

Scottish Children's Reporters Administration Agenda of Executive Management Team Meeting Held on Wednesday 03 August 2022 Belll Street, Glasgow

AGENDA

#	Item	Purpose	Paper	Action
1.	Apologies	•	•	
2.	AOB			
3.	Minute of Previous Meeting – 06 July	Approval	Attached	
4.	Matters Arising		Verbal	
5.	Ministerial Visit	Update	Verbal	HE
6.	Print Strategy	Approval	Attached	HE/EM/BM's
7.	Organisational & Virtual Hearings Helpdesk	Update	Verbal	SD
8.	Business Plan Q1 Update	Noting	Attached	LB
9.	SCRA's Keeping the Promise Programme,	Approval	Attached	LB
	Test for Change			
10.	Tranent Rent reduction	Approval	Attached	EM
11.	Glasgow Lease Renewal	Approval	Attached	EM
12.	Budget 2022/23 Reallocation and 2022/23	Approval	Attached	EM
	Forecast Update			
13.	Audit & Risk Committee			
	a) Agenda	Review	Attached	EM
	b) Reporter drafting of section 67(2)(a) &	Info	Attached	LB
	(f) grounds		A (
	c) Data Quality Exercise Follow Up	Info	Attached	LB
14.	Standing Items	S		
14.	Digital Programme a) Digital CAB update	Update	Attached	LMcD
	b) Digital Governance Review	Update	Verbal	LMcD
	c) Digital Participation within CSAS	Update	Verbal	LMcD
	d) Digital Engagement Framework	Approval	Attached	LMcD
15.	Keeping the Promise	7.6610141	7 maorioa	LIVIOD
	a) Hearing System Working Group	Update		AH
	(HSWG)	- F		
	b) Keeping The Promise Programme	Update		LB
	Board	-		
16.	Practice and Policy			
	a) General Update	Info	Verbal	AH
17.				
	,			
40		Info	Attached	AH
19.				
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16. 17. 18. 19.		Info Info Info	Verbal Verbal Attached	AH AH AH

#	Item	Purpose	Paper	Action
	h) National Partnership Forum 30/08			
	i) CHS/SCRA Business Meeting 31/08			
	Date of Next meeting;			
	Wednesday 07 September, Ochil House,			
	Stirling			



Scottish Children's Reporters Administration Agenda of Executive Management Team Meeting Held on Wednesday 06 July 2022 MS Teams

Present

Alistair Hogg (**AH**), Head of Practice & Policy (Chair) Ed Morrison (**EM**) Head of Finance & Resources Lisa Bennett (**LB**) Head of Strategy and OD

Susan Deery (**SD**) Head of Human Resources (Minute)

Lawrie McDonald (**LMcD**) Digital Programme Director

	Item	Timescale	Action
1.	Apologies Neil Hunter, Helen Etchells, Paul Mulvanny, Pamela Armstrong		
2.	Pay – covered under Item 5. Lessons Learned and Feedback from Managers event will come back to a meeting in August – suggest the business meeting when full EMT are available. EM proposed a follow-up questionnaire with staff on specific issues that have arisen.		
3.	Minute of Previous Meeting – 04 June 2022 Minute Approved		
4.	Internal Review SD and HE will meet with ENEI w/c 11 th July to identify whether they can and are the best to support the Internal Review. Early indication is that they may not be available until September but that timeline could be supported.		
5.	Budget Moves The Report recommended a series of budget transfers. The Report also highlighted the Q1 forecast of £250k underspend on revenue. This alongside the additional funding being sought from SG could mean there is £350k available to reallocate into resources. It was noted that this forecast underspend should be considered against the overall resource pressure of £1.8m. The forecast of £250k underspend is being reviewed by the Finance Team and any changes will be reported to EMT. The first full set of forecasts will be presented to the Board and SG in September. The SG Budget returns will take into account other budget		All
	pressures which were noted:-		

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	Item	Timescale	Action
		1111000010	7.13(10)11
	 Winding down of the Recovery Team, need to consider the best model to support challenging locality resources Review of Org Helpdesk/VH Team Review of Fixed Term Contracts at end August Pay and the potential for additional funding to meet staff expectations Orkney case – potentially £30k - £40k required for external support Workload vs resource – are we capturing workload correctly Flexibility of service models is currently having an impact on available resources Agreed: The budget transfers were approved subject to further discussion. 		
	Cleaning Among conserts		
6.	Cleaning Arrangements ED introduced a paper that proposed to phase out electrostatic cleaning from September 2022. This has been discussed and accepted in NPF. The focus on managing COVID-19 is around aerosol transmission rather than touch surfaces. Staff still expected to wipe down their own touch surfaces. Agreed: It was agreed to phase out electrostatic cleaning from		
	September 2022		
	Hearing Room Improvement Project Agreed: The proposal had been agreed off line by EMT.		
7.	Support Assistant Job Description		
	SD provided a verbal update that following some challenging consultations with staff and following UNISON's most recent meeting with staff, a number of small JD changes will likely conclude the review of the JD. This will be taken back to NPF within the next week or so.		
	EMT noted that the options and choices that will inevitably come from the Keeping the Promise work will impact on all roles.		
	It was noted from feedback during the lessons learned sessions that SCRA was providing significant digital support to Panel Members on a daily basis which was using up available resource. Feedback to be given to CHS in due course.		

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	Item	Timescale	Action
8.	 Digital Programme LMcD provided a digital update:- No CAB since last EMT Whilst managing change within the digital strategy was working, there was a need to manage change across the org using enterprise architecture approach. CSAS functionality had been deployed – might need to review focus given lessons learned/management event discussions Digital engagement team to work with The Promise Team, SOM and OD Team to harvest ideas. VH's – technical development in CSAS was meant to be completed before rolling back to Localities. This means staff in localities continue to use Sandbox whilst development in CSAS takes place – September completion date. Process will be efficient if we use 		
	service models – discussion around boundaries about who has options and choices in the service models and whether SCRA is all things to everyone – challenge for some localities.		
9.	 Keeping the Promise AH provided a verbal update:- Lorraine Moore will replace Suzi Vestri as the Board representative on the HSWG Project design teams have been delayed. Social meeting in August then first proper meeting in later August. Teams will focus on number of big ticket items but not likely to be full service redesign given the vast scale and capacity to do that. Report back to HSWG in November. Concern that narrowing the scope will affect the quality of the outcome LMcD noted that any digital developments as a result of any proposed changes will need time to be worked through and consideration of allocation of budget and resources. Staff feedback from the Promise Sessions is good with a real appetite for change/reform. It was noted that as this related to children and families there is energy for that change as opposed to changes that have the potential to detract from the focus on children. 		
10.	Practice and Policy AH noted that the Children's Care and Justice Bill Consultation close on 22/6/22 and we await the analysis of responses. SG seeking lots of engagement to work through the detail that will underpin the Bill and have made a specific request for support from SCRA. Neil Mitchell will provide that support on an informal basis.		

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	Item	Timescale	Action
	There had been discussion about the cut-off around age 18 and what happens if you're referred just before that. SG are indicating that they are unlikely to extend the hearing system beyond 18.		
11.	Information Governance AH discussed the May Breach Report which noted a lower number of breaches with only 8 attributed to SCRA. It was noted that CSAS is referenced in the report but EMT noted the user error element rather than system error element. AH noted that he was working on some developments with Debra Bell that could potentially move the ND Group into a different phase.		
12.	New Risks It was noted that there was no significant change for staff planned over the next month or so. EM to draft a risk focused on introducing more change before current changes are consolidated and fixing current issues.		
13.	Forward Plan Noted the Ministerial visit on 28/07/22 was now a half day		
	Date of Next Meeting 3 rd August 2022 in Bell Street		

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PRINT STRATEGY

Accountable Director: SOM NW Date: 03 August 2022

Report Author: Michelle Hamilton

Recommendations:

- 1. Cloud Based printing solution is explored.
- 2. Implement option 2 Further rationalisation of our kit in June 2023 when our current leased devices with Capital Solutions expire.
- **3.** Begin further exploratory work to investigate further rationalisation and centralisation of printing solutions.
- **4.** A colour printer remains necessary within each Locality in support of option 2.
- **5.** Printers are no longer required in non-staffed hearing sites. Appropriate alternatives must be provided to allow late reports to be accessed digitally.
- **6.** Supplementary training to be provided to all staff on how to fully utilise multiple screens.
- 7. Further investigation, including the Digital Team of Equitrac and its security/viability with CSAS and consider all the anticipated benefits.
- **8.** MFD updates to change to allow all devices to switched off at night and weekends to reduce our carbon footprint.

Reason for report: Requested by EMT

Resource implications: Within approved budgets

Strategy: Within approved plans

Consultation: LRM's and EMT

Equalities duties: EHRIA to be undertaken on approved recommendations

Document classification: Not protectively marked

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 - 4.5 Cloud Based Printing
- 5. FUTURE VOLUME
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- 8. OPTIONS CONSIDERED
 - 8.1 Option 1: Status Quo
 - 8.2 Option 2: Further rationalisation Regional Hubs
 - 8.3 Option 3: National Centralised Function (including specialist role)
 - 8.4 **Option 4**:
 - 8.5 Recommended Option
- 9. FINANCE/RESOURCES
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1. INTRODUCTION – Purpose of the Strategy

In 2017 SCRA identified a significant problem within their estate with an ageing and unreliable printer fleet which had very limited efficiency. The Business Managers (BM's) were asked to undertake a comprehensive print review and following close consultation with users matched the business processes and overall print requirements to the latest technology. This included significantly downsizing the fleet of MFD's over the coming years, whilst increasing reliability, flexibility and ensuring maximum efficiencies where possible.

When the BM's took over the management of the MFD Fleet they started out with 2 suppliers and 107 MFD's. Between 2017-2018 they destroyed 37 devices that were no longer fit for purpose reducing the fleet to a total of 70 machines. After a rigorous procurement exercise the contract was ended with Xerox and a new leased fleet was introduced with Capital Solutions in June 2018. In October 2019 SCRA ended their contract with Ricoh and the fleet was reduced further to 59 machines and the entire fleet, both owned and leased, moved to Capital Solutions.

	Total No. MFD's	Supplier(s)
2017/2018	107	Xerox & Ricoh
		Ricoh & Capital
2018/2019	70	Solutions
2020/2021	59	Capital Solutions
2021/2022	59	Capital Solutions

Since 2017 SCRA's fleet has continued to reduce in line with a reduction in the number of copies we are producing due to efficiencies gained in how we work.

We looked at how many MFD's we had across the estate, which ones were being used the most or least often, the age of our kit, which devices required the largest amount of service, how much time was spent troubleshooting printing issues or maintaining devices, how many copies each office was doing and finally how many pages were printed in black and white and/or colour.

Some of the benefits we gained: significantly downsizing kit, more cost effective MFD's, enhanced functionality, reduction in cost per copies and less burden on IT support and admin.

It became evident as we rolled out our new system (CSAS) along with our new agile working policy, which was implemented speedily to support staff returning after the COVID 19 pandemic, that any further reduction in kit would require a coherent print strategy.

The purpose of this paper is to produce a clear, consistent and structured Print Strategy to be used as a plan for implementing improvements that align to both the business needs and the Digital Strategy. This should also plan to deliver efficiencies and savings and be linked to the Procurement Strategy for the MFD's.

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2. CURRENT PRINT STATE

2.1 CURRENT KIT THROUGHOUT ESTATE

		LEASED	OWNED	TOTAL
	KILMARNOCK	2	2	
AYRSHIRE	AYR		1	6
	IRVINE		1	
	DUNDEE	2		
	GLENROTHES	2	1	7
TAYSIDE &	PERTH		1	,
FIFE	ARBROATH		1	
	EDINBURGH	2	1	
	DALKEITH		1	6
	TRANENT		1	0
SOUTH EAST	SELKIRK		1	
	HAMILTON	2	1	
	STRANRAER		1	6
LDG	DUMFRIES	1	1	
	LIVINGSTON		2	
	FALKIRK		1	9
	ALLOA		1	3
CENTRAL	STIRLING & HQ	1	5	
	DUMBARTON	1	1	
NORTH	GREENOCK	1	1	8
STRATHCLYDE	PAISLEY	2	1	0
	LOCHGILPHEAD		1	
GLASGOW	GLASGOW	1	4	5
GRAMPIAN	ABERDEEN	1	3	4
	INVERNESS	1	2	
HIGHLANDS &	ORKNEY		1	
ISLANDS &	SHETLAND		1	7
IOLANDO	THURSO		1	
	STORNOWAY		1	
		19	40	59

Our current supplier is Capital Solutions and we have a mixture of leased (32%) and owned (68%) MFD's with them. We have had current leased kit since June 2018. This contract was taken on a 3 year lease deal with option for 2 further years' with zero lease fee's. This expires June 2023 (see appendix 1).

2.2. CURRENT UTILISATION

As you can see from the Utilisation Data Report attached (appendix 2) our current device fleet utilisation shows we have 86% remaining service life in our current fleet. Our current service life utilisation figure is sitting so low (14%) due to the significant drop in usage whilst the organisation was in lock down during Covid-19 and also due to a change in the volume of clicks we are doing as a result of our change of practice using our new system.

