders and benefit from fresh perspectives, new ideas, vigorous challenge and broad experience. The role of the Committee is to:
 - i. Lead the process for Board appointments and make recommendations to the Board;
 - ii. Offer advice to the Board on future appointments.
 - iii. Review and evaluation of skills, knowledge, expertise of current Board Members on an annual basis

General

The work of the Committee needs to be fully informed by:

- Strategic planning
- Business planning
- Risk Register, and
- Performance assessment (which will also be linked to external and internal audit)

The Committee also needs to be aware of current Board and Member performance and areas for development drawing on the action plans from Board Development Days and the summary reports setting out the areas of Board improvement identified by Board Member.

SCRA Remuneration and Nominations Committee – Proposed Membership

Suzie Vestri (Chair)
Michelle Miller
Anela Anwar
Martin Toye
Lorraine Moore

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION**Strategic and Operational Risk Registers**

Accountable Director: Principal Reporter/Chief Executive **Date:** 22 June 2022

Report Authors: Head of Finance & Resources
Governance Officer

Recommendation:

1. To review the Strategic and Operational Risk Registers.

Reason for Report: For monitoring

Resource Implications: Not applicable

Strategy: Not applicable

Consultation: Executive Management Team, PPN

Equalities Duties: Equalities impact assessment not required

Document Classification: Not protectively marked

1. Introduction

- 1.1 This report provides an update to the Board on the Strategic and Operational Risk Registers.
- 1.2 The Risk Registers were last reviewed by the Audit and Risk Committee at its May 2022 meeting and the Board at its December 2021 meeting.

2. Risk Management in SCRA

- 2.1 SCRA's revised Risk Management Policy was approved by the Board at its meeting in March 2022. The Board has responsibility for the system of internal control and risk management within SCRA. The Risk Management Policy will next be reviewed by the Audit and Risk Committee in February 2023 and any changes reported to the March 2023 Board for approval. The Board charges the Audit and Risk Committee with overseeing the operation of the system of internal control and with ensuring robust risk management arrangements within SCRA, including reviewing the Strategic and Operational Risk Registers six-monthly.
- 2.2 The Risk Registers are kept under review by the Executive Management Team (EMT) and the Planning and Performance Network (PPN).
- 2.3 2022/23 Locality Plans will have linked Locality Risk Registers and the common risk themes will be reviewed by PPN with any escalated risks considered by EMT.
- 2.4 The risk register format includes an assessment of inherent, residual and target risk in order to demonstrate the impact of existing control mechanisms and to link the agreed organisational risk appetite.

3. Strategic Risk Register

- 3.1 The current Strategic Risk Register is attached at Appendix 1. The register and potential new risks have been considered at EMT meetings.
- 3.2 Changes to the register are as follows:

Risk 1 - IT Security measures are insufficient to prevent a successful cyber-attack on SCRA case information which results in loss of data which cannot be recovered. This risk is continuously monitored and remains on the register with new actions added including a cyber-security session at the April 2022 Board Development Day.

Risk 2 - The optimum model for CSAS ownership and accountability and a joint future partnership between SCRA and CHS is not adequately defined and agreed. This risk is owned by the Principal Reporter and National Convener and progress and actions are monitored at the Digital Change Advisory Board. Controls effectiveness has been re-assessed and new actions added with a focus on making significant progress with mitigations by June 2022.

Risk 3, SCRA do not maintain a skilled, motivated and flexible workforce which can meet current demands and future needs. This was a new risk developed at the autumn 2021 EMT risk register review session. No new actions have been added in the latest review but the status of actions has been updated with no change in risk scores at this stage.

Risk 4, Significant policy, legislative and reform/transformation change agenda impacts on SCRA's ability to deliver core services or necessary change programmes. - This was also a new risk developed at the autumn 2021 EMT risk register review session. No new actions have been added in the latest review but the status of actions has been updated with no change in risk scores at this stage.

Risk 5, 2022/23 Scottish Government budget does not deliver required level of revenue and capital resources with impact on ability to influence and respond effectively to new legislative and policy pressures. Although all mitigating controls were in place and all actions were completed this risk crystallised and will now be closed with lessons learned feeding into the 2023/24 Scottish Government budget process.

