Scottish Children's Reporters Administration
Agenda of Executive Management Team Meeting
Held on Wednesday 02 August 2023, at 09:30am
At Ochil House, Stirling

AGENDA

#	Item	Purpose	Paper	Action
1.	**Apologies**			
2.	**AOB**			
3.	**Minute of Previous Meeting –** 05 July 2023	Approval	Attached	
4.	**Matters Arising**			
5.	**Social Media – Recording and Publishing Hearings**	Noting	Attached	MMcl
6.	**Sensory Room** – Offline Approval given	Noting	Verbal	EM
7.	**Tranent Letting**	Approval	Attached	EM
8.	**FM Contract variations**		To follow	EM
9.	**Budget Monitoring Report**	Noting	Attached	EM
10.	**Audit & Risk Committee** - Draft Reports a) ARC Agenda b) Offence Decisions Case Sampling Proposal c) Report of findings from "m" grounds	Review	Attached	
**Standing Items**			
11.	**Practice and Policy** a) General Update	Update	Verbal	AH
12.	**Information Governance** a) General Update b) June Breach Report	Update Noting	Verbal Attached	AH AH
13.	**Digital Programme** a) General Update b) Cyber Security c) DCP Change Management Framework	Update Info Noting	Verbal Attached Attached	DC BK LMcN
14.	**Keeping the Promise** a) Hearing System Group (HSWG) b) Keeping The Promise Programme Board	Update Update	Verbal Verbal	AH LB
15.	**New Risks**			
16.	**Forward Plan** a) CHS/SCRA senior teams workshop – 17/08 b) National Partnership Forum – 21/08 c) National BH Governance Group – 22/08 d) CAB – 22/08 e) ARC – 24/08 f) AI Group – 25/08 g) Andrew Watson at FHR – 01/09			
	Date of Next meeting Wednesday 06 September 2023, at Bell Street, Glasgow			

Present

Alistair Hogg **(AH)**	Head of Practice & Policy, Chair
Ed Morrison (**EM**)	Head of Finance & Resources
Susan Deery (**SD**)	Head of Human Resources - Minute
Douglas Cameron **(DC)**	Interim Head of IT
Paul Mulvanny (**PM**)	Senior Operational Manager (East & Central)
Patricia Stevenson (**PS**)	Human Resources Manager (Item 7 – 8)
Chloe Main (**CM**)	BDO Internal Audit

	Item	Timescale	Action
1.	**Apologies** Neil Hunter Lisa Bennett Helen Etchells Pamela Armstrong		
2.	**AOB** **Budget Position Update** EM introduced a budget position update paper. The purpose of the paper is to reassure the Board that SCRA has the necessary resourcing which will be confirmed by December 2023 and will be committed via ABR and SPR. EMT were supportive of providing the paper to the Board outwith the normal Board Meeting cycle. **Operational Development Team Charter/ Resourcing** PM introduced the development paper from the OD Team which outlines the proposed Business Partner approach with Localities, aligned with Locality Digital Champions and the leadership in ensuring enhanced digital skills for SCRA's workforce. EMT considered the visibility of the team within Localities and expected this to rise with the business partner approach. It was noted the essential integration with the digital team as a focus. Team is currently very CSAS centred and there is an expectation that this broadens out to all digital skills. The minimal additional funding requested		

	Item	Timescale	Action
	to reshape the team was approved. EMT to be provided with regular updates on progress from the Team. **Media Enquiry** EMT noted the contact made by BBC. A response will be prepared as required. SD will contact Board Chair to keep appraised.		
3.	**Minute of Previous Meeting – 06 June 2023** Minute Approved		
4.	**Matters Arising** Edinburgh Project – outline of the project was sent to Sponsor Team. Currently awaiting feedback.		
5.	**Internal Audit Draft Plan** Ed presented the draft Internal Audit Plan. CM attended to talk to the plan, which was developed from the strategic plans and risk registers. Intention is to present the draft Plan to August Audit and Risk Committee. Recognition that the 23/24 plan is dynamic to meet the expectations of transformational change. Recognition that the specifics of each audit will be key to getting the most learning from the audit. EMT noted that Locality reviews and improvement methodology/quality improvement would be an important audit to undertake. EMT also noted that SCRA's partnership engagement strength was at the local level and that there is a large change agenda to work with partners. Agreed to focus the audit on local partnership which would lead to improvement in some areas like non-disclosure (how do we bring our partners with us), new legislation, preparation for CCJB which will all require significant amount of partnership engagement at local and national level. Include Property audit in the 3 year plan		