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3. VOLUME

3.1 CURRENT VOLUME

SCRA has worked hard over the last 10 years building in practices to reduce print volume to ensure we reduce our environmental footprint as well as reducing costs. We have rolled out new direction around using locked print, using codes for colour prints, printing duplex and avoiding printing emails or other reports, correspondence or meeting papers.

You will see from the attached volume reports (appendix 3) that SCRA has seen significant drops in volume from 2018 to 2022 on average a **53% reduction in volume**.

Summary	Drop from 2018 - 2022
North Strathclyde	50.69%
Glasgow	57.75%
Grampian	57.28%
Islands & Highlands	9.71%
Lanarkshire, D&G	46.09%
Central	70.81%
Ayrshire	68.82%
South East Scotland	78.17%
Tayside/Fife	39.32%

3.2 FACTORS CONTRIBUTING TO THE REDUCTION IN VOLUME

The initial reason for the reduction in clicks to our MFD fleet was due to sending a significant amount of staff home to work as our business responded to the Covid-19 lockdowns.

As you can see from the MFD click comparison report (appendix 3) SCRA went from 4.2M clicks in Q4 18/19 down to 3.7M in Q3 19/20 due to the 1st lockdown in March 2020. Then you can subsequently see from the roll out of CSAS a further reduction in October 2020 down to 2.3M. We recognise that the figure will reduce further with a continued push to reduce hard copy papers for panel members and the creation of a CYPF portal.

	Q3	Q4	Q3	Q4	Q3	Q4	Q3	Q4
	(18/19)	(18/19)	(19/20)	(19/20)	(20/21)	(20/21)	(21/22)	(21/22)
	OCT-	JAN-	OCT-	JAN-	OCT-	JAN-	OCT-	JAN-
	DEC	MAR	DEC	MAR	DEC	MAR	DEC	MAR
No. of								
clicks	4.3	4.2	3.7	4.2	2.3	2	2	1.7
(million)								

As SCRA develops its Digital Strategy the plan is to work towards reducing the volume of printing further.

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4. PRINTING PRACTICES

4.1 Current Printing Practices

After consultation with LSM's across the country data below was gathered to clearly outline what localities are current printing. There were some variations but mainly every locality is printing the following:-

CURRENT PRINTING	IS THERE SCOPE FOR CHANGE
Panel Papers	Yes – out with locality control
Hearing Notifications	Not currently
Results	Not currently
Outcomes	Not currently
Court information	Not currently
Royal Mail labels	will reduce significantly when localities get new bar coded envelopes
NFA letters	Not currently
Investigation letters	Not currently
Productions / Medical Reports	Not currently - note these sometimes need to be in colour
Specification of documents (Inventory)	Yes Digital Team working at getting this added into HIP so can create manual inventory
Leaflets / advocacy info.	Yes – scope for change – see section on leaflet printing
Reports from Social Work	Yes - 2 screens are on each desk - these should be used for reading these reports
Referrals	Yes -2 screens can easily be used for this.
Concern Reporters from Police - could be 30 referrals that we perhaps haven't caught sight of - these would be printed out.	Could Police send these digitally?

4.2. Printing – Press & Communications Team

Our Press and Communications (P&C) Team currently use 2 methods of printing:-

In house Printing to print A4 flyers/posters/signage

External Printing: for glossy more professional looking leaflets - use a selection

of 3-4 local companies using 3 quote process (not on

framework agreement). Low level on spend on this approx.

£400 to £700 per job.

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P&C Team currently use 2 MFD's:-

Poster MFD

New owned, only prints A1 size (on maintenance contract) previously stand-alone/no maintenance. Used to print for events/workshops for example: engagement sessions with young people from Our Hearings, Our Voice, Champs Boards, etc.

Colour MFD

P&C request a separate colour printer to ensure panel paper print runs aren't interrupted. P&C Team use better quality paper for posters and signage so they look professional in reception areas/waiting rooms etc. The colour printer is used for a variety of different materials, eg, Pre-Hearing flyers, Hearing about me form, Posters & Guides.

Pre Covid-19 P&C Team were sending out leaflets to Localities on a weekly basis as and when required. Currently and for the last 2 years they have had very low request from teams for leaflets, Pre-Hearing packs for Pre-Hearing visits, goodie bags for events/engagement with local Champs Boards or any merchandise to make available in waiting rooms, etc. It is routinely the same LSM's making the same requests. Localities are stating they are working their way through old stock of leaflets, however, we have no method of checking to ensure that all our children/young people/families are receiving the same leaflets, offered Pre-Hearing visits, and therefore receiving Pre-Hearing packs, etc.

Currently as leaflets come from our external printers and are they distributed centrally from HQ out to localities and we have no way of checking inventory to see what stock we have across the Country other than to ask offices what they have. We currently hold stock of P&C printed merchandise locally and hold a large amount HQ (Stirling Office). As we continue to reduce our estate in line with our agile working policy we need to re-think how we store things. The current message with stationery is to order more frequently to avoid needing storage space. Since the planned work in Ochil is about to get underway, since April 2022, the P&C team have been proactively targeting Localities with emails going to LSM's in April, May, June and the final one in July. In addition, the team sent targeted emails to all advocacy providers and also promoted our materials on social media. They received a tremendous response from partners and as a results, approx. 3,000 Pre-Hearing packs have been sent to the advocacy providers with other materials such as snap cards and storybooks going to foster carers etc. The stock in Ochil has been significantly reduced. We have now run out of some leaflets and merchandise for Pre-Hearing packs. The team has a list of what is left in stock.

One potential solution for not requiring significant storage of pre-printed leaflets would be for leaflets to be added to the invitations at the point of printing, e.g. Hearing about me forms or going to a hearing leaflets could be attached to the appropriate letters in CSAS and printed out in colour by the locality.

The benefits this solution would offer:-

- cut out the cost of having to go to an external printer;
- cut out the cost of the postage to get the leaflets from HQ to the localities;
- remove the need for P&C to have a dedicated colour machine in HQ;
- cut down on admin time from P&C Team
- ensure every locality was sending what they should be sending as attachments;
- ensuring each child/young person/family is receiving the same paperwork across the county.
- Ensuring when any leaflets are updated with new information the held stock wouldn't have to be destroyed.

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The design and format of all the leaflets would potentially need to change if the MFD's had this functionality. All the leaflets are co-designed with Hearings-experienced young people, so we would need to ensure that the design elements weren't lost.

This is something to be considered by EMT and any plans around this going forward could be linked directly to the longer term print strategy.

4.3 Remote Working

All localities are now undertaking remote working where staff are able to release printing from home to a central locality print hub. Most localities are operating a system where Support Staff working from home can save panel papers to their G/Drive along with Hearing Notifications with any instructions. This system relies on someone being onsite with the MFD selected at the print hub and they are then responsible for printing and posting these papers.

Glasgow is the only locality who currently leave some printing in the memory of the MFD (invitation letters only) and the same support staff who sent the printing from home is responsible for coming into the office the following day to release the printing. Most localities said they couldn't adopt the same method as Glasgow for invitation letters due to the 15 day turnaround required. Most localities reported that their workflow can be disrupted if delays in processing casework appears. These delays limit what staff can do with remote work as there is always added delay fixing papers before they go out. This requires LMT's overview and management.

4.4 Memory Capacity on MFD's

Localities did try sending panel papers to the memory of the MFD's but unfortunately there was a capacity issue which is why they turned to saving printing in a G/Drive.

4.5 Cloud Based Printing

One potential solution for any memory capacity problems which would also remove the need to print to any G/Drives would be a cloud based printing solution which our current MFD supplier could provide. If you watch the video on the link below it briefly explains what a cloud based printing solution looks like:-

PaperCut Hive | PaperCut

The recommendation to EMT is that this should be fully explored as part of the Digital Strategy. I have forwarded details to our Information Governance Team.

5. FUTURE VOLUME

SCRA continues to increase efforts to decrease the volume of printing we do as an organisation. However, there is still massive scope for change in terms of current printing practices and how we could reduce the number of clicks. All of this is directly linked to current practice as well as SCRA's Digital Vision.

It is now clear from the data collected and demonstrated in this paper that SCRA can further reduce their fleet in line with current utilisation figures. However, in terms of how far SCRA could reduce their MFD fleet is directly linked to current practices and our ability to work with our partner agencies. The main areas of current practice that could deliver the biggest reductions/savings are outlined below.

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5.1 Localities Requirements for Printing Colour

Every locality needs access to a colour printer to be able to print out productions, medical reports, photographs and leaflets. As it stands currently every locality does have access to colour, however, in some areas this is on an inefficient older device which isn't cost effective. Recommendation would be to have at least one MFD within the locality with the option for colour. This should not be a desktop device as the cost per copy on these machines is significantly higher than on a larger colour MFD.

5.2 Hard Copy Papers for Face to Face Hearings

When face-to-face hearings were re-introduced after Covid-19 it was agreed with CHS at a national level that a hard copy set of panel papers be available in the hearing room. To be begin with Localities were doing this but the hard copy set was rarely used so as a result different practices have been adopted across the country. As is stands SOM's feel this is best dealt with by local agreements following discussions between localities and AST's.

If a national position was taken to do away with the hard copy set, as some localities have already done, this would reduce the number of clicks and assist with the biggest reduction in the number of devices within the fleet (potential reduction of 17 devices).

Recommendation would be to remove all desktop printers from our non-staffed hearing suites. To achieve this we would need to agree with partners that access to hearing papers and late reports in hearing will be digital and not by provision of hard copy papers.

5.3 Digital Panel Papers

Below lists the number of hearings we currently have across the country and shows the percentage of uptake on digital papers we have from Panel Members which is currently averaging at 49%. We don't have the software currently to give us the data of what % of our current clicks are proportioned to panel papers. However, there is no doubt in terms of our longer term scope for change, provision of digital panel papers to panel members is likely to be the biggest opportunity for a reduction in clicks.

Most localities reported that they don't have any plans currently to increase the amount of papers they send digitally as some of the arrangements in place to send hard copies to Panel Members (PM's) are on health grounds. Grampian did report they had a high number of PM's about to retire which may increase their number of papers going digitally. We have an intake of new panel members happening across Summer 2022 and work needs to be done to get uptake of digital papers up to an acceptable level.

SCRA have worked closely with partners to try and increase the number of panel papers we send digitally. This is perceived to be a lengthy process and any Print Strategy would need to be able to support the current method meantime. There are a number of significant challenges inherent in increasing the update of digital papers which are fully articulated at 6 (below).

Strong leadership is required to increase the uptake of Digital Papers and EMT should consider how we increase the current average of 49%. It is of note that table volumes above 90% have been achieved in a number of areas suggesting that a high update of digital papers is possible.

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	OFFICE	NO. OF HEARING SESSIONS PER WEEK	NO. of PANEL MEMBERS	NO. OF PAPERS GOING DIGITALLY	NO. OF PAPERS GOING HARD COPY	% Digital
	Renfrewshire		63	11	52	17%
YDE	East Renfrewshire	14	35	28	7	80%
NORTH	East Dunbartonshire		26	9	17	35%
NORTH STRATHCLYDE	West Dumbartonshire	7	50	30	20	60%
<u>ن</u>	Lochgilphead	2	53	33	20	62%
	Greenock	5	43	37	6	86%
	Glasgow	36	352	282	70	80%
7	Aberdeen city	8	57	32	25	56%
Ā	Aberdeenshire	7	44	18	26	41%
GRAMPIAN	Orkney	1 fortnightly	9	8	1	89%
	Shetland	1 fortnightly	8	8	0	100%
۸ کا رہ	Inverness/Thurso		88	39	49	44%
HIGHLA	Western Isles	13	20	20	0	100%
	Elgin		26	26	0	100%
AYR	Kilmarnock	20	130	54	6	90%
TAYS IDE FIFE	Dundee	14	90	11	79	12%
<u> </u>	Glenrothes	13	95	95	0	100%
_	Edinburgh	12	130	129	1	99%
ļ Ļζ ŢŠ	Dalkeith (OHC)	3	33	32	1	97%
SOUTH	Tranent (OHC)	4	35	34	1	97%
	Selkirk (OHC)	4	32	31	1	97%
	North Lanarkshire	26	86	60	26	70%
LDG	South Lanarkshire	26	151	53	98	35%
	Stranraer/ Dumfries	Str (3)/Dfs (6)	64	60	4	94%
CENTRAL	Stirling / Livingston	22	235	209	26	89%

5.4 Use of Screens to Reduce Print Volume

Some localities reported that Reporters continue to print our reports from Social Work instead of using their 2nd or 3rd Screen to view these digitally. These reports can be up to over 80 pages each. Reporters print these out when cases are non-disclosure as they feel more comfortable checking if they are compliant in hard copy

Similarly Reporters continue to print out referrals when drafting grounds especially for a larger family.

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Recommendation would be that additional training is provided to all staff to ensure they are fully proficient in using up to 2 screens confidentially being able to screen mirror, duplicate and split screens. Managers should be asked to encourage their teams to fully utilise their screens. Equitac should be introduced as soon as possible to enable us to gather data on exactly what and how much is being printed throughout the organisation including individual print data.

6. SOFTWARE - KOFAX EQUITRAC

More and more local government organisations are using managed Print Services as a way to ensure printing is as efficient as possible to not only drive down costs but to meet their Environmental Targets.