Risk 6, Failure to progress Board approved Environmental plan (e.g. reduce GHG emissions by 10%-20% by March 2024) and inability to accelerate plans to meet new targets. Progress is being made on inclusion of sustainability actions in 2022/23 Business and Locality Plans and a Sustainability Working Group is meeting regularly however a number of the actions have been pushed back due to competing priorities.

Risk 7, Inability to engage with digital inhibits realisation of full potential of new technologies resulting in significant operational disruption. This was also a new risk developed at the autumn 2021 EMT risk register review session and has now been further developed by the Head of HR. Improving control effectiveness will be a continuing focus however the key mitigating actions are medium term.

A new risk - **Inability to meet staff expectations on pay/reward resulting in operational disruption/staff engagement in change** has been developed by the Head of HR.

4. Operational Risk Register Profile

4.1 The current Operational Risk Register is attached at Appendix 2. The register and potential new risks were considered at EMT meetings and at an additional meeting on 26/04/22.

4.2 Changes to the register as follows:

Risk 1, "During the early implementation of CSAS there is a heightened risk of Non-Disclosure breaches". Actions are largely complete however new dates have been added for the main outstanding action which relates to the reporting (June 2022) and then implementation (autumn 2022) of the outputs from the Non-Disclosure Group.

Once this work concludes this risk will be closed and a new, stripped back Non-Disclosure risk will be developed with a focus on effective and efficient case processing, encompassing accuracy of information in CSAS, effectiveness of the redaction tool and effective implementation of Practice Guidance.

Risk 2, New risk - Absence of a roadmap to a new way standard way of operating inhibits the organisations ability to manage the ongoing impacts of the pandemic. This was a new risk developed at the autumn 2021 EMT risk register review session. The issues have moved on considerably since then with the Standard Operating Model, CSAS and new hearing service models addressing gaps in the new standard way of operating. Remaining actions to further strengthen the operating model are carried in 2022/23 Workforce, Locality and Keeping The Promise (KTP) Plans and therefore it is recommended that this risk is closed.

Risk 3, New risk - Lack of capacity in SCRA and key partners negatively impacts on efficient case processing (e.g. delays, missing KPIs) and delivery of hearings. This was also a new risk developed at the autumn 2021 EMT risk register review session. The issues have moved on considerably since then with the Standard Operating Model, CSAS and new hearing service models addressing gaps in the new standard way of operating. Remaining actions to further strengthen the operating model are carried in 2022/23 Workforce, Locality and Keeping The Promise (KTP) Plans and therefore it is recommended that this risk is closed.

- 4.3 Three further risks were identified at the PPN in November 2021 for possible escalation to the Operational Risk Register. These have been considered by the SOMs and Principal Reporter and whilst they remain live issues they have not been added to the register at this stage and will be further discussed at the PPN meeting in May 2022:

- The stability of technology, staff roles and competency in relation to IT, level of IT service in outreach hearing centres,
- Management capacity
- The number and duration of secondments to national teams.

5. Conclusion

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

6. Recommendation

- 6.1 To review the Strategic and Operational Risk Registers.

Previous Papers:

Risk Register Report to Audit & Risk Committee – May 2022

Risk Register Report to Board – December 2021

Appendix 1 - Strategic Risk Register May 2022

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.	Cyber Security Strategy	Service Delivery/ Information/ Reputational	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>Any case information stored within the SCOTS environment is protected by ITECS. Case data is also stored in the Microsoft cloud, this data is protected via the CSAS support and maintenance contract which includes a level of service for cyber security, Microsoft built service cyber security as well as the CSAS platform being accredited by an established provider for cyber security adding additional independent assurance for the security of the CSAS platform.</p> <p>ITECS have achieved both their Cyber Essentials Plus certification and their Public Services Network (PSN) compliance certificate for the SCOTS network</p> <p>Annual Penetration testing of CSAS ensures that CSAS's vulnerability to common cyber threats is fully understood.</p> <p>By having CSAS disaster recovery procedures in place and reviewing and reviewing 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 Security & Governance Manager 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>Complete Gap Analysis on the target progression stage of the Public Sector Cyber Resilience Framework and develop a plan to fully meet the requirements.</p> <p>Hold briefing session SCRA Board members to inform them about the NCSC Board Toolkit</p> <p>Implement DMARC for all SCRA email domains that they use.</p> <p>Implement NCSC Early Warning System to protect CSAS from attack</p> <p>Engage an IT consultancy to review CSAS backup and recovery arrangements to ensure they meet business needs. CSAS DR&BC scenario exercises undertaken with external supplier support.</p> <p>EMT 'exercise in a box'.</p> <p>Attend seminars/events to learn from other public bodies experiences.</p> <p>Ensure all lessons captured from recent CSAS Major Threat.</p> <p>Annual review of Cyber Security Policy.</p> <p>Regular tracking of Top Five cyber security risks.</p>	<p>H of P&P/Digital Security & Gov Manager April 22</p> <p>H of P&P/Digital Security & Gov Manager Apr 22</p> <p>H of P&P/Digital Security & Gov Manager Aug 22</p> <p>H of P&P/Digital Security & Gov Manager Jul 22</p> <p>H of P&P/Digital Security & Gov Manager Jun 22</p> <p>H of P&P/Digital Security & Gov Manager Mar 22</p> <p>H of P&P/Digital Security & Gov Manager Ongoing</p> <p>H of P&P/Digital Security & Gov Manager June 22</p> <p>H of P&P/Digital Security & Gov Manager Oct 22</p> <p>Digital Security & Gov Manager. Ongoing</p>

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
2.	Digital Programme Masterplan	Financial/ Information/ Service Delivery/ Reputational	The optimum model for CSAS ownership and accountability and a joint future partnership between SCRA and CHS is not adequately defined and agreed.	SCRA PR/CE	16 (4*4)	Senior Team Workshops Digital Programme Director/Chief Executive meetings Digital Oversight Committee DDB/Programme Assurance Group Licencing and software agreements. Legal ownership agreed. Joint Agreement of the CSAS Change Management Strategy Establishment of the Change Authorisation Board Establishment of the Change Control Board. Re-introduce Internal Design Team arrangements	Effective Effective Effective Partly Effective Effective Effective Partly Effective Partly Effective Partly Effective Partly effective	9 (3*3)	Cautious	4 (2*2)	Agree a framework for application of the Digital budget in 2022/23 which gives agreed levels of autonomy in decision making for CHS/SCRA. Establish separate budgeting, payment and accountability arrangements between supplier and CHS/SCRA – (a) development (b) Support and Maintenance Proposal on platform governance arrangements made by Programme Director is currently underway by CHS and SCRA CEO's. Develop distinct Digital Capacity – proportionate to need across both Bodies Develop distinct CHS and SCRA Digital Strategies for 2022/23 Aims and Objectives in draft.	SCRA PR/CE & CHS NC/CE & Digital Programme Director. SCRA PR/CE & CHS NC/CE & Programme Director/ Head of F&R Underway SCRA PR/CE & CHS NC/CE Digital Programme Director/H of Strategy June 2022 SCRA PR/CE & CHS NC/CE June 22 SCRA PR/CE & CHS NC/CE June 2022
3.	People/ Operational Strategies	Staff wellbeing/ succession planning/ Reputational	SCRA do not maintain a skilled, motivated and flexible workforce which can meet current demands and future needs.	Head of HR	20 (4*5)	L&D Strategy. Agile working policy. Agreed roles and responsibilities. Maintain focus on staff wellbeing in all plans People Plan 22/23	Partly Effective Partly Effective Partly Effective Effective Effective	12 (3*4)	Minimalist	4 (2*2)	Implement 2021/22 L&D Plan with a particular focus on digital upskilling. Review roll out of Agile Working Policy. Review roles and responsibilities aligned to the SOM. Develop a transition plan from pandemic to endemic.	L&D Plan complete. Digital Upskilling will be by end Dec 22 H of HR Underway – continuous process of review H of HR. SS role complete June 22 – other roles to be review throughout 22/23 SCRA PR/CE. Mar 22