	Item	Timescale	Action
	Agreed: • CM will update the Internal Audit and recirculated for approval		
6.	**Budget Reallocations** Ed noted the following budget reallocations: • from HR budget to Locality budget for the OD team. • Programme post going from EC to Planning • EC review of budget and further budget returned to HR budget EMT agreed to keep a track of number of FTE reporters every month to evidence how we are spending the £830k. And this should link to a focus on organisational performance. **Agreed** • EMT approved the proposals to reallocate budget		
7.	**SCRA Learning Plan** PS introduced the paper which outlined the draft 23/25 Learning Plan. This plan would now commence a process of consultation with Localities/Head Office to ensure all organisational learning needs were included. EMT noted a number of additional requirements which PS would consider and update the plan accordingly. EMT noted that it was an ambitious plan and PS agreed to further review to ensure it was achievable. EMT also suggested a number of items for inclusion **Agreed:** • EMT were pleased to see the plan and approved it for consultation with Localities and Head Office Teams.		
8.	**Trauma Training Update** PS introduced an update paper on Trauma Skills Training. PS indicated that this was SCRA's Phase 1 to a Trauma Informed workforce and was pleased to advise that a number of SCRA staff had been accepted on the Trauma train the trainer programme so that SCRA could deliver a sustainable training programme. There is further future work to be planned to develop trauma trained coaches and consideration at strategic level about how we become a trauma enhanced organisation. EMT noted the progress in this area.		

	Item	Timescale	Action
STANDING ITEMS			
9.	**Practice and Policy** **General Update** AH Provided the following verbal update: • CCJB been through stage 1 in parliament and the Committee has published a report broadly supporting the bill but given some recommendations of changes. SG have responded. • Lots of activity preparing for stage 2 and anticipation of possible amendments but after the summer. AH fielding a few questions/enquiries about different aspects of the bill.		
10.	**Information Governance** AH provided the following verbal update: May Breach Report • The report was noted. Encouraging to see continued smaller numbers of breaches over the past two reports. IG Manager dealing with another compensation claim		
11.	**Digital Programme** **a) General Update** DC provided a verbal update. Programme Protect is starting to formalise the programme and the Digital Team are evaluating the digital impacts of that and starting to size the plan. EM noted the additional funding for digital of £300k for CCJB preparation and will link with DC re plans. **b) Cyber Security** DC noted that AH and Bruce Knight met with the new accreditor which was positive. Penetration test for CSAS platform and virtual hearings platform carried out and although no feedback yet, the signs are good. Accreditor is interested in SCRA's risk appetite.		

	Item	Timescale	Action
12.	**Keeping the Promise** **a) Hearing System Working Group (HSWG)** SG considering their response on HSWG recommendations. Timescales likely to be towards November/December. SG considering a co-chair between SG and COSLA to oversee the work – to be confirmed. Financial analysis is still ongoing. Roma Bruce-Davies has had some contact with the organisation undertaking this work. The independent organisation would like to conclude this as soon as possible. AH/Donald Lamb/Ross MacKenzie to meet over the next couple of weeks to prepare and formulate SCRA's input to the financial analysis. DC to be included in the preparatory meeting. Opportunities for SCRA to consider developing 'scaffolding' in our digital systems to support a hearings/care system wide platform and potentially factored into the financial analysis. EM needs to consider the financials requirements in the next 5 year Financial Plan – being taken to the Board in September 2023. SG indicating a Promise Legislative Bill now proposed to be at end of 2025 rather than early 2025. This will need to be supported by a financial memorandum. EMT noted that SCRA needs to consider how much work to progress whilst SG considers their response, although EMT recognised the significant improvements that can continue via Programme Protect. EMT considered the report from the HSWG in-house teams sessions and the main issues that arose. Majority of attendees mainly positive with the HSWG recommendations.		
13.	**New Risks** None identified.		
14.	**Forward Plan** The forward plan was reviewed.		
	Date of Next Meeting Wednesday 02 August 2023, at Ochil House, Stirling		