Our current supplier, Capital Solutions offer software called Kofax Equitrac (appendix 5) which provides a wealth of unique features to maximise print cost savings. The key features of this product which could benefit SCRA are:-

- Hybrid print controls to maximise print cost savings
- IQueue solves printing challenges ideal for staff working remotely
- Print to me ensuring staff can print and pick documents on demand
- Tracks all print, capture and routing activities in configurable reports
- Establishes chain of custody documenting who has submitted/printed

It is recommended that full consideration is given to this product, including its security/viability with CSAS and consideration all the anticipated benefits. A decision could then be taken separately looking at the cost of the product versus the longer term gains.

7. DIGITAL STRATEGY – vision for the future

Alistair Hogg and Lawrie McDonald have provided input on the Promise and the Digital Strategy and their likely impact on the organisation's Print Strategy.

The following statement is from Alistair Hogg, Head of Practice and Policy.

The work of the Promise is likely to bring about significant and transformational change within the children's hearing system. In so far as that links to this strategy, the most likely impact will relate to the provision of information for hearings. This may impact in at least 2 ways. Firstly, the volume of papers that must be provided for a hearing will almost certainly be reduced. The current rules that specify the list of documents that are legally required to be provided is very likely to reduce, and in particular the provision of all past decisions. Even if that requirement is not removed, we are currently developing CSAS potential to pull past decisions and reasons into one document. This would reduce the volume and also remove the need to provide copies of historic documents that may not sit easily within the HIP. Secondly, work is already gathering pace to create a national template for hearing reports. The current situation where there are countless different templates, and experience of reports that are over 100 pages long is not sustainable. Children have repeatedly indicated that the size and content of hearing reports makes them difficult to access and traumatising. The experience of a condensed hearing template during the pandemic will be built upon in order to achieve a shortened report template that will fulfil the needs of the various people who receive it. If this is achieved, it should be possible for these reports to be electronically received into CSAS, and in a format that will fit well with the HIP.

The likelihood of providing electronic papers for children and relevant persons still seems some way off. The security, practical and technical challenges can be overcome, but the work and effort involved in achieving that will likely take a long time. It may be possible within the

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timescale of this strategy, but it is prudent to assume that we will still require to provide hard copy papers for children and relevant persons, as well as participation individuals, for the foreseeable future.

The following statement is from Lawrie McDonald, Head of Digital Deliver.

To follow on from the points well made by the Head of Practice and Policy there is currently no digital strategic intent to remove dependency on paper copies when the need arises. During the period 2021/22 we conducted a significant deep dive exercise into areas of complaints from both SCRA staff and Panel members in the challenges of creating an electronic set of hearing information packs (HIP's). We considered this from two fronts:-

- The generation of HIP's, SCRA staff;
- The consumption of HIPS, Panel members primarily as panel papers currently are only available to panel members through CSAS and accessed via the CHS community portal. There has been strategic thinking around the sharing of HIP's with a wider audience for example children and families accessing via possibly a Children and family portal similar to the design of the CHS community portal.

There were concerns that there were technical limitations or weaknesses in the solution developed to deliver both of these services above where in fact in researching and measuring the generation of HIPs we found that on average only two in every one hundred HIP generation was failing 2%.

In terms of the consumption by panel members of the HIP's the original design was for an offering that enabled the panel member to annotate the papers electronically via a vista from the community portal. Later understanding better why, the experience of the original design was not "good enough" we produced and enabled the use of a read only HIP within the community portal.

Our research across both these areas brought us to a similar position as highlighted by the Head of Policy and Practice that, is simply the volume and quality of the original documented materials that are used to create the HIP were of poor and inconsistent quality. Some of the quality issues were:-

- Different localities had adopted practices of photocopying the original papers received to import them into CMS with a mixed level of quality and standards;
- The quality of the materials received from local authorities was not consistent with a large variety of templates used;
- Many of the materials received contained graphics, tables and other non-text
 material that were adding no value to the relevant material, however when you
 then try to combine and merge these materials into a planned HIP it was causing
 all kinds of problems and on occasion simply failing;
- We had to import into CSAS the many millions of papers that were stored in CMS (case related). Many/most of these original papers have these quality issues now built in and are being used to try and generate an electronic HIP today.
- We conducted an extensive search for a tool that would enable SCRA to:-Render, Merge, redact and annotate HIP's if the quality of the original documents are of an appropriate standard. Many I'm afraid are not and therefore no matter what tool we use it can't get past the original quality issues.

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The original digital strategy was to reduce and then remove dependency on hard copy papers, moving more and more to an electronic offering. This strategy is still credible however any future strategy needs to take into account the poor quality of baseline documents making up the HIPS currently and for the foreseeable future. A significant piece of work needs to be undertaken to work with partners and providers of documents for the hearing service to standardise and improve the quality of the core documents before being received by SCRA, making them more electronic friendly.

We also have to accept beyond the core documents quality issues that a number of panel members will not accept electronic copies opting in for hard copies only. The inclusive nature of the hearing service and dependency on volunteers would suggest that any radical change between hard and electronic copies could be a generational issue.

A very rough order of magnitude even with the quality concerns is we should look at HIP's being requested in hard and electronic versions around 60% hard and 40% electronic moving to the reverse of this over two to three years and looking to achieve a 70% electronic and 30% hard copy split over three to five years addressing the need for standard document formats from providers and significant improvement on the quality of those original documents.

This kind of rough estimate is the digital assessment of the likely position on electronic paper provision over the next five years or so. This must be linked with the work suggested by the Head of Policy and Practice and must be undertaken as an initiative and project in its own right in order to reduce future dependency on hard copy papers within the hearing service ensuring a higher standard of core documents are presented.

8. OPTIONS CONSIDERED

8.1 Option 1: Status Quo

The first option we considered was status quo, to continue with the current fleet of MFD's with no changes or improvements on current practice. As the lease on 19 of our MFD's comes to an end in June 2023 this option isn't viable as we wouldn't be in a position by June 2023 to reduce by 19 devices without some changes including improvements in current practice and more standardisation.

8.2 Option 2: Further rationalisation – Regional Hubs

PRINT HUBS

The second option considered was further rationalisation and a move to regional hubs. Currently SCRA has 9 Localities as you can see on the Number of Hearings table on page 7. Currently the following localities are already set up and operating as a central printing hubs:

North WestEast & CentralGlasgowKilmarnockAberdeenEdinburghInvernessStirling

North Strathclyde are currently not set up to work using 1 central printing hub, however, they have indicated they could easily progress to making Paisley and Dumbarton the main printing hubs over the coming months.

Stirling is the main print hub for Central locality, however, the Livingston office undertakes the locality printing on a planned rota basis.

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Lanarkshire, Dumfries and Galloway: The Hamilton office is currently being prepared for a staff move with building works due to commence August 2022. The Dumfries office acted as a print hub for D&G during the height of the Covid-19 pandemic. A phasing from 3 printing offices to 1 is achievable and with some additional resources in place, this is something the locality could work collectively on to achieve in 2023.

Tayside/Fife: The Glenrothes office is currently operating at 100% digital papers for panel members but in Tayside the digital ratio is only 12%. Merging these offices' very different printing ratios/protocols would take LMT planning but is achievable.

3 PHASED PLAN TO REDUCE CURRENT FLEET

All LSM's were consulted directly to understand what exactly each office is currently printing and if any plans to decrease current print volumes were in place. We added this information along with all the data we've demonstrated around past/current volume trends, detailed fleet information and utilisation data to formulate a staged plan.

Phase 1 of this 3 step plan would allow SCRA to hand back 13 of our current 19 leased devices by June 2023. This reduces the entire fleet from 59 devices to 46 **(22% overall reduction)** and gives our Localities a year to work with our current status quo, with only a few minor moves planned. This gives our Teams stability after a very challenging 2 years with both the new CSAS system and Covid / Post Covid recovery and allows SCRA to see out the final year of the current contract with Capital Solutions.

Phase 2 would remove all the desktops from our non-staffed hearing centres. This would ensure colour was retained in bigger more cost effective and efficient MFD's with at least 1 machine per locality. This would require the lease of 3 colour 60 or 90 speed MFD's to ensure appropriate spec in each Locality. This would not only reduce the amount of unnecessary printing on desktop printers but would deliver a cost reduction as the cost per copy on a desktop is significantly higher than on a larger MFD. This would be a further reduction of 17 devices **(28% overall reduction)** in the fleet taking the overall number down to 29. This would give the localities a year to work without devices in non-staffed sites and manage the change effectively.

Phase 3 would see a further reduction again taking localities down by a further 11 devices **(overall reduction of 12%)**. This final reduction would be a move to towards 50% of the fleet being leased. A fully leased fleet would be our long term recommendation moving forward as it offers SCRA the insurance their fleet will always encompass highly functioning kit able to cope with the anticipated higher volume on fewer machines.

CURRENT PRINT STATE (entire	
fleet)	59
PHASE 1 (June 2023)	46
PHASE 2 (June 2024	29
PHASE 3 (June 2025	22

The core benefit of this 3 phased plan (see appendix 4 for detailed plan) would be the ability to flex and change dependant on the needs of the Localities as they evolve within a changing digital landscape. The recommendation would be that this phased plan would link fully with the Digital Strategy.

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8.3 Option 3: National Centralised Function (including specialist role)

The third option considered was a National Print Hub which would require to be resourced by a Support function. This would be considered a specialist role as the Support function would only include working within the Print Hub.

The print hub would have to cope with a current volume of 2 million prints per quarter. This option would allow the fleet size to reduce significantly but would require adequate resource. This would also require a significant change to current work practice and may leave all Teams with very limited print options/capabilities. This would provide a robust challenge around timescales, resource and securing adequate space within our current estate to house the centralised print hub.

The option to centralise SCRA's print function to significantly reduce the fleet by removing office based printers to create a centralised print hub was previously considered at a high level and ruled out as not being viable given where we are with the current printing practices. It was felt this was too radical a step to take at the current time as would require a high level of staff engagement to deliver and we need to act now to ensure we rationalise the fleet in advance of the leased devices coming to an end.

One significant risk in moving to a centralised print hub now would be a further significant change in the operation for localities as they continue to recover from Covid 19 whilst bedding in CSAS, the SOM and Virtual Hearings. In advance of any outsourced printing solution we would require clarity on cloud based printing and 'Equitrac'.

8.4 Option 4: Outsourcing Print Function

This is something that SCRA should consider in the future if significant progress is made in how we deliver papers to our clients and panel members digitally. It should be considered alongside Option 3 (centralised print hub within SCRA). Full consideration of these options will be a significant piece of work to be able to fully describe the benefits and risks and will involve engagement with suppliers, staff and UNISON. There are decisions which have to made now given the current leases expire in June 2023.

9 RECOMMENDED OPTION

After full consideration of the options and consultation with the LSM's and UNISON the recommended option is Option 2. A 3 phased plan allowing the Organisation the greatest flexibility whilst achieving a significant reduction in cost and kit. This would have a moderate impact on Localities allowing them the support they require to stabilise after a very challenging time. It continues the reduction in kit within the organisation and costs associated with that and transitions toward the generation of printing centrally. This plan can be shaped to evolve with the business and ensure it fits SCRA's needs within the next 3 years.

It is recommended that Equitrac and cloud based printing are further explored for their immediate benefits to the organisation and as enabler for further rationalisation in the longer term.

Further work should be undertaken now to fully articulate and understand the risks and benefits of an Organisational Print Strategy which seeks to achieve a more radical print solution in the longer term.

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9. FINANCE/RESOURCES

Below code 304A is an old code used for all costs, 304B is lease costs and 304C is click costs. As you can see since 2018 the overall lease/click costs have been on the decline.

-			Lease & C	lick Charg	es - Actua		Budget
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	304A	12,718	5,945				
Ayrshire	304B		3,200	5,655	6,399		4,500
	304C		4,513	5,396	1,324	1,912	
5 1 . 0	304A						
East & Central	304B						0
Central	304C				63	263	
	304A		2,256				
Finance	304B			-28,583	-19,636	12,909	0
	304C						
	304A	10,052	6,062				
Central	304B		1,672	3,561	3,345		6,300
	304C		3,929	7,963	2,083	2,307	
	304A	15,326	10,529	1,573			
Glasgow	304B		1,600	3,222	3,200		8,000
	304C		4,981	8,801	2,749	5,328	
	304A	2,930	4,552				
Grampian	304B		860	2,372	1,880		2,800
	304C		3,524	1,987	957	1,958	
	304A	6,593	2,390				
Highlands	304B		1,013	2,560	2,014		3,000
	304C		2,557	3,210	1,447	2,452	
	304A	16,736	6,454				
LA	304B		3,480	6,959	7,277		7,500
	304C		6,553	6,690	2,262	4,285	
N o wtlo	304A	12,383	5,356	172			
North Strathclyde	304B		4,696	9,366	9,334		7,000
	304C		5,634	8,874	2,034	3,741	
	304A				18,669		
North West	304B						0
	304C						
	304A	13,424	9,329				
South East	304B		3,461	7,035	6,921		4,800
	304C		5,765	6,121	1,226	2,105	
Toyoida	304A	13,519	6,360	259		83	
Tayside& Fife	304B		3,480	7,821	8,251	1,830	1,750
	304C		5,517	7,563	2,086	3,588	5,600
	TOTALS:	103,681	125,668	78,712	63,885	42,761	51,250
		2017/18	2018/19	2019/20	2020/21	2021/22	

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		MFD Purchases									
	2017/18	2018/19	2019/20	2020/21	2021/22						
West Lothian											
Civic Centre	7064		5133								
Bell Street											
Reception	587		9758								
Ochil x 3											
machines	30892										
Inverness	6416										
Exchange	10238										
Ayr (Carrick											
Street)	770										
Elgin		6416									
Edinburgh			4146								
Kilmarnock			4115								
Dumfries		1246									
Thruso			5175								
Stornoway			5175								
Falkirk			2867								
Arbroath			1213								
TOTALS	55967	7662	37582	0	0						

10. ENVIRONMENTAL IMPACT

SCRA continues to work hard to reduce our carbon footprint by:-

Use of scanners;

Double sided printing;

Faster MFD's;

Regular renewal of MFD's to ensure lower energy ratings & less engineer visits; Use of multiple screens.

