

Scottish Children's Reporters Administration
Agenda of Executive Management Team Meeting
Held on Wednesday 04 August 2021 , by Teams

AGENDA

| | Timing | Item | Purpose | Paper | Action |
|-----|--------|--|------------------|--------------------|----------|
| 1. | 09:30 | Apologies | | | |
| 2. | | AOB | | | |
| 3. | | Minute of Previous Meeting – 07 July 2021 | Approval | Attached | |
| 4. | | Matters Arising | | | |
| 5. | 09:50 | Data Quality | Update | Attached | |
| 6. | 10:20 | Cleaning Arrangements | Approval | Attached | EM |
| 7. | 10:30 | Glasgow 4 th Floor | Update | Verbal | EM |
| 8. | 10:40 | 2021/22 Revenue and Capital Forecasts | Update | Attached | EM |
| 9. | 10:50 | 2022-23 Planning | Update | Verbal | EM |
| 10. | 11:00 | Learning & Development | Approval | To Follow | SD |
| 11. | 11:10 | Quarterly Establishment | Update | Attached | SD |
| | 11:20 | Break | | | |
| | | Standing Items | | | |
| 12. | 11:40 | Digital Programme a) RAVHI b) Digital Programme – 2021/22 Aims and Objectives c) CSAS Transition programme d) CSAS plus sprints | Update | Verbal | |
| 13. | 11:55 | Covid 19 a) Business Continuity b) Recovery Plan i. SCRA ii. Hearing System c) Public Health Scotland advice/assessment | Update | Verbal | SOM's |
| 14. | 12:10 | Keeping the Promise | Update | Attached | LB/AH |
| 15. | 12:25 | Practice and Policy a) General Update b) SCRA Position Paper - FGDM | Update Update | Verbal Attached | AH AH |
| 16. | 12:40 | Information Governance a) General Update | Update | Verbal | AH |
| 17. | 12:50 | New Risks | Discussion | Verbal | All |
| 18. | 12:55 | Forward Plan Covid-19 Children and Families Collective Leadership Group – 05/08 National Partnership Forum – 10/08 2022/23 Planning – 11/08 16/17 year old cross system working group 12/08 Screening of Warriors – 18/08 Justice Board – 19/08 Health & Wellbeing Group – 24/08 Audit & Risk Committee – 26/08 Equalities Network – 31/08 | | Verbal | NH |

| | Timing | Item | Purpose | Paper | Action |
|-----|--------|--|---------|-------|--------|
| 19. | | Date of Next meeting; Thursday 02 September, by MS Teams | | | |

Present

Susan Deery Head of Human Resources
Helen Etchells Senior Operational Manager (West & North)
Alistair Hogg Head of Practice and Policy
Ed Morrison Head of Finance & Resources
Pamela Armstrong Governance Officer (minute)

| | Item | Timescale | Action |
|----|---|-----------|--------|
| 1. | <p>Apologies Lawrie McDonald Neil Hunter Lisa Bennett Paul Mulvanny</p> | | |
| 2. | <p>AOB Big Walking Challenge – The challenge has now concluded and has received positive feedback from staff. Consideration will be given to future group activities of this type as there was a clear and positive impact on staff and team moral. SD to discuss further with the H&S Officer.</p> | | SD |
| 3. | <p>Minute of Previous Meeting – 02 June 2021 Agreed, subject to amendments discussed.</p> | | |
| 4. | <p>Matters Arising</p> <p>Glasgow Property Update EM provided a verbal update</p> <ul style="list-style-type: none"> • The project budget is tight (mostly focused on 2nd and 3rd floors) and the assumption is that we would do minimal work to floor 4 this year – carpet, decoration, some furniture to support the change of use of some rooms. • Taking down walls, removing rooms or the wall between the two LRM offices, is not feasible within the current budget. • It was not intended that the size and shape of the training room would change with this project. That would require a significant budget of its own. However, perhaps improved, more flexible furniture would make the room work better. | | |