SOCIAL MEDIA – RECORDING/LIVE STREAMING CHILDREN'S HEARINGS

Accountable Director:	Principal Reporter/Chief Executive	**Date:**	20 July 2023
Report Author:	Press and Communications Manager		

Recommendation:

1.   **To note this paper and determine what further action can be taken to tackle this issue.**

Reason for Report:	To raise awareness/tackle this issue
Resource Implications:	Not applicable
Strategy:	Within approved plans (Communications Strategy)
Consultation:	Principal Reporter/Chief Executive, Practice Manager and Data Protection Manager
Equalities Duties:	No
Document Classification:	[Not protectively marked]

1. Introduction

1.1 This paper highlights the issue of people recording/live streaming virtual Children's Hearings or via remote attendance at Children's Hearings.

1.2 This paper aims to identify solutions for SCRA and our partners at national level to tackle this issue.

2. Background

2.1 Since social media started to become more popular and mainstream (approx. since 2010) we have had people post on social media about Children's Hearings. It is mainly parents or partners of parents posting. It is rarely children or young people, although we did have an incident recently of a young person sharing their Hearing papers with friends on Snapchat.

2.2 Previously, it tended to be photographs of Hearing papers, social work/health reports etc posted. The main platforms for posting this information tended to be Facebook or You Tube. There was also videos posted, and on occasion pictures of panel members/social workers.

2.3 The majority of these postings are a breach of section 182 of the Children's Hearings (Scotland) Act 2011. Under section 182 of the 2011 Act, it is a criminal offence to publish any information either intended or likely to identify any child concerned or connected with the case, the proceedings or any appeal. It is also a criminal offence to identify the child's address or school. The legislation not only protects the referred child, but any other child who becomes involved in the proceedings, such as a sibling or a child witness.

2.4 SCRA is usually alerted to a posting by a social worker or sometimes a parent. Our social media guidance has a check list for steps colleagues are asked to follow to deal with the situation. Our social media guidance is reviewed and updated on a regular basis by the Press and Communications Team and approved by the Information Governance Leads meeting. It was most recently updated in April 2023. In addition, SCRA has a joint note with Children's Hearings Scotland on the Recording and Publication of Children's Hearings. This note includes the presumption that SCRA will report any recording/publication to the police.

2.5 Once the Press and Communications Team is alerted to a posting, they try and find the post, if they can find it, identify if it is a breach or not, update the Locality and report the breach to the relevant social media platform. In addition, if the person who has made the post is a Relevant Person, the Locality can contact them, explain it is a breach and ask them to remove it. If this approach is potentially going to antagonise the person and cause more damage, the Locality can contact the person's lawyer if they have one and ask them to explain the seriousness of the matter. In many cases, the person doesn't realise they are committing an offence and removes the information. However, this is not always the case. The joint Practice note as mentioned earlier states there is a presumption that we will report recording/publication to the police, however, if the person agrees to remove it, we do not report it. If it is someone with a history of posting information like this, we have reported the matter straight to the police.

3. Current situation

3.1 Since the introduction of virtual Hearings, and then hybrid Hearings, we have noticed a rise in the number of people recording the Hearing and posting it on social media afterwards or live streaming the Hearing. Since the pandemic, there has been a significant increase in the number of people using the video streaming platform TikTok and this has become one of the most common platforms where people are now posting. We also expect we only get to hear of a small fraction of the information which is actually posted.

3.2 We have received numerous reports so far this year of people live streaming Children's Hearings on this platform. It is extremely time consuming for the Press and Communications Team and the Locality to deal with these issues.

3.3 It is also becoming increasingly difficult to report these issues to social media platforms. They don't make it easy to report. Facebook in particular does not accept our reports as breaches of their policy and refuse to remove any posts that we report. However, Police Scotland do seem to have a better record at getting posts removed.

3.4   Once this information is posted, we have no idea of who is seeing it/sharing it. This is potentially putting children and young people at risk. Once information is out on the internet, it is impossible to control.

---

4.   Action

4.1   Since the Press and Communications Manager alerted key members of the organisation to this problem, a meeting was held on 12 July to discuss possible options. This was attended by the Principal Reporter, the Practice Manager, the Data Protection Manager and the Press and Communications Manager.