SCRA's biggest recent reduction in our carbon footprint has been achieved by reducing our clicks which in turn has reduced our paper use substantially. You can see from the table below we used 1843 boxes of paper in 21/22 and this was after a significant reduction in use (after Covid/CSAS). Further detail on the estimated environmental impact on the paper can be seen in appendix 6.

Product Description	Sales	Qty Sales Unit
10407105 PK500 STEINBEIS PAPER TINTS CANARY	£99.45	45
159543 RM500 LYRECO BUDGET PAPER A4 80G WH	£69.60	6
3917601 RM500 STEINBEIS N°1 REC PAPER A4 80G	£15,433.80	1,774
5027038 RM500 NAVIGATOR PRESENTATION PAP A4 100G	£9.66	3
978714 RM500 NEW FUTURE LASER PAPER A4 80G WH	£140.40	13
978725 RM500 NEW FUTURE LASER PAPER A3 80G WH	£9.64	2
	C4E 760 EE	4 0 4 2

£15,762.55 1,843

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The only recommendation currently to further reduce our carbon footprint would be to switch MFD's off overnight and at weekends. Currently all our MFD's are left on 24/7 to allow for software updates. 1 MFD left on overnight uses enough energy to produce over 1500 copies and you'd need to plant 10 trees to offset the carbon produced by doing this. We would recommend that this is reconsidered to allow machines to be switched off for a significant saving in electricity.

11. **CONSULTATION WITH UNISON**

Consultation is underway with Unison and any recommendations will be considered before this paper is circulated further.

12. **Appendices**

Appendix 1 **MFD Full Kit List**

Appendix 2 **Utilisation Data from Capital Solutions**

Appendix 3 **Volume Reports**

Appendix 4 **Equitrac** Appendix 5 3 Stage Plan

Appendix 6 **Environmental – Stenbeis Paper Calculator**











Appendix 1 - MFD Kit Appendix 2 -List.xlsm

Appendix 3 - Click Appendix 4 - MFD Appendix 5 - Equitrac Utilisation Data April 2 comparison 2018-202 Phased Reduction in k



Appendix 6 - Scot Proc - Steinbeis No.1.

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2022-23 Business Plan - Q1 Update

Head of Service: Lisa Bennett, Head of Strategy

Date: 3rd August 2022

Report Author: Myrian Lazo

Recommendation:

1. To note progress against the 2022-23 Business Plan at end of guarter one.

2. Note that processes are in place and next steps.

3. Provide feedback on format/content of future Progress Reports.

Reason for Report: For Approval

Resource Implications: None

Strategy/Service Plan Implications: Supports Corporate Plan

Consultation: EMT

EHRIA Duties: Not required – strategies each carry their

own EHRIA

Document Classification: Not protectively marked

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1 Introduction

- **1.1** This report provides a high level summary of progress against the 2022-23 Business Plan at the end of quarter one.
- 1.2 This report seeks to assure EMT that processes are in place to monitor progress as described in the delivery framework and is an interim update ahead of the fuller report that will go to the Board.
- **1.3** Processes are still bedding in but have the support of all leads and leads are working to provide the necessary support and assurance following guidance issued.

2 The Process

- **2.1** All activity set to deliver on the Business Plan is now in zoho and falls beneath the four business priorities.
- Leads have input actions, timescales, tags and have set priorities (albeit this is a work in progress to refine and will be ongoing as objectives are broken down)
- 2.3 Leads are asked and encouraged to update their actions in terms of status, % progress and include relevant comments to support the Priority Lead in understanding where they are at with overall delivery.
- 2.4 Monthly reports have been sent out to the Priority leads to provide them with insight against all objectives and actions that support delivery of the priority that they are lead for.
- 2.5 Priority Leads are provided with a dashboard overview, Gantt chart and a full breakdown of actions with comments to allow a view of progress.
- 2.6 The Planning and Performance Manager undertakes a monthly scan of the Business Plan to check for overdue tasks and contacts the owners of those tasks for updates.
- 2.7 EMT are provided with the below a high level summary with extracted graphs from the zoho dashboard (based on user input) to give a view of progress against overall plan and against the four priority areas;
 - 1. Investment in People,
 - 2. Effective and Efficient Service Delivery,
 - 3. Child Centred Corporate Parenting,
 - 4. Engagement with the Political Environment and Influencing Social Policy

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- 2.8 The Gantt Chart (Appendix A) provides a useful timeline visual of all tasks, including status, priority and tags. The chart shows that a large proportion of tasks span across April to March, and some beyond this timescale work is still ongoing to firm up timescales against each objective and leads are being encouraged to break these down into sub tasks to allow for this..
- You will also note that against some of the objectives, tags are present with 'change', 'training' etc being identified. This is the first step in place for us to begin to map out and identify changes that will impact on operations and will be more fully described in a proposal coming to EMT in September Change management.
- The Planning and Performance Manager will be working with the Business Integration Manager through quarter two to develop and integrate the process of change management supported by zoho, the leads and through the development of relevant governance.

Current Position 3.1 Graph 1 below shows a breakdown of all tasks from the business plan in terms of marked status. Tasks are open until work begins on them. The graph shows that work is progressing on just over half of the tasks set for the year. Graph 1: Task Status Graph All > Business Plan Priorities x ✓ Status ✓ In Progress 51.3% Open 44.2% Closed 2.3% On Hold 1.5% Delayed 0.4% Cancelled 0.4%

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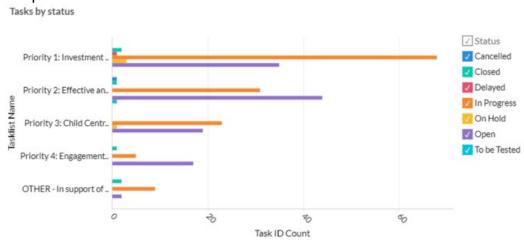
Graph 2 shows that we are running with 3% overdue tasks currently. This equates to 7 objectives, with 5 having progress marked against them between 50% and 90%, one task has been marked as delayed. The remaining task is marked as 'in progress'.

Graph 2:



Graph 3 shows the progression made across all areas of the Business Plan, providing status of tasks within the priority areas.

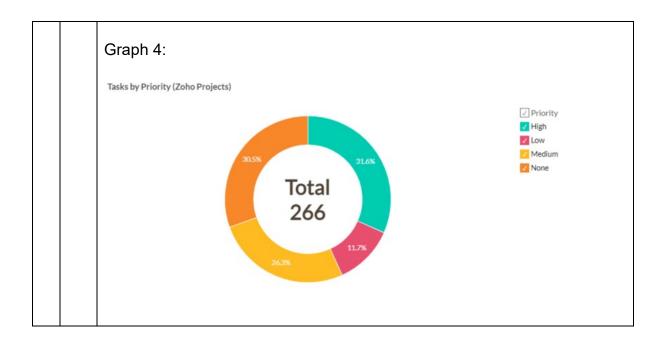
Graph 3:



The Board members were keen to understand the relative priority given to our objectives in terms of High, Medium and Low. Work has begun on this with the leads.

You can see from Graph 4 that two thirds of tasks now carry a priority status. We will be looking to analyse this view further through cross section with task status i.e. in progress, closed etc. to give us insight into our approach.

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4 Summary and next steps

- 4.1 The progress achieved in the first quarter is in line with what we would expect from the first quarter of the business plan the objectives are at a reasonably high level and span over more than a three month period.
- 4.2 The planning manager is working with the leads to break down objectives into milestones with set delivery points to allow for greater interrogation, planning and monitoring the digital actions that have been input are a good example of this way of working and the operational and people plans have been working on this, to clarify the 'when'.
- **4.3** A fully narrated progress update will be provided to the EMT and on to the Board in September providing detail around progress as above but supplemented with narration around what has been delivered / rolled out / assessed etc.
- **4.4** A fuller proposal for the delivery of change and it's interplay with delivery will be provided to EMT in September.

5 Recommendation

- 1. To note progress against the 2022-23 Business Plan at end of quarter one
- 2. Note that processes are in place and next steps.
- 3. Provide feedback on format/content of future Progress Reports.

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SCRA									Chronology G
								Project Nar	ne: Business Plan Prioritie
TITLE	%	OWNER	STATUS	DURATION	START DATE	DUE DATE	COMPLETION DA	PRIORITY	TAGS
PRIORITY OBJECTIVE 1.1: We will lead a plan	20	Susan Deery	In Progress	364 days	01/04/202	31/03/202		Medium	Training Change +1
OP: 4: Ensure organisation is ready and equi	. 10	Paul Mulva	In Progress	364 days	01/04/202	31/03/202		High	Change Training
4.1: Assess and identify skills gaps and e	0	Paul Mulva	In Progress	116 days	06/06/202	30/09/202	-	Medium	Training Change +1
4.2: Provide support and capacity to effe	20	Paul Mulva	In Progress	364 days	01/04/202	31/03/202		Medium	Change Resource +1
4.3: Review and improve contact and eng	. 0	Paul Mulva	In Progress	364 days	01/04/202	31/03/202		◆ Low	-
P 7: Change Management - we will ensure t	10	Susan Deery	In Progress	213 days	01/06/202	31/12/202	-	Medium	Training Change +1
7.1 We will provide managers with traini	0	Susan Deery	In Progress	213 days	01/06/202	31/12/202	-	Medium	Training Management De
7.2: We will develop a change framewor	10	Joe Hamilton	In Progress	213 days	01/06/202	31/12/202	-	Medium	-
Change Mapping exercise	0	Lisa Bennett	Open	65 days	25/05/202	29/07/202	•	High	Change
 Rollout QI and Change Programme 	10	Joe Hamilton	In Progress	336 days	29/04/202	31/03/202	-	Medium	-
Mapping Change	0	Lisa Bennett	Open	65 days	25/05/202	29/07/202		High	Mapping
7.3: Good communications strategies wil	. 10	Susan Deery	In Progress	213 days	01/06/202	31/12/202	-	Medium	Communications
RICP: R 1: Ensuring systems, process and pr	0	Melissa Hunt	Open	364 days	01/04/202	31/03/202	-	None	-
1.1: We will work with locality operation	. 0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None	-
1.2: We will work with locality operation	. 0	Melissa Hunt	Open	364 days	01/04/202	31/03/202	-	None	-
1.3: We will work with locality operation	. 0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None	-
1.4: We will develop a participation strat	0	Melissa Hunt	Open	364 days	01/04/202	31/03/202	-	None	-
1.5: We will develop engagement plans f	. 0	Melissa Hunt	Open	364 days	01/04/202	31/03/202	-	None	-
 QP: 3.2: We will create a culture and an appr 	. 0	Joe Hamilton	In Progress	364 days	01/04/202	31/03/202	-	High	-
3.2.1: We will develop a strategy for ma	10	Joe Hamilton	In Progress	364 days	01/04/202	31/03/202	-	High	-
3.2.2 To support roll out of this model, w	50	Joe Hamilton	In Progress	364 days	01/04/202	31/03/202		♦ High	
Mapping Change	0	Lisa Bennett	Open	65 days	25/05/202	29/07/202		♦ High	Change
3.2.3 We will capture a snapshot of chan		Joe Hamilton	In Progress	364 days	01/04/202	31/03/202		♦ High	
Mapping exercise	0	Lisa Bennett	Open	65 days	25/05/202	29/07/202	_	None	_
3.2.4 Provide support to individual chang		Joe Hamilton	In Progress	364 days	01/04/202	31/03/202		♦ High	
PRIORITY OBJECTIVE 1.2: We will ensure an e		Susan Deery		364 days	01/04/202	31/03/202	_	High	Change Training
OP: 3: Embed a flexible and agile working m		Paul Mulva	In Progress	364 days	01/04/202	31/03/202	-	Medium	operational impact
		Paul Mulva	In Progress	-	01/04/202	31/03/202	-	Medium	орегания пірист
3.1: Revisit and refine local implementati 3.3: Review and develop model of flexibl			In Progress	364 days		31/03/202	•		operational impact
		Paul Mulva	On Hold	364 days	01/09/202		-	• Low	operational impact
P: 1: Ensure workload is fair and equitable t		Susan Deery	In Progress	364 days	01/04/202	31/03/202	•	♦ High	
1.1: Review causes of increased workloa		Susan Deery	In Progress	364 days	01/04/202	31/03/202	•	High	-
P: 2: Assess and analyse roles to meet curre		Susan Deery	In Progress	364 days	01/04/202	31/03/202	•	High	
2.1: As part of the response to the Promi		Susan Deery	In Progress	364 days	01/04/202	31/03/202	-	High	Change
 QP: 1.1: Provide strong and valid assurance 		Lindsay Ma	In Progress	364 days	01/04/202	31/03/202		High	operational impact
1.1.1: During the lifetime of this plan, wo		Lindsay Ma	In Progress	364 days	01/04/202	31/03/202	-	Medium	operational impact
1.1.2: Work with P&QN and senior oper	0	Lindsay Ma	In Progress	364 days	01/04/202	31/03/202		High	operational impact
1.1.4: Facilitate and support P&QN in de		Lindsay Ma	In Progress	364 days	01/04/202	31/03/202		High	-
PRIORITY OBJECTIVE 1.3: We will develop a L	80	Susan Deery	In Progress	364 days	01/04/202	31/03/202		Medium	Training Management De
P: 3: Develop a Learning & Development Pla	80	Patricia Ste	In Progress	364 days	01/04/202	31/03/202		Medium	Training Change
3.1: Developing a Learning Hub on Conn	90	Patricia Ste	In Progress	60 days	01/04/202	31/05/202		Medium	Training
3.2: Embedding our Learning Network an	50	Patricia Ste	In Progress	364 days	01/04/202	31/03/202		Medium	Training
3.3: Further development and embedding		Patricia Ste	In Progress	274 days	01/04/202	31/12/202	-	High	-
3.4: Consideration of our approaches to I	0	Patricia Ste	In Progress	364 days	01/04/202	31/03/202	-	Medium	-
3.5: Our continued commitment to Mana	20	Susan Deer	In Progress	364 days	01/04/202	31/03/202		Medium	Management Development
3.6: Maximising the use of our e-hr syste	20	Patricia Ste	In Progress	364 days	01/04/202	31/03/202	-	Medium	-
3.7: Establishing a process for feedback,	70	Patricia Ste	In Progress	364 days	01/04/202	31/03/202		Medium	Training
RICP: R2: We are all aware of rights and awa	0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None	
2.1: SCRA's training on the UNCRC and it	0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None	
QP: 3.4: The Management Development pro	50	Joe Hamilton	In Progress	364 days	01/04/202	31/03/202		High	
3.4.1: We will re-introduce a programme	50	Joe Hamilton	In Progress	364 days	01/04/202	31/03/202		High	
3.4.2: Working with the HR manager, we	0	Joe Hamilton	In Progress	364 days	01/04/202	31/03/202		Medium	