| | Item | Timescale | Action |
|----|---|-----------|--------|
| | <p>development for SCRA. Since that time, we have relaunched our approach to L&D with a commitment to continue to provide quality learning opportunities/events for all staff, as well as communicating an expectation that staff take responsibility for their own learning and development. Given the current resources and work pressures, this area of support and wellbeing has not been prioritised in the way that we would wish.</p> <ul style="list-style-type: none"> • SCRA’s current Business, People and Operational Plans rightly focus on bringing learning and development to the forefront as part of our support, inclusion and wellbeing strategies and SCRA is keen to respond in meeting the ambitions of these plans. • We know that our commitment to Keeping the Promise brings with it additional workforce supports and developments, some of which have already commenced such as trauma informed workforce developments, coaching and mentoring programmes and inclusive (leadership) behaviours, but we know we will need to reshape, review roles, upskill and provide opportunities for growth and development for staff over the coming years so that they can respond to the changes that reform is likely to bring. • The HR Managers (both currently employed on a 0.5 fte basis) will be asked to act up by 0.5 fte each to fill the other half of each HR Manager post. An internal/external recruitment exercise to recruit to the resultant HR BP vacancy left by the HR Managers will be progressed as well as a ring fenced recruitment exercise with the HR Assistants to convert one post from Assistant to HR BP. All of these arrangements will be in place until 31/3/23. • A review of these arrangements will take place in the 1st quarter of 2023 to evidence the value add of this structure before any longer term decisions on resources are taken. • Early discussions with UNISON have taken place on the need to secure resources to focus on learning and development across the organisation. <p>Agreed:</p> <ul style="list-style-type: none"> • EMT are supportive of the proposal which will be brought back to the August EMT meeting for further review. | Aug 21 | SD |
| 6. | <p>Who Cares? Scotland Tenancy EM provided a verbal update.</p> <ul style="list-style-type: none"> • WC?S have a contract with North Lanarkshire Council until next summer which has an option for NLC to | | |

| | Item | Timescale | Action |
|----|---|-----------|--------|
| | <p>extend for a further 2 years. As the option to continue is not certain at this stage they have asked if they could roll the lease over for 12 months and look at a new lease next year (assuming contract continues).</p> <ul style="list-style-type: none"> Property have considered this and came to the conclusion that given the market uncertainties and the synergy between SCRA and WC?S allowing the current arrangement to continue for a year on tacit relocation looked a fair proposal. Whilst the rent is quite modest, WC?S cannot reclaim the rates as it forms part of the service charge – normally a charity can claim relief from paying this direct, so it is an additional cost for them. <p>Agreed: EMT are supportive of the decision that this tenancy will continue for a further 12 months on tacit relocation.</p> | | |
| | Standing Items | | |
| 7. | <p>Digital Programme - RAVHI – update SD introduced the report recommending EMT approve a higher duties payment for Grade A staff involved in the RAVHI project.</p> <p>Noted:</p> <ul style="list-style-type: none"> The RAVHI pilot ended on 30th June 2021. The evaluation of the pilot recommended extending the RAVHI platform to all localities as part of the standard operating model. This will currently be delivered on the standalone sandbox platform whilst future developments take place within the CSAS model, which will enable this service to be delivered locally during 2022. This service will now be available to all localities phased from 1st July 2021 with temporary arrangements in place until 31st December 2021. We are currently concluding the identification of the final volunteers into the team. A number of Localities are now taking up the offer of backfills for those staff being seconded. The RAVHI model is supported by a centralised team of circa 20 fte staff seconded from Localities, alongside the core team of 4 fte. The VH Lead (Isobel Irvine from 12th July) reports into Helen Etchells, SOM. The centralised team comprises secondees from Localities from both Grade A, Grade B and MA roles. All team members are performing the same elements of the role. Whilst the seconded role does not have a Job Description that has been evaluated under the normal Job Evaluation processes, due to the short term life of the centralised team, it is considered that the tasks being performed as part of the team are at Grade B level. | | |