											<p>Develop a clear approach to change management and align organisational structure in terms of accountability and autonomy.</p> <p>Review structure, lines of accountability and decision-making model at locality level.</p> <p>Wellbeing supports and development of Wellbeing Strategy</p>	<p>H of HR/H of Strategy. Underway June 22</p> <p>SCRA PR/CE/ SOMs/H of HR. Complete</p> <p>H of HR Sept 22</p>
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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
4.	Key business strategies	Operational service delivery/ staff wellbeing	Significant policy, legislative and reform/transformation change agenda impacts on SCRA's ability to deliver core services or necessary change programmes.	Head of Practice & Policy/Head of Strategy	16 (4*4)	Unison Partnership Framework. EHRI assessments. Influencing Strategy.	Effective Partly effective Effective	12 (3*4)	Minimalist	4 (2*2)	Create forum to assess impact on different areas of the organisation of policy, legislative, reform/transformation changes and communicate to service. Develop model of engagement to secure input from workforce in influencing activity. Assess ability to successfully navigate the reform agenda in terms of leadership, cultural mindset, appetite for change and organisational structure. Ensure key business strategies reflect the new baseline position and are aligned to the policy, legislative and reform/transformation change agenda.	H of P&P/H of Strategy. Underway, May 22 H of P&P/H of Strategy. Complete, Apr 22 SCRA PR/CE/ H of HR. Underway, Jun 22 SCRA PR/CE/ H of Strategy. Complete, Mar 22
5.	Financial Strategy	Operational service delivery/ Financial	2022/23 Scottish Government budget does not deliver required level of revenue and capital resources with impact on ability to influence and respond effectively to new legislative and policy pressures.	Head of Finance & Resources	20 (5*4)	Five year Financial Plan. Regular dialogue with Ministers and SG (DCAF, Sponsor Team, Finance Manager).	Effective Effective	12 (4*3)	Cautious	4 (2*2)	Update 5 year Financial Plan and present at September 21 Board. Submit forward budget figures to SG for 2022/23 sg Budget process. Develop and present briefing papers to Ministers/SG. Respond to SG requests for funding scenarios. Raise funding pressure with Director and seek support for extension of recovery staff funding. Ensure through 2022/23 EMT Challenge & Review process that revenue and capital funding is aligned to business priorities. Secure sufficient assurance in GiA letter to allow approval of a revenue budget within the range between published budget and assessed requirement in Financial Plan.	Complete. Complete. Complete. Ongoing. Complete Complete. Complete.

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
6.	Environment Plan	Operational/ Financial/People	Failure to progress Board approved Environmental plan (e.g. reduce GHG emissions by 10%-20% by March 2024) and inability to accelerate plans to meet new targets.	Head of Finance & Resources	16 (4*4)	Annual Environment report to Board. Annual Environmental performance report to Scottish Government. Environmental working group.	Effective Partly effective Partly effective	12 (3*4)	Minimalist	6 (2*3)	Sustainability actions to be included in all 2022/23 Locality Plans and 2022/23 Business Plan. Engage staff in development of leadership and delivery arrangements. Engage consultant to assist with plan for property emissions reductions.	SOMs/H of Property. Underway, May 22 H of F&R. Sep 22 H of F&R/H of Property. Sep 22
7.	People/Operational Strategies	Operational/ People/ Reputational	Inability to engage with digital inhibits realisation of full potential of new technologies resulting in significant operational disruption.	SOMs/Head of Human Resources	16 (4*4)	People and Operational Plans CAB and ongoing CSAS Development Standard Operating Model Digital Upskilling/ Confidence Operational Development Team Technology that is fit for purpose	Effective Effective Partly Effective Partly Effective Effective Effective	12 (3*4)	Minimalist	4 (2*2)	Ongoing Development of CSAS Implementation of Digital Training Strategy Review of Roles and responsibilities	Digital Dir /SOMs/CAB ongoing H of HR –Sept 22 - Mar 24 H of HR – Mar 23
8	People/Financial Strategies	People/Financial	Inability to meet staff expectations on pay/reward resulting in operational disruption/staff engagement in change.	Head of Human Resources	20 (4*5)	Pay Policy Guidance SCRA Budget L & D Plan/Wellbeing Strategy Partnership with UNISON Sponsor Team support	Partly Effective Partly Effective Partly Effective Partly Effective Partly Effective	12 (3*4)	Minimalist	6 (2*3)	Pay Modelling Work within Pay Policy Guidance Early Engagement with UNISON in pay development Focus on non-financial aspect of reward strategy e.g. L&D, Wellbeing Communications Strategy Commitment to research and evidence work towards development 4 day working week business case	H of HR – complete JNCC – May 22 JNCC – June 22 H of HR – ongoing H of HR – commencing Sept 22