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Meet HR Manager	10	Joe Hamilt	In Progress	69 days	23/06/202	31/08/202	•	Medium	-	Apr
 PRIORITY OBJECTIVE 1.4: A strategy for orga 	20	Susan Deery	In Progress	364 days	01/04/202	31/03/202	-	High	•	Apr
 OP: 5: Promote and ensure staff wellbeing. 	0	Paul Mulva	In Progress	364 days	01/04/202	31/03/202	-	Medium	-	
5.1: Deliver national and local programm	50	Paul Mulva	In Progress	364 days	01/04/202	31/03/202	-	Medium	-	Apr
5.2 : Support and implement wellbeing ac	0	Paul Mulva	In Progress	364 days	01/04/202	31/03/202		Medium	-	Apr
5.3: Review and update L&D plans and P	0	Paul Mulva	In Progress	364 days	01/09/202	31/08/202		Medium	-	
5.4 : Support and promote access to lear	0	Paul Mulva	In Progress	364 days	01/04/202	31/03/202		Medium	-	Apr
5.5 : Review and update Senior Practition	0	Paul Mulva	In Progress	364 days	01/04/202	31/03/202		Medium	-	Apr
5.6: Embed and promote regular learning	0	Paul Mulva	In Progress	364 days	01/04/202	31/03/202		Medium	Resource	Apr
P: 4: Research, design, develop and deliver a		Moma Sands	In Progress	274 days	01/04/202	31/12/202		High	Wellbeing	Apr
4.1: The Strategy will bring together into		Moma Sands	In Progress	274 days	01/04/202	31/12/202		◆ High	Wellbeing	Apr
								_		Apr
RICP: R3: We are all aware of rights and awa		Melissa Hunt	Open	364 days	01/04/202	31/03/202	•	None		Apr
3.1: SCRA will develop and implement a		Melissa Hunt	Open	364 days	01/04/202	31/03/202	•	None	-	Apr
 PRIORITY OBJECTIVE 1.5: We will focus on e 		Susan Deery	In Progress	364 days	01/04/202	31/03/202	•	High	Inclusion	Apr
 OP: 6: Promote the equality, diversity and in 	0	Paul Mulva	In Progress	364 days	01/04/202	31/03/202	•	♠ Low	-	Apr
6.1: Promote a culture where people feel	0	Paul Mulva	In Progress	364 days	01/04/202	31/03/202	•	Low	-	
6.2 : Work with HR Partners to impleme	0	Paul Mulva	On Hold	89 days	01/01/202	31/03/202	•	Low	Change Training +1	
 P: 5: Undertake a pilot of e-recruitment. 	40	Moma Sands	In Progress	121 days	01/08/202	30/11/202		Medium	-	
5.1: Following a pilot of e-recruitment ac	20	Susan Deery	In Progress	150 days	01/01/202	31/05/202		Medium	-	
RICP: I 1: We will make our workforce more	10	Indiya Kurlu	In Progress	211 days	01/09/202	31/03/202	-	Medium	-	
1.1: Our race equality work will be a sign	0	Indiya Kurlus	In Progress	364 days	01/04/202	31/03/202		High	-	Apr
1.2: We will develop our work on the fol.	. 0	Indiya Kurlus	Open	364 days	01/04/202	31/03/202		Medium		A
1.2.1: We will develop a menopause		Indiya Kurlus	Open	190 days	23/06/202	30/12/202		Medium		-1`
 PRIORITY OBJECTIVE 1.6: Over a two year pe 		Susan Deery		364 days	01/04/202	31/03/202		Medium	Training Digital	A
			In Progress							-
 OP: 2: Develop a digitally confident and mat. 		Paul Mulva	Open	303 days	01/06/202	31/03/202	•	◆ High	Training	
2.1 : Participate in a baseline assessment.		Paul Mulva	Open	121 days	01/06/202	30/09/202	-	High		
2.2: Promote and support L&D to addres	. 0	Paul Mulva	On Hold	364 days	01/10/202	30/09/202		◆ Low	Training operational impact	
2.3: Identify and train locality digital lead	. 30	Paul Mulva	In Progress	364 days	01/09/202	31/08/202	-	High	Training operational impact	
 P: 6: We will support staff by increasing thei. 	30	Susan Deery	In Progress	364 days	01/01/202	31/12/202		High	Training Digital	
6.1: This is likely to be delivered over a	. 0	Susan Deery	In Progress	213 days	01/06/202	31/12/202		Medium	-	
 PRIORITY OBJECTIVE 1.7: Our organisation wi. 	50	Susan Deery	In Progress	364 days	01/04/202	31/03/202	-	High	Inclusion Training +1	â
 RICP: R 4: Children's Rights and Human Righ. 	. 0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		♠ None	-	A
4.1: We will explain our Rights Respectin.	. 0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None		A
4.2: We will engage with staff, partners a.	. 0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		♠ None	-	A
4.3: We will work with partners to devel	. 0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None		A
RICP: I 2: Our organisation will foster a cult		Indiya Kurlus	Open	364 days	01/04/202	31/03/202		High	-	A
2.1: To ensure our focus is needs-based, .		Indiya Kurlus		364 days	01/04/202	31/03/202		None		A
			Open						•	A
RICP: I 3: We will promote equalities and in		Indiya Kurlus	Open	364 days	01/04/202	31/03/202		◆ High	-	A
 We will develop an inclusion and div. 		Indiya Kurlus	In Progress	364 days	01/04/202	31/03/202	-	High		A
 PRIORITY OBJECTIVE 2.1: An agile and effecti 		Helen Etch	In Progress	364 days	01/04/202	31/03/202	•	High	Change Resource +2	A
 OP: 8: Develop and embed an agile effectiv 		Paul Mulva	In Progress	364 days	01/04/202	31/03/202	•	High	-	
8.1: Align the reviewed staff profile to e	20	Paul Mulva	In Progress	182 days	01/04/202	30/09/202		High	Change Training +1	
8.2: Participate in developing best practice i	. 0	Paul Mulva	In Progress	364 days	01/04/202	31/03/202	-	High	operational impact Change	
8.3: Implement a balanced model for nati	. 50	Paul Mulva	In Progress	182 days	01/04/202	30/09/202	-	High	Change operational impact	ì
 8.4: Participate in development of further. 	0	Paul Mulva	In Progress	364 days	01/04/202	31/03/202	-	High	operational impact Change	ì
Highland TFC - develop more efficient.	0	Paul Mulva	To be Test	121 days	01/06/202	30/09/202	-	None	-	
RICP: R 5: We will strengthen human rights	. 0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None		A
5.1: Our organisational responses to nati.	. 0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		♠ None	-	A
5.2: Our approach should result in family .	0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None	-	A
5.3: We will work with Advocacy Partner.	0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None		A
5.4: We will improve support to access		Melissa Hunt	Open	364 days	01/04/202	31/03/202		None		A
PP: 1: We will strengthen human rights and		alistair.hogg	Open	364 days	01/04/202	31/03/202		• Low	-	A
						31/03/202		♦ Low	Training	-[
1.1: We will support Reporters and Assis		alistair.hogg	Open)	74 days	16/01/202		1			A
QP: 1.3: Provide a perspective on quality an.		Lindsay Ma	In Progress	364 days	01/04/202	31/03/202		Medium	-	A
1.3.1: Support and inform SCRA's Promis.		Lindsay Ma	In Progress	364 days	01/04/202	31/03/202	-	Medium	•	•
1.3.2: Contribute to operational working .		Lindsay Ma	In Progress	364 days	01/04/202	31/03/202		Medium	<u>-</u>	A
 QP: 1.4: Re-establish quality assurance busi 	. 0	Lindsay Ma	Open	364 days	01/04/202	31/03/202	•	Medium	Change	A
1.4.1: Provide support for locality led ca	0	Lindsay Ma	Open	364 days	01/04/202	31/03/202	-	Medium	operational impact	