4.2   The meeting agreed some initial steps: 1. Raise this issue with our liaison officer at Police Scotland (see 4.3), 2. Contact the Scottish Courts and Tribunal Service to see if they have experienced any similar issues (see 4.4) and 3. Prepare a paper for senior colleagues and for discussion with colleagues at our Scottish Government Sponsor Branch.

4.3 On 19 July, SCRA's Practice Manager met with a member of the Public Protection Team at Police Scotland about this issue. They were keen to see what the police can do to help. They suggested three things that should help and more information will follow in due course.

1) They will provide us with a mailbox for the Public Protection Team to which SCRA can send initial reports of offences of recording and publication. As the team works Monday to Friday, it will be checked during office hours. The details are still to be ironed out, but the basic idea will be that the team will identify the appropriate local contact for the case and will ask them to contact us about it (probably the Locality Reporter Manager as they deal with these things currently). Although the actual report of the offence still requires to be dealt with by the local division, the central contact should ensure that there's a consistent way of dealing with these reports (and a consistent understanding of their seriousness).

2) They will speak to their colleague in Police Scotland's Internet Investigations Team who has points of contact in various social media companies, to ask whether there is something that the police can help with in contacting the companies to ask them to take down illegally published material.

3) They also saw the benefit of some communications messaging from the police about this (possibly in conjunction with SCRA and potentially COPFS too).

4.4 In addition, the Scottish Courts and Tribunals Service (SCTS) reported to us that they have seen an increase in people filming within courts and posting that on to social media and also broadcasting live. SCTS said they tended to report the posts to the social media companies asking for them to be removed and message the people concerned to say that recording and publishing can be considered in contempt of court. They reported that a woman was convicted recently of taking pictures of a complainer in the dock and posting it on Facebook. SCTS were keen to see what could be done at national level to tackle this issue.

5. **Next steps**

5.1 Going forward, we will continue to work with Police Scotland to implement some measures to help tackle this and ensure accessible ways of reporting these issues.

5.2 In conjunction with the CHS/SCRA Hearings Delivery group, we will review and update our joint [Recording and Publication of Children's Hearings Guidance Note](#).

5.3 When SCRA is made aware that a Hearing has been recorded, the incident of recording and any known publication of the recording will be highlighted within the next set of hearing papers. This will provide the individuals who attend any subsequent hearing, the opportunity to raise any related concerns that they may have and for the Chair to address these accordingly.

5.3 Online safety is a devolved issue and the Online Safety Bill is currently going through the Houses of Parliament. It may be too late to influence this Bill, but we will raise the issue with colleagues in the Scottish Government Sponsor Branch at our Accountability meeting on 31 July.

5.4 We will explore any additional actions with other key partners in the Children's Hearings System.

6.   Conclusion & Recommendation

6.1   To note this report and approve our recommended actions.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Budget Monitoring Report Period 3 2023/24

Accountable Director: Principal Reporter/Chief Executive   **Date:** 2nd August 2023

Report prepared by: Head of Finance and Resources

Recommendations:

1. To note the revenue position for the year to June 2023.

2. To note the capital position for the year to June 2023.

Reason for Report: Board review and approval

Resource Implications: Within available resources

Strategy: Within agreed plans

Consultation: Sponsor Team, EMT and Budget Holders

Equalities Duties: An Equalities Impact Assessment is not required.

Document Classification: Not protectively marked

1. Introduction

1.1 This report provides a summary of SCRA's financial position for year to June 2023 and forecast (based on June results) for the full year 2023/24.

2. Background

2.1 The Scottish Government (SG) has allocated revenue funding of £25.16m for 2022/23, with agreement that up to £5.889m further resource may be required, bringing the total to £31.049m in line with the revenue budget approved by the Board in March 2023. SG will provide these additional resources at the Autumn and Spring Budget Reviews subject to confirmation from SCRA that all the resources are required. a revenue budget of £28.0m in March.

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

2.3 The Scottish Government has allocated capital funding of £2.7m for 2023/24 including £0.8m for Children's Care and Justice projects. The Board approved a £2.4m capital budget in March.