| | Item | Timescale | Action |
|----|--|-----------|--------|
| | <ul style="list-style-type: none"> To recognise that all staff are performing the same role, this paper proposes that the 5 fte Grade A roles and 1 MA in the centralised team, are awarded a higher duties allowance up to the equivalent of the minimum point of Grade B (pro-rated) from 1st July 2021 to 31st December 2021. <p>Agreed: To approve a higher duties payment for Grade A staff involved in the RAVHI project.</p> | | |
| 8. | <p>Covid 19 Social Distancing Measures</p> <ul style="list-style-type: none"> SG have requested comments around the proposed move to a one meter rule from 19 July and removing the requirement completely from 09 August. EMT have responded and this had been fed back to the Sponsor Team. A staff communication will be drafted in anticipation of any changes. The focus will be on the reduction to a one meter distance, good ventilation, following FACTS guidance, good people/time management and maintaining a one way system in all areas. The reduction to one meter distancing offers the opportunity to unlock some hearing rooms allowing a greater number of face to face or hybrid hearings to take place in some areas. <p>Recovery</p> <ul style="list-style-type: none"> Some localities are finding cover of the summer months challenging as staff are trying to use carried over leave. Can any flexibility be given to the time limits on using leave? SD will take this to the HR Sub group and feedback. | | SD |
| 9. | <p>Keeping the Promise AH provided a verbal update.</p> <ul style="list-style-type: none"> The July meeting of CHIP has been postponed until August. Discussions are ongoing relating to the appointment of an independent Chair to lead and coordinate the work of the group and that governance structures be designed to support them in this work – linking to organisational Boards as well as the Promise Oversight Board. Work is continuing on the draft job description for the Programme Manager position. It is anticipated the vacancy will go live in August. | | |

| | Item | Timescale | Action |
|-----|---|-----------|--------|
| | <ul style="list-style-type: none"> Discussions are ongoing in relation to the potential for an Operational post around the work of The Promise. | | |
| 10. | <p>Practice and Policy AH provided a verbal update;</p> <ul style="list-style-type: none"> Children (Scotland) Act 2020 – training is ongoing. The Practice Team have engaged with operational staff on the development of practice materials. Coronavirus Act – SG have asked if we require any measures in order to maintain the ability to conduct virtual hearings. The measure on the obligation to attend a hearing will continue beyond September. The practice team are considering the implications of this. | | |
| 11. | <p>Information Governance AH provided a verbal update;</p> <ul style="list-style-type: none"> ND – Discussions continue around a range of actions including asking the practice team to give further consideration to a number of questions that have been asked. A response will be provided to the LRM query. The IG team will conduct analysis on ND breaches over the last two years. An IG Leads sub group will be set up to assist. EM will update the risk description within the strategic risk register. Ayrshire Breach – The ICO have confirmed an investigation will be undertaken. | | |
| 12. | <p>New Risks While no new risk were identified there is concern over the reduction of social distancing measures and the impact on the return to face to face hearings and increased movement in offices and hearing centres.</p> | | |
| 13. | <p>Forward Plan A summary of key meetings over the next month was reviewed.</p> | | |
| 14. | <p>Date of Next meeting; Wednesday 04 August , by MS Teams</p> | | |



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service Susan Deery, Head of HR
Date 5th July 2021
Report Author Susan Deery

Recommendation:

- 1. To approve the resources required to develop, lead and co-ordinate SCRA's organisational Learning and Development Strategy.**

Reason for Report: Approval and Funding

Resource Implications: £77k

Strategy/Service Plan People and Operational Plans

Implications n/a

Consultation: Principal Reporter, HR Team and UNISON (informally)