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1.4.2: Develop a process for planning a c	. 0	Lindsay Ma	Open	364 days	01/04/202	31/03/202		♠ Low	
1.4.3: Provide and coordinate support fo	0	Lindsay Ma	In Progress	364 days	01/04/202	31/03/202	-	Medium	Resource
 PRIORITY OBJECTIVE 2.2: Our systems will b 	0	Helen Etch	In Progress	364 days	01/04/202	31/03/202		High	operational impact
 OP: 9: Engage with developments to optimi 	0	Paul Mulva	In Progress	364 days	01/04/202	31/03/202	-	High	operational impact
9.1: Engage with consultation on and de	10	Paul Mulva	In Progress	364 days	01/04/202	31/03/202		High	operational impact Change
9.2: Engage with review and developme	20	Paul Mulva	In Progress	182 days	01/04/202	30/09/202		High	
9.3: Engagement by localities through Di	10	Paul Mulva	In Progress	364 days	01/04/202	31/03/202		High	operational impact Change
D: 1: Develop core operational systems arch	. 20	Lawrie Mc	In Progress	160 days	15/04/202	22/09/202		♠ Low	Capability
 1. Provide a clear SCRA Digital Engagem 	70	Lawrie Mc	In Progress	55 days	15/04/202	09/06/202		Medium	Change operational impact
Develop suitable architecture artefacts	. 0	Lawrie Mc	Open	41 days	08/07/202	18/08/202		♦ Low	Capability
Develop CSAS architecture technolog	0	Lawrie Mc	Open	13 days	02/09/202	15/09/202		♦ High	Capability
1.2 Review and development of the ongo	. 0	Lawrie Mc	Open	62 days	10/06/202	11/08/202		♦ High	Change operational impact
1.2.1 Review the ongoing virtual heari		Lawrie Mc	In Progress	20 days	10/06/202	30/06/202	_	♦ High	Change operational impact
1.2.2 Complete the consolidation of t		Lawrie Mc				28/07/202		_	Change operational impact
			Open	27 days	01/07/202		-	♦ High	
1.2.3 Agree and achieve sustainable s	U	Lawrie Mc	Open	27 days	01/07/202	28/07/202		High	Capability
1.2.4 Virtual Hearing Platform Licence	. 0	Lawrie Mc	Open	6 days	29/07/202	04/08/202		Medium	Capability
 QP: 1.2: Improve both the data quality in ou 	0	Lindsay Ma	In Progress	364 days	01/04/202	31/03/202	-	Medium	Change operational impact
1.2.1: Establish regular reporting and ana	0	Lindsay Ma	In Progress	364 days	01/04/202	31/03/202	-	Medium	Change
1.2.2: Establish accountability and gover	0	Lindsay Ma	In Progress	364 days	01/04/202	31/03/202	-	Medium	Change
1.2.3: Through the data quality group, ex	0	Lindsay Ma	Open	364 days	01/04/202	31/03/202	-	None	
1.2.4: Provide tools, including dashboard	0	Lindsay Ma	Open	364 days	01/04/202	31/03/202	-	None	
1.2.5: Using various methods and netwo	0	Lindsay Ma	Open	364 days	01/04/202	31/03/202	-	None	
 QP: 2.1: Develop and implement a data quali 	. 30	Donald Lamb	In Progress	364 days	01/04/202	31/03/202		Medium	
2.1.2: Implement plan, working with SO	0	Donald Lamb	Open	121 days	01/06/202	30/09/202		Medium	operational impact
 QP: 2.3: Work with localities to improve dat 	. 0	Donald Lamb	In Progress	364 days	01/04/202	31/03/202		Low	
2.3.1: Continue to offer bespoke and gro	0	Donald Lamb	In Progress	364 days	01/04/202	31/03/202		◆ Low	
2.3.2: Undertake performance sessions		Donald Lamb	Open	364 days	01/04/202	31/03/202		• Low	
QP: 2.4: Develop reporting alongside CSAS		Donald Lamb	In Progress	364 days	01/04/202	31/03/202		♦ Low	
2.4.1: Transition management informatio		Donald Lamb		182 days	01/04/202	30/09/202		• Low	
			Open)						
2.4.2: Transition to automated reporting		Donald Lamb	In Progress	182 days	01/04/202	30/09/202		♦ Low	
2.4.3: Continue to seek feedback on rep		Donald Lamb	In Progress	364 days	01/04/202	31/03/202	•	• Low	
2.4.4: Continue to keep up-to-date with	0	Donald Lamb	In Progress	364 days	01/04/202	31/03/202		Low	
 PRIORITY OBJECTIVE 2.3: Our services will b 	0	Helen Etch	Open	364 days	01/04/202	31/03/202	•	High	
 D: 3: Develop the organisational digital strat 	0	Lawrie Mc	Open	185 days	15/08/202	16/02/202		Medium	Change
Undertake wide engagement with SCR	0	Lawrie Mc	Open	41 days	30/09/202	10/11/202		Medium	Change
2. Undertake external engagement with	0	Lawrie Mc	Open	41 days	30/09/202	10/11/202	•	Medium	Change
3. Complete analysis of stakeholder enga	. 0	Lawrie Mc	Open	41 days	11/11/202	22/12/202		Medium	Change
4. Write up share and review taking feed	0	Lawrie Mc	Open	34 days	23/12/202	26/01/202		Medium	Change
5. Develop along with the digital strateg	0	Lawrie Mc	Open	55 days	23/12/202	16/02/202		Medium	Capability
6. Support AI shared Project with Scottis	0	Lawrie Mc	Open	83 days	05/08/202	27/10/202		Low	Capability Change +1
4. Work with service partners such as Police	. 0	Lawrie Mc	Open	118 days	11/11/202	09/03/202		♠ Low	Change
Undertake environmental scanning thr	0	Lawrie Mc	Open	27 days	11/11/202	08/12/202		♦ Low	Change
Develop a good understanding of part	0	Lawrie Mc	Open	27 days	09/12/202	05/01/202		◆ Low	Capability
Develop partner relationships and dev	0	Lawrie Mc	Open	55 days	06/01/202	02/03/202		♦ Low	Capability
FR: 1: Develop the Finance Strategy to influ		Edward Mo	Open	364 days	01/04/202	31/03/202		None	
1.1: Ensure Budget plans support key Bu		Edward Mo	Open	364 days	01/04/202	31/03/202		None	
FR: 2: We will undertake planned improvem		Edward Mo	Open	364 days	01/04/202	31/03/202		None	-
2.1: Improvement will be undertaken in		Edward Mo		364 days		31/03/202		None	
			Open		01/04/202		1		-
RICP: R 6: We can and will explain why we n		Melissa Hunt	Open	364 days	01/04/202	31/03/202	•	None	•
6.1: We will work with the Scottish Gov		Melissa Hunt	Open	364 days	01/04/202	31/03/202		None	-
 RICP: I 4: Our services will be procured, desi 	. 0	Indiya Kurlus	Open	364 days	01/04/202	31/03/202	-	Medium	-
4.1: We will proactively manage our Equ	0	Indiya Kurlu	In Progress	364 days	01/04/202	31/03/202	•	High	-
Identify all actions on Zoho requiring	70	Myrian Laz	In Progress	57 days	01/06/202	28/07/202	-	High	-
Create actions log on Zoho for EHRIA	. 0	Myrian Laz	In Progress	57 days	01/06/202	28/07/202		High	-
Create risk reporting framework & rep	. 0	Indiya Kurlus	Open	32 days	27/06/202	29/07/202	-	None	-
FR: 4: Working with all parts of the organisa	. 0	Edward Mo	Open	364 days	01/04/202	31/03/202	-	None	
4.1: Work with HR, Digital and Property	0	Edward Mo	Open	364 days	01/04/202	31/03/202		None	-
☐ PRICEITY OR IFCTIVE 3.1. We will improve the	10	Lica Ronnott	In Progress	3AA dave	01/04/202	31/03/202	_	None	

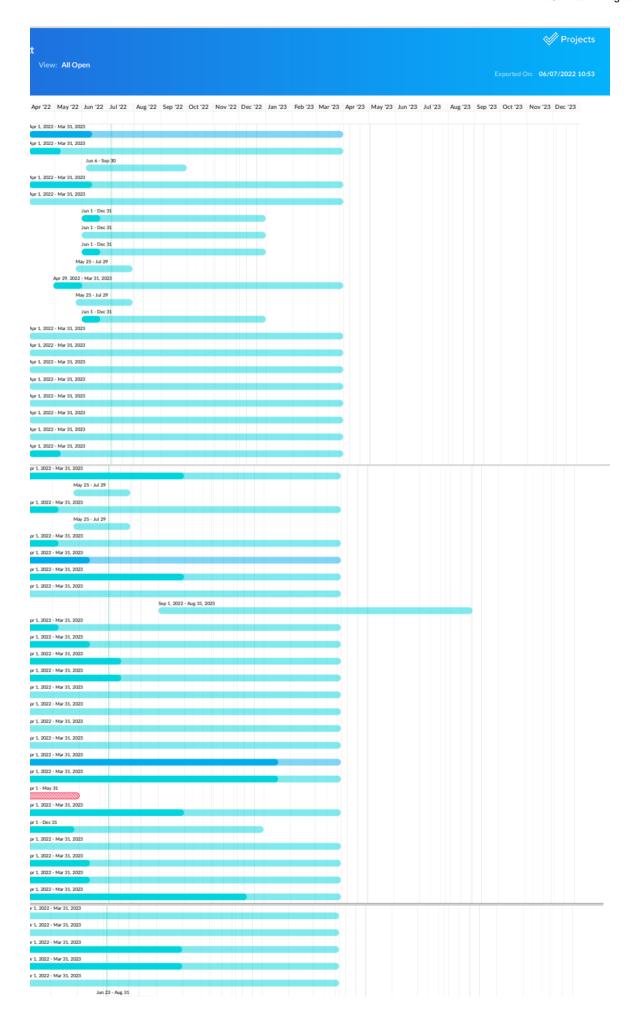
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PRIORITY OBJECTIVE 3.1: we will improve th		Lisa Bennett	In Progress	364 days	01/04/202	31/03/202	-	₩ None	-
 OP: 1: Contribute towards and support the 		Paul Mulva	In Progress	364 days	01/04/202	31/03/202	•	High	Change
1.1: Participate in development of qualita	. 10	Paul Mulva	In Progress	364 days	01/04/202	31/03/202	-	High	Change
1.2: Support digital engagement with chil	. 0	Paul Mulva	On Hold	364 days	01/04/202	31/03/202		Low	-
1.3: Re-engage with local champions boa	. 0	Paul Mulva	In Progress	364 days	01/04/202	31/03/202	-	Low	-
1.4: Work collaboratively with local part	0	Paul Mulva	In Progress	364 days	01/04/202	31/03/202		Medium	Resource
1.5: Promote and ensure engagement by	. 80	Paul Mulva	In Progress	364 days	01/04/202	31/03/202		Medium	Change Resource
 RICP: R 7: Children's Rights and Human Righ 	. 0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None	-
7.1: We will work with partners to under	0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None	-
7.2: We will focus on internal awareness	0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None	-
RICP: CP 1: We will improve the experience	0	Lisa Bennett	Open	364 days	01/04/202	31/03/202		None	
1.1: We will ensure that plans and projec		Lisa Benne		364 days	01/04/202	31/03/202		 Medium 	Change Resource +1
1.2: We will provide opportunities for pe		Lisa Benne	In Progress	364 days	01/04/202	31/03/202		Medium	Change
1.3: We will communicate openly and wi			In Progress			31/03/202			Change Resource +2
		Lisa Benne	In Progress	364 days	01/04/202		•	High	
1.4: We will utilise improvement method		Lisa Benne	In Progress	364 days	01/04/202	31/03/202		Medium	Change operational impact
 PRIORITY OBJECTIVE 3.2: Work with partners 		Lisa Bennett	In Progress	364 days	01/04/202	31/03/202	•	None	-
 RICP: R 8: We will offer positive support an 	0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None	-
8.1: We will work with partners to ensur	0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None	-
8.2: SCRA's information on rights will be	. 0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None	•
8.3: We will write new leaflets for childr	0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None	-
RICP: CP 1: We will work with Our Hearing	0	Lisa Bennett	Open	364 days	01/04/202	31/03/202		None	-
1.1: We will work with Our Hearings Ou	40	Lisa Benne	In Progress	364 days	01/04/202	31/03/202		None	-
1.2: We will work with partners in the C	20	Lisa Benne	In Progress	364 days	01/04/202	31/03/202		Medium	Change Resource
 PRIORITY OBJECTIVE 3.3: Keeping The Promi 	0	Lisa Bennett	Open	364 days	01/04/202	31/03/202		None	-
RICP: R 9: We are all aware of rights and aw	0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None	-
9.1: We will develop an approach to eval	. 0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None	-
9.2: We will include our evaluation of ou	. 0	Melissa Hunt	Open	364 days	01/04/202	31/03/202		None	-
 QP: 2.2: Support The Promise and other poli 	. 0	Donald Lamb	In Progress	364 days	01/04/202	31/03/202		Low	-
2.2.1: Continue to develop reporting to s	. 0	Donald Lamb	In Progress	364 days	01/04/202	31/03/202		Low	-
									No. of the last of
2.2.2: Convene Data Plan group as/when	0	Donald Lamb	In Progress	364 days	01/04/202	31/03/202		• Low	
2.2.2: Convene Data Plan group as/when		Donald Lamb	In Progress	364 days	01/04/202	31/03/202		♦ Low	-
QP: 3.1: Recognised Quality Improvement a	10	Joe Hamilton	In Progress	364 days	01/04/202	31/03/202		High	Q Q
 QP. 3.1: Recognised Quality Improvement a 3.1.1: We will develop and introduce an 	10	Joe Hamilton	In Progress In Progress	364 days	01/04/202	31/03/202 31/03/202		◆ High◆ High	Qt A
 QP. 3.1: Recognised Quality Improvement a 3.1.1: We will develop and introduce an We will conduct a mapping exercise o 	10 10 0	Joe Hamilton Joe Hamilton Lisa Bennett	In Progress In Progress Open	364 days 364 days 65 days	01/04/202 01/04/202 25/05/202	31/03/202 31/03/202 29/07/202		HighHighHigh	Q Q
QP: 3.1: Recognised Quality Improvement a 3.1.1: We will develop and introduce an We will conduct a mapping exercise o 3.1.2: We will encourage and support Lo	10 10 0	Joe Hamilton Joe Hamilton Lisa Bennett Joe Hamilton	In Progress In Progress Open In Progress	364 days 364 days 65 days 364 days	01/04/202 01/04/202 25/05/202 01/04/202	31/03/202 31/03/202 29/07/202 31/03/202		◆ High◆ High◆ High	Qt A
 QP. 3.1: Recognised Quality Improvement a 3.1.1: We will develop and introduce an We will conduct a mapping exercise o 	10 10 0	Joe Hamilton Joe Hamilton Lisa Bennett	In Progress Open In Progress In Progress	364 days 364 days 65 days	01/04/202 01/04/202 25/05/202 01/04/202	31/03/202 31/03/202 29/07/202		HighHighHigh	Qt A
QP: 3.1: Recognised Quality Improvement a 3.1.1: We will develop and introduce an We will conduct a mapping exercise o 3.1.2: We will encourage and support Lo	10 10 0 10	Joe Hamilton Joe Hamilton Lisa Bennett Joe Hamilton	In Progress In Progress Open In Progress	364 days 364 days 65 days 364 days	01/04/202 01/04/202 25/05/202 01/04/202	31/03/202 31/03/202 29/07/202 31/03/202		◆ High◆ High◆ High	Change Training A
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3.7: We will work with partners to identi	0	Melissa Hunt	Open	364 days	01/04/202	31/03/202	-	None	-
 PRIORITY OBJECTIVE 4.3: Develop our infrast 	0	Edward Mo	Open	364 days	01/04/202	31/03/202		None	-
FR: 3: Secure external support to identify sui	. 0	Edward Mo	Open	364 days	01/04/202	31/03/202		None	Change Training
3.1: In line with the Sustainable Procure	0	Edward Mo	Open	364 days	01/04/202	31/03/202		None	-
QP: 4.1: Develop and implement a delivery fra	80	Myrian Lazo	In Progress	364 days	01/04/202	31/03/202	-	High	-
4.1.2 Work with each programme manager f	60	Myrian Laz	In Progress	364 days	01/04/202	31/03/202		High	-
QP: 4.2: Analysis, monitoring and evaluation of	10	Myrian Lazo	In Progress	364 days	01/04/202	31/03/202		High	-
4.2.1: Utilise analytics to monitor, identifyin	10	Myrian Lazo	In Progress	364 days	01/04/202	31/03/202		High	-
QP: 4.3: Produce performance reports to evide	10	Myrian Lazo	In Progress	363 days	01/04/202	30/03/202		High	-
4.3.1: Work with the data manager, the EMT	10	Myrian Lazo	In Progress	364 days	01/04/202	31/03/202		High	-
4.3.2 Work with the Senior Operational Ma	30	Myrian Lazo	In Progress	364 days	01/04/202	31/03/202	-	High	-
4.3.3: Generate six-monthly Business plan p	0	Myrian Lazo	In Progress	364 days	01/04/202	31/03/202	-	High	-
4.3.4: Provide monthly progress / issues re	20	Myrian Lazo	In Progress	305 days	30/05/202	31/03/202	-	High	-
4.3.5: Provide quarterly progress/issues rep	10	Myrian Lazo	In Progress	270 days	04/07/202	31/03/202	-	High	
2. Optimisation of the CSAS MVP delivered, en	30	Lawrie Mc	In Progress	363 days	13/05/202	11/05/202		High	Change operational impac
2.1 Longer Term CSAS Development Needs	20	Lawrie Mc	In Progress	307 days	13/05/202	16/03/202		Medium	Change operational impac
2.1.1 Implement a Digital Engagement Fr	70	Lawrie Mc	In Progress	20 days	13/05/202	02/06/202		Medium	Capability
2.1.2 Develop a process for the harvesti	70	Lawrie Mc	In Progress	20 days	03/06/202	23/06/202		Medium	Capability
2.1.3 Develop procurement strategies fo	0	Lawrie Mc	Delayed	20 days	27/05/202	16/06/202		◆ Low	Capability
2.1.4 Produce a development strategy an	50	Lawrie Mc	In Progress	27 days	03/06/202	30/06/202		Medium	Capability
2.1.5 Identify and agree key business pri	0	Lawrie Mc	Open	209 days	12/08/202	09/03/202		Medium	Change operational impac
2.2 Short Term CSAS Development Needs	20	Lawrie Mc	In Progress	321 days	24/06/202	11/05/202		High	Change operational impac
2.2.1 Design new non-production CSAS	0	Lawrie Mc	Open	6 days	08/07/202	14/07/202		Medium	Capability Training +:
2.2.2 Build new environments to support	0	Lawrie Mc	Open	27 days	12/08/202	08/09/202		High	Capability Training +
2.2.3 Develop a suitable CSAS continuou	0	Lawrie Mc	Open	20 days	15/07/202	04/08/202		High	Change operational impac
2.2.4 Develop a process for the packagin	0	Lawrie Mc	Open	245 days	09/09/202	12/05/202	-	Medium	Capability
2.2.5 Develop further use of out of the b	0	Lawrie Mc	Open	153 days	07/10/202	09/03/202	-	Medium	Change operational impac
2.2.6 Establish suitable agreements, proc	0	Lawrie Mc	Open	20 days	22/07/202	11/08/202	-	High	Change
2.2.7 Complete ETL design and deploym	0	Lawrie Mc	Open	27 days	24/06/202	21/07/202	-	♦ High	Change Capability
2.2.8 Contingency	0	Lawrie Mc	Open	200 days	15/07/202	31/01/202	-	♦ Low	Capability
2.2.9 Digital Skills research activity	0	Lawrie Mc	Open	57 days	15/07/202	10/09/202		♦ High	Change operational impact
								-	