2.4 From 1/4/22 there was a change to the accounting treatment of long-term lease obligations within NDPBs. This has had no impact on decision-making or operations, and no impact on SCRA's available capital or revenue resource: SCRA merely reports the spend to SG and in its statutory accounts differently, and drew down working capital cash, rather than Resource GIA cash, in order to make payments to landlords. Although the lease liability payments are a cash outflow (rental payments), they are not included in the expenditure tables below as they are a reduction of our liability.

3. Revenue

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

Previous Full Year Actual £000	Expense Head	Budget Year to June £000	Actual Year to June £000	Variance Year to June £000	Full Year Budget £000	Full Year Forecast £000	Forecast Variance £000	Forecast Variance %
22,432	Staff Costs	6,250	5,422	-828	25,000	24,675	-325	-1.3%
2,261	Property Costs	768	326	-442	3,071	3,071	+0	0.0%
116	Travel Costs	30	24	-6	118	118	+0	0.0%
2,777	Other Operating Charges	768	265	-503	3,070	3,075	+5	0.2%
75	Capital Financing	1	31	+30	3	3	+0	0.0%
-411	Other Income	-93	-48	+45	-373	-373	+0	0.0%
27,250	**Sub-total**	**7,724**	**6,020**	**-1,704**	**30,889**	**30,569**	**-320**	**-1.0%**
-28,254	Grant In Aid	-7,762	-6,536	+1,226	-31,049	-31,049	+0	0.0%
-1,004	**Net Total for SCRA**	**-38**	**-516**	**-478**	**-160**	**-480**	**-320**	

3.2 Year to date revenue expenditure is £1,704k under budget.

Of the staffing underspend to date an element of this is the budget allocated for the staff pay award. The remainder of the staff underspend is mainly due to vacancies and temporary reductions in hours. Property costs are showing an underspend due to the rental payments reducing the lease obligation in line with IFRS16 and are not included in the Income and Expenditure Account, whereas the budget figure includes these rental

payments. Other Operating Charges is underspent to date due principally to the timing differences of budgets spread throughout the year and when costs are incurred. We are currently forecasting these charges to be 0.2% above budget by the end of the financial year.

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

Previous Full Year Actual £000	Cost centre	Budget Year to June £000	Actual Year to June £000	Variance Year to June £000	Full Year Budget £000	Full Year Forecast £000	Forecast Variance £000	Forecast Variance %
208	Communications	64	54	-10	257	247	-10	-3.9%
10,094	East and Central Scotland Area	2,736	2,506	-230	10,943	10,789	-154	-1.4%
298	Executive	80	58	-22	322	326	+4	1.2%
7,549	North West Scotland Area	1,982	1,832	-150	7,929	7,785	-144	-1.8%
1,606	Practice and Policy	429	322	-107	1,716	1,697	-19	-1.1%
7,495	Support Services	2,430	1,245	-1,185	9,723	9,726	+3	0.0%
27,250	**Net Total for SCRA**	**7,721**	**6,017**	**-1,704**	**30,890**	**30,570**	**-320**	**-1.0%**

3.4   The forecast spend by Locality is detailed as follows:

Locality	Variance Year to June £000	Forecast Variance to March £000	Variance %
East & Central Scotland Office	-28	+0	+0.0%
Tayside And Fife Locality	-44	-31	-1.3%
South East Locality	-52	-40	-2.0%
Central Locality	-43	-33	-2.0%
Lanarkshire Dumfries & Galloway Locality	-26	-7	-0.3%
Ayrshire Locality	-35	-45	-2.6%
North West Area Office	+11	+0	+0.0%
Highlands And Islands Locality	-15	-5	-0.4%
Grampian Locality	-36	-44	-2.9%
North Strathclyde Locality	-27	-6	-0.2%
Glasgow Locality	-83	-90	-3.4%
	-378	**-301**	**-1.6%**

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

3.5   **East and Central Scotland**

Staff costs are forecast to be £159k under budget. Total savings are forecast at around £350k against a quarter 1 savings target of around £180k. Forecast underspends are expected in all localities ranging from £7k in LDG to £47k in Central. Of the total forecast savings around 74% relates to reporter posts.

Non staff costs are largely on budget at this early stage of the financial year.