EHRIA Duties: To follow

Document Classification: *[Not protectively marked]*

1. Introduction

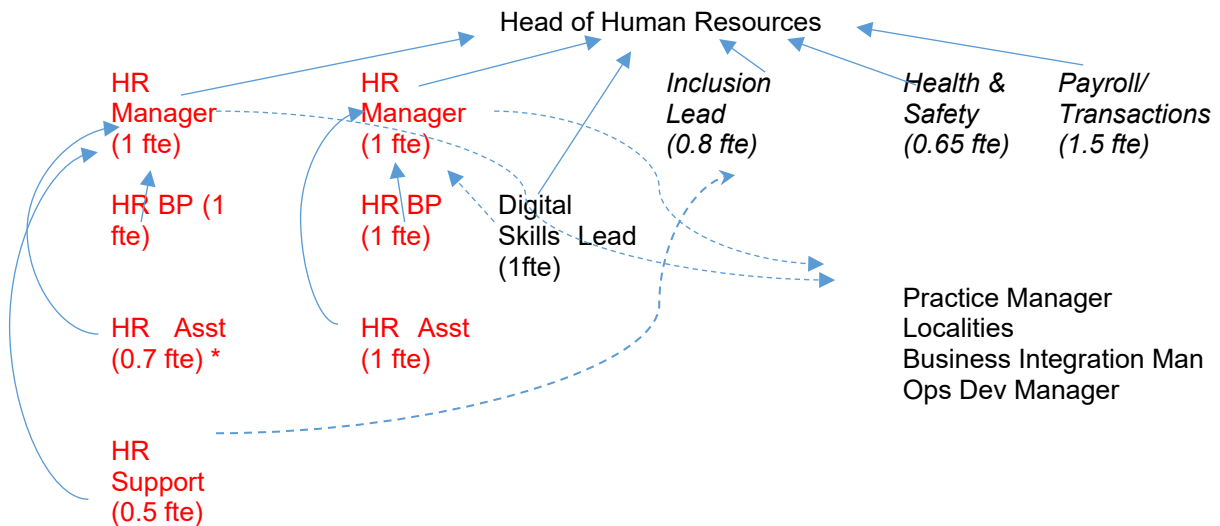
- 1.1 It has been 5.5 years since SCRA had a specific L&D post that focused on workforce learning and development for SCRA. Since that time, we have relaunched our approach to L&D with a commitment to continue to provide quality learning opportunities/events for all staff, as well as communicating an expectation that staff take responsibility for their own learning and development. Given the current resources and work pressures, this area of support and wellbeing has not been prioritised in the way that we would wish.
- 1.2 The Practice Team continues to provide high quality practice training for Reporter staff and there is an established Senior Practitioner network that supports the delivery of this training. Additionally, the Business Integration Manager had been co-ordinating the management development programme pre-pandemic but there had been some challenge in identifying and responding to the development needs of managers.
- 1.3 SCRA's current Business, People and Operational Plans rightly focus on bringing learning and development to the forefront as part of our support, inclusion and wellbeing strategies and SCRA is keen to respond in meeting the ambitions of these plans.
- 1.4 We know that our commitment to Keeping the Promise brings with it additional workforce supports and developments, some of which have already commenced such as trauma informed workforce developments, coaching and mentoring programmes and inclusive (leadership) behaviours, but we know we will need to need reshape, review roles, upskill and provide opportunities for growth and development for staff over the coming years so that they can respond to the changes that reform is likely to bring.
- 1.5 Additionally, staff tell us through surveys, feedback and through their locality plans that they want to see an increase in opportunities to learn and develop both personally and professionally.
- 1.6 To do this, we need to ensure that we have the right resources in place. This paper sets out a proposal for specific L&D resources, with a timescale aligned with the current Promise plan to the end of the current corporate plan. This will provide an opportunity for review of added value and consideration of longer term planning.