Appendix 2 - Operational Risk Register May 2022

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	Effective Collaboration	Operational/ Reputational /non-compliance with legal duty	During the early implementation of CSAS there is a heightened risk of Non-Disclosure breaches. The components of the heightened risk are: • Staff pressures • Capacity for double-checks • CSAS functionality changes • CSAS migration <i>(I have not added the list of impacts we discussed to the risk description)</i>	Senior Operational Managers/ SIRO	(4:5) 20	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 Partnership working - engage with partners nationally and locally to seek their assistance in adhering to previously agreed principles of reduced ND info and redacting their reports. Data Manager to provide fortnightly ND lists to aid local discussions and heighten awareness. LRMs using ND data reports. Non-disclosure standing item on EMT agenda. Code of Practice on Information Sharing for Hearings system. Sharing information about non-disclosure on CSAS transition support calls (3 per week). Sharing information about non-disclosure on SOM/LRM calls (fortnightly). Regular contact between members of IG Leads group. Management of number of hearings duration transition. Monthly report on breaches to EMT and IG Leads.	Partly Effective Partly Effective Partly Effective Partly Effective Partly Effective Partly Effective Partly Effective Partly Effective Effective Effective Effective Partly Effective Effective	(3:4) 12	Minimalist	(2:2) 4	Complete review of Practice Direction. Confirm completion of CSAS non-disclosure functionality changes in MVP. Engage partner agencies on current challenges with reference to Code of Practice on Information Sharing for Hearings system. Re-iterate messages from EMT on not rushing and seeking assistance. Revisit Code of Practice on Information Sharing for Hearings system with CHIP. Seek assurance from Localities on non-disclosure process to be followed during transition. Monthly report on breaches to EMT and IG Leads. Monitor impact of new staffing on teams capacity to manage non-disclosure cases. Data Manager to develop system generated ND report. SOMs connecting local partnership discussions regarding ND information with CHIP discussions/national framework and identify any gaps/issues. • Pull together a summary of current ND issues. • Produce an analysis of ND breaches over last two years – identify common issues. • Establish sub-group of IG Leads. • Review SCTS processes. ND Group meeting monthly since 1 st September. Action log being followed and constantly updated. Workstreams formed to look at 4 areas of interest: 1. Partnership	Complete (CSAS review) Complete Complete Complete Complete Complete Complete Complete Complete Complete Complete Complete Complete Complete H of P&P. Ongoing until work complete, reporting June 22, implementation autumn 22.

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
											2. Practice & Process 3. The handling process 4. Data and CSAS Process mapping in progress. Interim change to be considered to how we record and notify ND decisions.	Complete Complete, no interim changes.
2			Absence of a roadmap to a new standard way of operating inhibits the organisations ability to manage ongoing impacts of the pandemic.	Senior Operational Managers	16 (4*4)	Standard Operating Model (SOM) CSAS – continuous maximisation of benefits. Hearing service models.	Effective Effective Partly effective	9 (3*3)	Cautious	6 (3*2)	Develop new roles and responsibilities for support staff, including revised job description. Embed new hearing service models. KTP project – arrangement and scheduling of hearings, SOM to be aligned with output.	Underway as part of 2022/23 Workforce Plan. Head of HR. Sep 22 Underway as part of 2022/23 Locality Plans. SOMs. Sep 22 Included in KTP Project Plan. Head of Planning & Strategy. Dec 22.
3			Lack of capacity in SCRA and key partners negatively impacts on efficient case processing (e.g. delays, missing KPIs) and delivery of hearings.	Senior Operational Managers	16 (4*4)	Prioritisation of cases with local social work teams – focus on referrals and reports. Forward planning on capacity with ASTs. Continuous development of the SOM and refinement of CSAS. Training & Development Plan.	Partly Effective Partly Effective Partly Effective Partly Effective	12 (4*3)	Minimalist	4 (2*2)	KTP projects: <ul style="list-style-type: none"> Shorter, more family friendly social work reports Ongoing review of roles & responsibilities.	Head of Planning & Strategy/SOMs. Dec 22 Head of HR. Sep 22