3.6 **North West**

Staff costs are forecast to be £144k under budget, excluding the SOM area. Total savings are forecast at around £280k against a quarter 1 savings target of around £140k. Forecast underspends are expected in all localities ranging from £4k in H&I to £90k in Glasgow. Of the total forecast savings around 79% relates to reporter posts.

No variance is expected on non-staff costs at this early stage of the financial year.

3.7 **Head Office**

Support Services
A forecast underspend in IT staff costs is largely offsetting forecast overspends in Finance, HR and Planning staff costs.

Executive
Executive are forecasting a £4k overspend on staff costs.

Press and Communications
A £10k underspend on staff costs is forecast.

Practice and Policy (including Our Hearings, Our Voice)
A £19k underspend on staff costs is forecast.

3.8 There are a number of uncertainties within the current forecasts.

- Further savings in locality staff costs;
- new spend or savings on Programme activity and Keeping The Promise;
- SCOTS and CSAS costs (currently forecast to be on budget);
- digital plan spend, currently allocated against capital, that may be met from revenue;
- full utilisation of the temporary staff budget of £830k; and
- the final pay award;

3.9 The Head of HR presented a paper to the Remuneration and Nomination Committee on 21st June outlining a proposed pay award, within the Board approved budget limits, which is now with Scottish Government Pay Policy team for consideration. The budget for the pay award is held within the HR budget and will be allocated to Locality budgets once the pay settlement has been agreed.

3.11 The Head of HR and the Senior Operational Managers are giving further consideration to the best use of the temporary staff budget which is held within the HR budget and is currently sitting at £143k. In addition six out of nine localities are forecasting staff cost savings in excess of £30k after one quarter. A closer review of locality staff forecasts will help to ensure budgets are maximised in pursuit of locality and national targets and objectives.

4. **Efficiencies**

4.1 As approved by the Board in March 2023 efficiency savings of £150k (0.6%) have been targeted in 2023/24 (vacant space savings £25k, procurement savings £50k, Head Office staff savings £50k, Locality initiatives £25k).

4.2 The Budget Efficiencies Group, Business Managers and Finance Manager focus on ensuring Locality efficiencies (both cash and time releasing) are tracked and captured for inclusion in efficiency reports.

5. Core Capital

5.1 Net expenditure in the period to June 2023 is £146k. Details of the budgets, actual spend and forecast are as follows:

	Board-approved Budget March 2023 £000	Adjust-ments £000	Available Budget 2023/24 £000	Actual YTD June £000	Full Year Forecast £000	Variance forecast to budget £000
Property Programme						
Dumfries – hearing room enlargement/upgrade	50		50		50	0
Elgin - reconfiguration	0	140	140	35	140	0
Dumbarton	0	30	30	30	30	0
Cumbernauld - upgrading	25		25		25	0
Edinburgh - reconfiguration	250	225	475		475	0
Glasgow – training facilities	100		100		100	0
Glenrothes - upgrading	30		30		30	0
Kilmarnock - upgrading	80		80		80	0
Livingston capital element of rent	45		45		45	0
Various – M&E upgrades, LED lighting retrofits	50	20	70		70	0
Hearing Room Improvement Programme	100	20	120	15	120	0
Various – minor works, alterations, equipment replacement	80	41	121	18	121	0
CCJB – property adaptations	500	-225	275		275	0
Digital Programme						
CSAS Further Development	360		360	48	360	0
Technology Refresh	170		170		170	0
Policy & legislation compliance	80		80		80	0
Discovery and elaboration	40		40		40	0
KTP – pilots and discovery	70		70		70	0
CCJB - CSAS	300		300		300	0
Other projects						
Corporate projects	70		70		70	0
Total capital	**2,400**	**251**	**2,651**	**146**	**2,651**	**0**

5.2 The budget adjustments above reflect use of 2022/23 underspends agreed by the Board in June 2023.

5.3 The Elgin project is complete and the reconfigured facility will be opened shortly.

5.4 EMT and the Board have approved an enlarged Edinburgh project, utilising CCJB budget. An outline of the proposal has been shared with Sponsor Team.

5.5 Of the £121k capital budget available for Minor Works, £105k has been allocated against site-specific projects, with the remaining £16k held for emerging works.