2. Proposal and Costs

- 2.1 The HR Manager role, which is currently split between two postholders, who also share a HR Business Partner role on a job share basis, currently has the following accountability "Lead the provision of learning and development and provide effective training and development opportunities for staff and managers to equip them with the necessary skills and knowledge to undertake their roles. Participate in the identification of management development needs, delivery of the Management Development Programme, including the delivery of leadership skills modules, and the

provision of coaching and mentoring.” As previously stated, it has been a challenge to fully deliver on this within the current resources.

2.2 The following structure (in red), located within the HR Team, is proposed to provide additional resources to meet the anticipated L&D demand from plans, the Promise and to fulfil the accountability as outlined above.



2.3 This structure is seeking the following additional resources, until 31st March 2023, with a further review at that point. The table below shows full year costs (based on current salaries) for 2022/23 – for 2021 this will be reduced to part-year costs of circa £45k.

| Current | Additional Resources Required | Additional costs (inclusive of on-costs) |
|-------------------------|---|--|
| 2 x 0.5 fte HR Managers | 2 x 0.5 fte Additional Duties Payments to full time working | £66.6k |
| 2 x 0.5 fte HR BP | Conversion of 1 HR Assistant to 1 fte HR BP | £10.4k |
| 2.7 fte HR Assistants | Reduction of either 1 or 0.7 fte* | n/a |
| Team of 4.7 fte | Team of 5.7 fte | £77k |

* dependent on successful candidate converting from team

2.4 It is proposed that whilst the HR Managers will still work alongside their currently aligned localities in their strategic development and more complex workforce cases, one HR Manager will lead on workforce learning and development strategy and one will lead on workforce lifecycle and wellbeing strategies. Both will have significant responsibilities in terms of workforce development (albeit one will be responsible for its overall delivery) and both will be required to co-ordinate with other teams such as the Practice, Localities, Digital and Business Integration to appropriately identify and respond to workforce development and improvement.

- 2.5 There is a clear need to retain 2 fte HR Business Partners given the locality support that is required and this can be achieved in some way by reducing the current HR Assistant fte.
- 2.6 The Digital Skills Lead is currently part of the Organisational Readiness Team which will be repurposed over the next 6 months or so, so this post will remain with HR to ensure digital upskilling informs the overall learning and development strategy.

3. Implementation and Review

- 3.1 The HR Managers (both currently employed on a 0.5 fte basis) will be asked to act up by 0.5 fte each to fill the other half of each HR Manager post. An internal/external recruitment exercise to recruit to the resultant HR BP vacancy left by the HR Managers will be progressed as well as a ring fenced recruitment exercise with the HR Assistants to convert one post from Assistant to HR BP. All of these arrangements will be in place until 31/3/23.
- 3.2 A review of these arrangements will take place in the 1st quarter of 2023 to evidence the value add of this structure before any longer term decisions on resources are taken.
- 3.3 Early discussions with UNISON have taken place on the need to secure resources to focus on learning and development across the organisation.

4. Recommendation

- 4.1 This initial paper sets out a structure, that with some moderate investment, will enable a clear organisational focus on learning and development, which has not been possible over the past few years. EMT is asked to consider and approve the structure and associated funding.
- 4.2 The Head of HR is seeking a final decision on this proposal by August EMT.



SCOTTISH
CHILDREN'S REPORTER
 ADMINISTRATION

Head of Service: Head of Human Resources

Date: 4 August 2021

Report Author: HR Manager

Recommendation:

- To approve SCRA Core and Non-Core Establishment for Q1 2021/22**

| | |
|--|----------------------------------|
| Reason for Report: | <i>Approval</i> |
| Resource Implications: | <i>None</i> |
| Strategy/Service Plan Implications: | <i>None</i> |
| Consultation: | <i>Head of Human Resources</i> |
| EHRIA Duties: | <i>Not Required</i> |
| Document Classification: | <i>[Not protectively marked]</i> |

1 SCRA Core and Non-Core Establishment

- 1.1 SCRA core establishment as at 31 July 2021 is 408.63 fte which is a change of -0.02 fte compared with the 30 April 2021 total of 408.65 fte. The establishment by Grade and Locality is noted below.