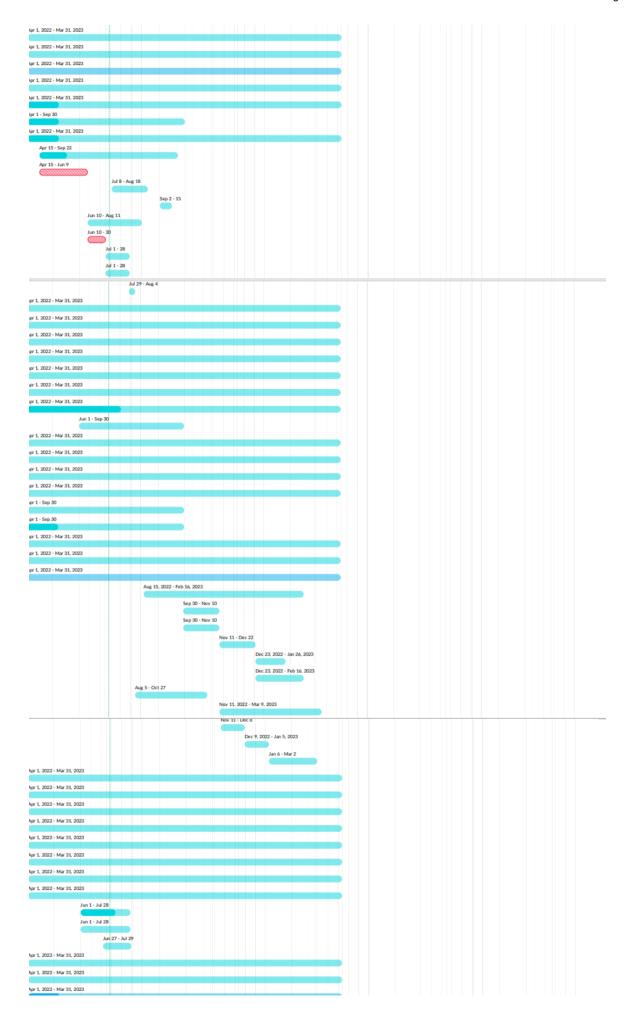
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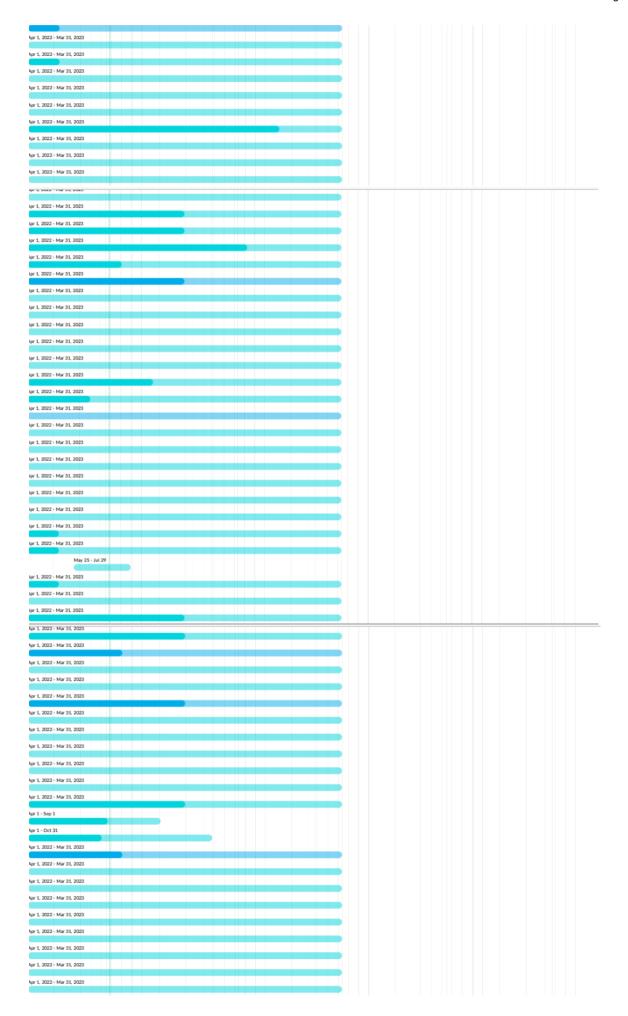
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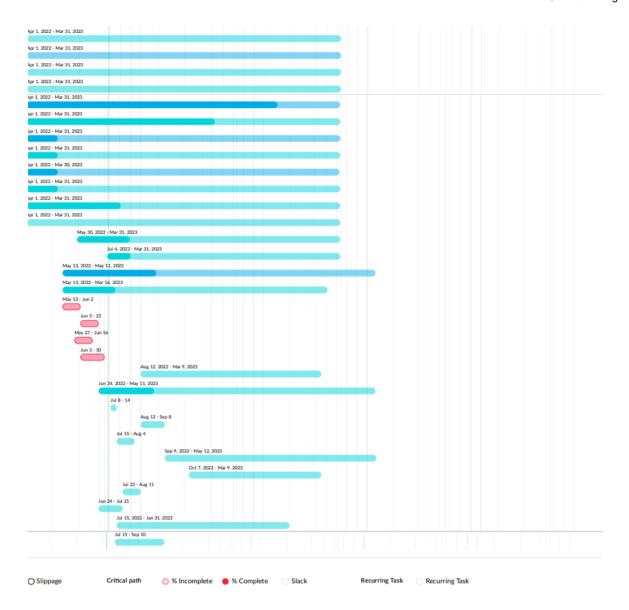
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Digital Programme 2022/23

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Recommendation for the Implementation of a New Process to Foster and **Encourage Wider Digital Participation and Harvesting of Change Requests**

Accountable Director: Lawrie McDonald **Date:** 03 August 2022

Lawrie McDonald Report prepared by:

Recommendations:

1. EMT review the digital engagement proposal and provide feedback either for change or approve the papers recommended approach;

2. EMT agrees to further development of the recommended additional groups proposed to support the digital engagement and digital oversight or provides a view on alternative groups and approach it would like to see;

3. If both the above are approved without proposed change that the digital engagement strategy and forming of the groups comes into place ASAP with the support of the EMT.

Reason for Report: Proposed approach and framework for supporting a

wider engagement on digital issues and proposals for

change.

Resource Implications: Any main costs identified in the main body of the

> report as necessary, internal resources have been identified and agreement has been reached in the part

they will play in delivering the intended approach.

Strategy: Digital and business operational delivery.

Consultation: Wide across SCRA to define engagement approach,

needs and priorities for future digital development.

An Equalities Impact Assessment has not been **Equalities Duties:**

completed at this time.

Document Classification: Not protectively marked

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1. Introduction

During 2021 the SCRA digital services team went through a significant restructure of the digital services it provides to SCRA staff and to meet organisational objectives. The intention was to modernise its approach to service delivery and focus on areas of specialisms where the service needed to improve its competency and maturity. This resulted in a structure with three key themes, those being:-

- Digital Service Delivery and Development;
- Digital Planning and Engagement;
- Digital Security and Information Governance.

This paper focuses on the next stage in terms of the evolution of the Digital planning and engagement team and looks to recommend an approach to support better stakeholder management and participation within a digital context.

2. Background

Currently there are myriad of working groups and new posts looking at change and the possible impacts on SCRA operations from the likes of the promise and other government initiatives. In an attempt to create a coherent set of pathways and sign positing in order to support staff raise digital concerns and ideas for change. While minimising the informal structures currently employed for addressing some of these proposals and initiatives and the impact this has on front line digital team members. We have created a proposal for digital engagement managed by the newly formed digital planning and engagement team. To note this is not intended to address any other organisational gaps in terms of creating synergies and cohesion between the many strands and themes of activities across the business. This is for others and I believe currently being worked on. This paper is specifically intended to lay out how these groups and needs of the organisation when identified will be managed when they reach the digital team.

2.1. Detail

When reading the paper you will see when we have developed it that we are proposing in addition to this approach the need to establish a few other groups to support digital approvals and activity. Principally they are:-

- CSAS Design Authority (CDA), primary purpose to own the CSAS architecture and development decisions, the director of digital programmes will chair and develop the charter etc. for this group. It will be focused on SCRA CSAS design and structure but could be used to support joint activity with CHS when/if necessary;
- SCRA-Digital Change Authorisation Board (DCAB). Primary purpose, currently we have a joint DCAB whose main purpose was to provide change management support for the CSAS change control board (CCB) and a catch all for any joint digital activity. The CCB is closest to the detail required to manage change within CSAS and so the joint DCAB agenda has been light as we moved most responsibility for change to the CCB. There is still a place for the joint DCAB however SCRA are in immediate need to establish a business digital strategic oversight group to approve and manage expectations for digital change within SCRA and its proposed that the current joint DCAB charter and structure is developed further to meet this specific SCRA business need.
- Digital engagement group, primary purpose, this group and its structure is referenced in the digital engagement strategy paper and looks to form business represented stakeholder grouping to support the focus of the digital requests.

We would look to implement the engagement strategy and form the additional groups with immediate effect. We are into the second quarter of 2022/23 and have a number of challenges

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to address with a particular focus on efficiencies, user experience, research into possible digital areas of interest for service improvement.