5.6 There remains a number of risks in the current market place with fewer contractors tendering for works, a reluctance to hold tender prices for any length of time and delays in supply chains. The Property and Procurement teams meet regularly to ensure projects remain on track with tendering exercises prioritised in the first half of the year and projects commencing in quarter three.

5.7 The Digital Programme budget for 2023/24 is £1,020k including £300k for Children's Care and Justice Bill preparation. The digital programme is still under development and will be informed by existing user requests, new requests emerging from the Protect Programme and pieces off discovery and research work.

5.8 The Head of Finance and Resources met with the Head of Property and interim Head of IT to develop the following risk:

"Inability to spend 2023/24 CCJB capital allocations due to lack of specificity of the necessary adaptations to facilities and systems for referral of 16 and 17 year olds with the result that less optimal solutions reduce the efficiency of staff and the quality of service when the legislation is implemented in 2024/25."

6. Conclusions

6.1 The overall accruals based revenue underspend is £320k (1.0%) in addition to a provision for temporary staffing of £143k held in the HR budget. EMT are considering options to make maximum use of the staffing budget to ensure locality teams are as prepared as possible to meet the challenges coming in 2024/25 from HSWG/The Promise and referral of 16 and 17 year olds. The capital budgets show little variance at this stage however the risk of a significant underspend this year has been identified and mitigations and actions will be considered at EMT.

7. Recommendations

7.1 To note the revenue position for the year to June 2023.

7.2 To note the capital position for the year to June 2023.

East And Central Scotland Area

	Ayrshire Locality	East & Central Scotland Office	Central Locality	Lanarkshire Dumfries & Galloway Locality	South East Locality	Tayside And Fife Locality	Total
Staff Costs	-44.5	+0.0	-32.5	-9.6	-41.7	-30.5	**-158.8**
Property Costs	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	**+0.0**
Travel Costs	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	**+0.0**
Other Operating Charges	+0.0	+0.0	+0.0	+2.7	+2.0	+0.0	**+4.7**
Income	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	**+0.0**
Total	**-44.5**	**+0.0**	**-32.5**	**-6.9**	**-39.7**	**-30.5**	**-154.1**

North And West Scotland Area

	North West Area Office	Highlands And Islands Locality	Grampian Locality	North Strathclyde Locality	Glasgow Locality	Total
Staff Costs	+0.0	-4.5	-44.0	-5.5	-90.0	**-144.0**
Property Costs	+0.0	+0.0	+0.0	+0.0	+0.0	**+0.0**
Travel Costs	+0.0	+0.0	+0.0	+0.0	+0.0	**+0.0**
Other Operating Charges	+0.0	+0.0	+0.0	+0.0	+0.0	**+0.0**
Income	+0.0	+0.0	+0.0	+0.0	+0.0	**+0.0**
Total	**+0.0**	**-4.5**	**-44.0**	**-5.5**	**-90.0**	**-144.0**

Head Office

	Communications	Executive	Finance	Human Resources	Information Systems	Planning	Practice & Policy	Property	Total
Staff Costs	-10.0	+4.0	+19.0	+5.5	-32.0	+11.0	-19.0	+0.0	**-21.5**
Property Costs	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	**+0.0**
Travel Costs	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	**+0.0**
Other Operating Charges	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	**+0.0**
Capital Financing	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	**+0.0**
Other Income	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0	**+0.0**
Total	**-10.0**	**+4.0**	**+19.0**	**+5.5**	**-32.0**	**+11.0**	**-19.0**	**+0.0**	**-21.5**

A G E N D A

Time	Item	Description	Lead	Purpose
	1.	AOB		
	2.	Apologies		
	3.	Declarations of interest		
	4.	Minute of Previous Meeting: 25 May 2023 Action Log & Workplan	Chair	Approval
	5.	Matters Arising		
10.40	6.	Information Governance	Head of Practice & Policy	
	6.1	Six monthly report		Approval
11:00	7.	Quality Assurance and Performance	Head of Strategy and OD	
	7.1	Decision making and drafting of grounds where the section 67 ground is under section 67(2)(m) of the Children's Hearings (Scotland) Act		Approval
11:30	8.	External Audit		
	8.1	Annual Report 2022/23 (restricted until publication)	Head of Strategy and OD	Approval
	8.2	2022/23 Annual Audit Report, Covering Letter and ISA 580 Letter of Representation	Audit Scotland	Approval
	8.3	Draft 2022/23 Annual Accounts and Management Representation Letter	Head of Finance & Resources	Approval
	8.4	General Update	Audit Scotland	Noting
12.00	9.	Internal Audit	BDO	
	9.1	Annual Plan 2023/24		Approval
12:20	10.	Pensions Update	Head of Finance & Resources	Approval
12:30		Standing Items		
	11.	Topical/Regulatory/Governance Issues		
	12.	New Risks		
		Date of Next Meeting: 23rd November 2023		