| | A | B | C | D | E | E2 | F | G1 | G2 | H | Grand Total |
|------------------------------------|--------------|--------------|-------------|--------------|---------------|-------------|--------------|----------|----------|----------|---------------|
| EAST AND CENTRAL SCOTLAND | 21.76 | 53.94 | 1 | 32.84 | 65.13 | 10.8 | 10.5 | | | | 195.97 |
| AYRSHIRE | 3.54 | 9.81 | | 5.89 | 10.95 | 2 | 2 | | | | 34.19 |
| BUSINESS - EAST & CENTRAL SCOTLAND | | | 1 | 1 | | | | | | | 2 |
| CENTRAL | 4.24 | 7.83 | | 4.5 | 10.5 | 2 | 1.5 | | | | 30.57 |
| LANARKSHIRE | 3.63 | 15.19 | | 7.85 | 16.51 | 2 | 3 | | | | 48.18 |
| SOUTH EAST | 4.76 | 8.7 | | 6.1 | 13.4 | 2 | 2 | | | | 36.96 |
| TAYSIDE | 5.59 | 12.41 | | 7.5 | 13.77 | 2.8 | 2 | | | | 44.07 |
| HEAD OFFICE | 1.5 | 0.56 | 6.28 | 12.77 | 16.89 | | 17.94 | 4 | 6 | 1 | 66.94 |
| EXECUTIVE | | | | 1 | | | | 3 | 1 | 1 | 6 |
| PRACTICE & POLICY | | | 2.77 | 3 | 2.39 | | 6.8 | 1 | 1 | | 16.96 |
| SECONDMENTS | | | | | | | | | | | |
| SUPPORT SERVICES | 1.5 | 0.56 | 3.51 | 8.77 | 14.5 | | 11.14 | | 4 | | 43.98 |
| NORTH WEST | 13.12 | 42.28 | | 24.5 | 48.11 | 7.8 | 9.91 | | | | 145.72 |
| BUSINESS - NORTH WEST | | | | 1 | | | | | | | 1 |
| GLASGOW | 5.61 | 16.53 | | 9.05 | 18.28 | 3.8 | 3 | | | | 56.27 |
| GRAMPIAN | 3.03 | 6.1 | | 3.61 | 7.46 | 1 | 1 | | | | 22.2 |
| HIGHLANDS AND ISLANDS | 2.16 | 6.98 | | 3.34 | 7.68 | 1 | 1.91 | | | | 23.07 |
| STRATHCLYDE NORTH | 2.32 | 12.67 | | 7.5 | 14.69 | 2 | 4 | | | | 43.18 |
| Grand Total | 36.38 | 96.78 | 7.28 | 70.11 | 130.13 | 18.6 | 38.35 | 4 | 6 | 1 | 408.63 |

- 1.2 Changes to Core Establishment since 30 April 2021 are:

- Highlands & Islands – increase of 0.2 fte Grade B Support Administrator funded by a reduction of 0.16 fte Grade D Locality Support Manager
- North Strathclyde – increase of 0.8 fte Grade E Reporter funded by the conversion of 0.71 fte Grade E2 Senior Practitioner
- Lanarkshire, Dumfries & Galloway – increase of 0.34 fte Grade B funded by a reduction of 0.4 fte Grade A
- Tayside & Fife – Increase 0.8 fte Grade E2 Senior Practitioner funded by the conversion of 0.9 fte Grade E Reporter

- 1.3 The non-core establishment at 31 July 2021 is 38.63 fte which is an increase of 1 fte compared with 30 April 2021

- 1.4 Changes to Non-core Establishment since 30 April 2021 are:

- Virtual Hearings – addition of 1 fte Virtual Hearings Lead till 31 December 2021

2. Conclusion & Recommendation

- 2.1 The Head of Human Resources asks EMT to approve the changes to the Establishment as at 31st July 2021.