3. Cost Implications

There are at this stage no obvious additional cost implications but its hoped the focus this will bring will improve the use of funds in terms of priorities and return on future investments.

4. Recommendations

EMT review the digital engagement strategy paper, provide feedback for any change they may like to see and then approve the approach contained within the final paper. Agree the need to form the additional groups contained within the paper or make recommendations as to possible alternative groups or structure. Ultimately the EMT are asked to provide feedback as to if the proposal contained will meet the organisations digital engagement needs moving forward or not and if not recommend what changes or approach they would like to see.

5. Closing

Just to restate this paper has been designed in such a way as to complement other structures and approaches we have been made aware of either having been introduced or about to be introduced. In particular we are aware of the Head of Strategy and quality proposed approach to managing short term based activity operational change and this paper is intended to link in with that proposed approach when it comes into place. It does not look in any way to be at odds with those proposals or offer an alternative approach as they are addressing significantly different challenges.

6. Recommendations/Approvals Sought Summary

- EMT review the digital engagement proposal and provide feedback either for change or approve the papers recommended approach;
- EMT agrees to further development of the recommended additional groups proposed to support the digital engagement and digital oversight or provides a view on alternative groups and approach it would like to see;
- If both the above are approved without proposed change that the digital engagement strategy and forming of the groups comes into place ASAP with the support of the EMT.

7. Appendixes

Two attachments first paper the Digital Engagement Framework Paper itself, second Digital Request Change Form.

7.1. Appendix A



Digital Engagement Framework SCRA Digital Team

July 2022

Digital Planning & Engagement Manager

Introduction

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In August 2021 there was a restructuring of the SCRA IT Team to ensure that the organisation was able to build on the work completed with the introduction of the Core System and Applications Solution (CSAS) in 2020 and continue to develop and improve on the digital service provided to support the work of protecting children and young people throughout Scotland.

The newly formed SCRA Digital Team has a department that focuses on providing expert analysis and leads user engagement activity for any CSAS functional improvement and digital projects or initiatives.

This paper identifies how the business can raise a CSAS change request or identify a digital initiative to the team and how they in turn will be engaged with when CSAS development is underway or digital project experts have been deployed.

SCRA Digital Planning and Engagement Team Purpose

Within the SCRA Digital Team there is a Digital Planning and Engagement Team whose purpose is to ensure that the digital unit can conduct analysis of user requirements, undertake stakeholder engagements and accommodate new technical challenges, business initiatives and legislative requirements without diminishing the capacity of the wider team to provide a high-quality day-to-day service.

The Digital Planning and Engagement Team is an experienced unit that supports SCRA in pursuing both digital-specific projects and business-driven projects that are managed outwith the digital unit but have a significant digital component.

The Digital Planning and Engagement Team maintains a portfolio of active projects and a CSAS functional improvement backlog, tracking the progress of each and reporting on significant issues.

They work closely with the CSAS Service Delivery Team in assessing digital department ability to accommodate additional work.

They ensure that digital-specific projects are delivered within defined time and/or budgetary limits and that accurate status updates on digital projects and CSAS product backlog items are provided to the managers of business-driven projects.

CSAS Changes Requests and Digital Initiatives

Any member of staff can contact the Operational Development Team to talk through a potential CSAS change they have identified and get support to complete the SCRA Digital Request Change Form (see Appendix One).

For digital initiatives the project lead can have an informal chat with a member of the Digital Planning and Engagement Team who will assist them with completion of the form.

The Digital Planning and Engagement Team acts as the main point of contact for the business when potential CSAS additional functional requirements or projects that have a significant digital element have been identified through submitted change request forms.

All digital request change forms received by the SCRA Digital Planning and Engagement Team are listed on the <u>CONNECT SCRA CSAS Change Requests</u> or <u>SCRA Digital Projects</u> pages to allow staff to see what has already been considered.

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On receipt of a SCRA Digital Request Change Form the Digital Planning and Engagement Team will ascertain if this relates to a CSAS change request or to a project.

For CSAS change requests the Digital Planning and Engagement Team will ascertain if the change is valid as it may already be captured, be a known bug in the system or relate to user error that can be addressed through training. Any new CSAS changes will be categorised by feature (HIP, hearings, court, etc.) before being added to the CSAS Product Backlog. The Digital Planning and Engagement Team manages the CSAS Product Backlog and each change request received will be discussed at a Digital Engagement Group meeting to identify the priority for the business. The CSAS Product Backlog is reviewed monthly and grouped into potential work packages for future development, subject to availability of budget. When work packages are being proposed the CSAS Design Authority are convened to undertake an initial impact assessment and identify any subject matter expert views required. Once this assessment is complete the approval to proceed is sought from the SCRA Digital Change Authorisation Board or where necessary the Joint Digital Change Authorisation Board as per the CSAS Change Control Strategy.



Figure 1: SCRA CSAS Change Request Process

Where digital initiatives are being proposed the SCRA Digital Planning and Engagement Team will engage with the project leads to identify user research needs, requirements analysis and provide an assessment of effort. A recommendation will be made to the SCRA Digital Change Authorisation Board as to whether or not the initiative should be timetabled into the SCRA IT Operational Plan. Not all digital initiatives can be supported and it will be the role of the SCRA Digital Planning and Engagement Team to maintain a project portfolio with work prioritised to meet resource availability.

Any digital initiatives that are approved will be timetabled in and have support to prepare proposals and/or business cases on technical, functional and procedural elements.

The diagram in Figure 2 outlines the process in relation to an approved Digital Initiative submission Request.

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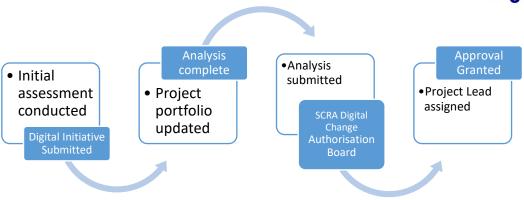


Figure 2: Digital Initiative Approval Route

Governance

The SCRA Digital Team has a fixed amount of resource each year to support new digital initiatives and the selection process is based on the recommendation of the Digital Planning and Engagement Team to the SCRA Digital Change Authorisation Board, chaired by the Principal Reporter. For any new digital initiatives that impact on Children's Hearings Scotland as well as SCRA governance is provided via the Joint Digital Change Authorisation Board.

Monthly progress reporting on approved digital initiatives is provided to the appropriate committee.

The following sections describe the consultation and engagement models that will be used by the Digital Team.

Digital Engagement Group

A Digital Engagement Group has been formed with a remit to identify the priority of new CSAS Change Requests and Digital Initiatives. Further, they provide the forum for user feedback and implementation planning for current, in-development, and future IT systems that are or will be used within SCRA.

The group will be chaired by the Digital Planning and Engagement Team who are responsible for managing the CSAS Product Backlog and Project Portfolio. Group membership is:

- Digital Planning and Engagement Manager;
- Digital Planning and Engagement Analysts;
- Operational Development Analysts;
- A Locality Reporter Manager;
- A Locality Support Manager;
- A Reporter;
- A Support Administrator.

Operational membership will be selected from a pool of available staff who fulfil those roles and is not a standing membership. They will represent the views of the wider staff base and disseminate relevant information to their peers.

The Digital Engagement Group will meet as and when required.

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Engagement Model

The SCRA Digital Team has a user-centred focus to ensure that CSAS changes and digital initiatives are developed with user needs at their core in line with the <u>Scottish Approach to Service Design</u>.

For approved CSAS development or digital initiatives, the Planning and Engagement Team will organise workshops in order to elaborate requirements and gather further detail. Subject matter experts from Digital, Data, Information Governance, Information Security and Practice will be consulted separately for advice in relevant areas and are not expected to attend workshops. SCRA has a large and diverse user population with a number of organisational groups available and typically representation will be required in engagement workshops from operational staff only.

A key resource for CSAS engagement work is the Operational Development Team who have been established to support the Digital Engagement Champions Network that is being developed in SCRA Localities. Digital Engagement Champions would support implementation of any updates or improvements to the <u>Standard Operating Model</u>.

The Operational Development Team will ensure that any Digital Engagement Champions who have been asked to support any digital delivery effort receive training and support to develop their own digital skills so that they can support implementation of CSAS development or digital initiatives.

The Operational Development Team will identify Digital Engagement Champions to participate in workshops, subject to having expertise in the area being developed, or will liaise with the operational staff to identify volunteers for consultation on specific pieces of CSAS development and improvement work.

The members of the Operational Development Team will provide regular, honest and constructive feedback on CSAS development, both in their current state and on new developments, via a variety of methods to the SCRA Digital Planning and Engagement Team.

The Operational Development Team will ensure the SCRA Digital Team know what users want and need in terms of functionality, look, feel, and ease of use.

The Digital Planning and Engagement Team will be responsible for ensuring that representatives from Children's Hearings Scotland and the Volunteer Community are identified for any CSAS development that impacts on both SCRA and CHS.

Figure 3 shows the range of stakeholders that could feed into CSAS development activity.

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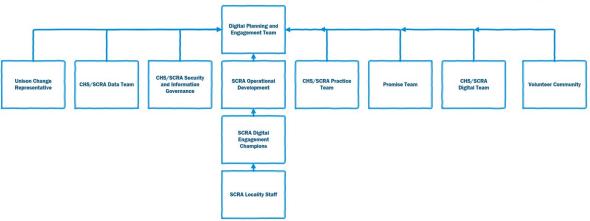


Figure 3: Digital Planning and Engagement Stakeholders

CSAS Testing Model

As part of our strategy for CSAS development we will adopt a Discovery, Proof of Concept and Development Model.

Development and Testing environments will be built as part of any approved CSAS development work and will be available only for the duration of effort. Functionality testing and bug resolution for any significant new development will be undertaken in the Test environment.

Once a subset of CSAS functionality has been through the extensive research, needs development, functionality elaboration, usability testing, design, development and testing processes of the Digital Team, it is released to the purpose built Test environment for access by the Operational Development Team.

Any identified bugs, errors, difficulties, non-compliance with standards, and/or general improvements and amendments, identified by the Operational Development Team are fed back into the development process for consideration and correction where required.

Key points of the testing model are:

- Bugs or functionality issues will be triaged by the CSAS Service Delivery and Development Team with a view to resolving them before any implementation;
- Process issues will be discussed with Operational Development to identify resolution;
- Significant business decisions that impact both SCRA and Children's Hearings Scotland will be escalated to the Joint Digital Change Authorisation Board;
- Significant business decisions that impact only SCRA will be escalated to the SCRA Digital Change Authorisation Board.

The Operational Development Team will prepare draft operational guidance and step through end-to-end functionality in support of current business practices by demonstrating the functionality to the Digital Engagement Champions. At this point most bugs should be resolved with the process and business issues already identified and addressed.

The Operational Development Team will support the Digital Engagement Champions to gain expert knowledge of the functionality developed, which will enable them to support their Locality Teams in familiarisation and training ahead of any implementation.

The process flow and handover points for the CSAS Testing Model can be seen within <u>Figure 4.</u>

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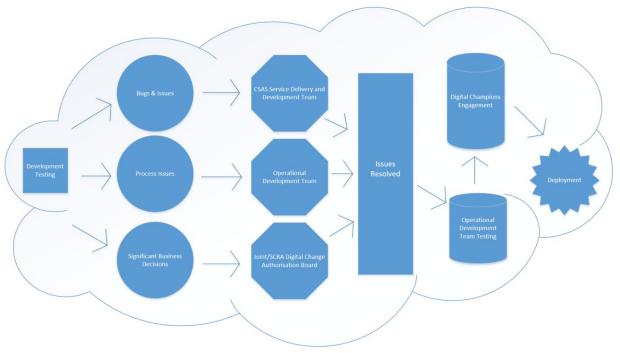


Figure 4: CSAS Testing Structure

Digital Initiative Testing Model

Testing and deployment of any approved digital initiatives will be the responsibility of the Project Lead and will be clearly identified in any project planning documentation submitted for approval through the governance structure.

Communication Channels

The established communication and engagement framework will support the SCRA Digital Engagement Framework.

The SCRA Digital Planning and Engagement Team will maintain the <u>CONNECT</u> pages to communicate at a high level what is being developed in CSAS and what digital initiatives are underway. The CONNECT page is interactive, allowing staff to post any questions they may have.

The SCRA Operational Development Team will provide update communications to the SCRA Digital Engagement Champions so they can disseminate them to their Locality Teams.

Any other relevant key messages for SCRA staff will be agreed by the SCRA Digital Engagement Group and communicated either via email or posted to CONNECT.

Communications for Children's Hearings Scotland will be the responsibility of the SCRA Digital Planning and Engagement Team.

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7.2. Appendix BDigital Request Change Form

Action



SCRA Digital Request Change Form

Name	
Role	
User ID	
Date	
Does the cha	inge relate to a Project or CSAS?
Please provid	de a description of the CSAS change or Project:
Please identify the desired timeline for CSAS change/project as well as any key regulatory	
dates:	
Please identify the reason for the CSAS change or Project:	
	,
	For Digital Planning & Engagement Team Use
Date Receive	ed
Change ID	

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7.3. Appendix C Detail

7.4. Appendix D Detail

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