Notes:
1. At the conclusion of the meeting Audit Committee Members will meet privately with the Internal and External Auditors.
2. Committee Members Only **-** Audit & Risk Committee Self Evaluation.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

DCP Change Management Framework

Accountable Director: Douglas Cameron   **Date:** 27.07.23

Report Author: Lorna McNaughton

Recommendations:
1 For note

Reason for Report: EMT Noting

Resource Implications: Within approved budgets

Strategy: Within Digital Engagement Framework

Consultation: Operational Development and Digital

Equalities Duties: None

Document Classification: Not Protectively Marked

Documents Core Pack
Change Management Framework
SCRA Digital Team
July 2023

Digital Planning & Engagement Manager

Introduction

Within SCRA the Core System and Applications Solution (CSAS) has an integrated solution for document generation called Documents Core Pack (DCP). DCP is a Microsoft Word extension that allows SCRA to create and design templates that link to the data held within CSAS to produce professional letters and documents efficiently.

When CSAS was designed it was recognised that there was no scope to research the use of DCP as part of MVP and a basic functionality was implemented that allowed SCRA to produce the myriad of letters it requires through the use of around 180 templates. A project was established in January 2023 that researched the use of DCP and identified a roadmap of recommendations to achieve maximum efficiency from the tool.

It was established that the majority of change requests related to documents that SCRA produces was around changing the wording of a template and that this could be undertaken by a trained non-technical person. Going forward the Digital Team would focus on technical priorities and the business would assume responsibility for what is effectively operational updates. It was agreed the Operational Development Team were best placed to take responsibility for managing DCP content changes and the CSAS Technical Team would manage creation of new templates whilst the improvements identified in the DCP Roadmap would be managed via the Digital Engagement Framework.

This paper identifies how the DCP change requests will be managed and how they in turn will be communicated once they have been deployed.

DCP Change Requests

Any member of SCRA staff can submit a Change Request and when this is received it is assessed by the Digital Planning & Engagement Team who act as the main point of contact for the business when potential digital changes have been identified.

For any DCP change requests the Digital Planning and Engagement Team will log the detail on the CSAS Product Backlog and identify whether it is a content change to an existing template or a technical change – such as seeking a new template be created. Any DCP content changes will be transferred to the Operational Development Lead. DCP technical changes will adhere to the Digital Engagement Framework and be routed to the Digital Engagement Group for consideration.

Role of Operational Development

Where DCP content changes are being proposed the SCRA Operational Development Lead will create a small focus group in order to confirm the request is valid and is not local practice. They will gather the views from operational staff about the proposed change before referring to the Communication with Stakeholders Approval Group for any changes that are deemed valid. Should the content be contentious it is not the responsibility of the Operational Development Lead to bottom this out and they should reflect the varying opinions to the Communications With Stakeholders Approvals Group only. It is not the role of the SCRA Operational Development Lead to provide any content for DCP templates.

The Communication with Stakeholders Approval Group, whose membership includes Practice, Our Hearing Our Voice and the SCRA Communications Team, will be responsible for identifying who should be assigned to draft any DCP content and provide approval for the final wording.

Once the Communication with Stakeholders Approval Group has confirmed approval for the content change of a DCP template the SCRA Operational Development Team will:

- Make the change within the SCRA CSAS Test Environment;
- Update the DCP Content Tracker;
- Confirm that DCP testing has been successful;
- Communicate the upcoming change to the Digital Champions;
- Update the Standard Operating Model if required;
- Submit a request for a DCP Push to Live.

In the event that the Communication with Stakeholders Approval Group cannot agree on DCP content the Head of Strategy & Organisational Development will be asked to arbitrate.

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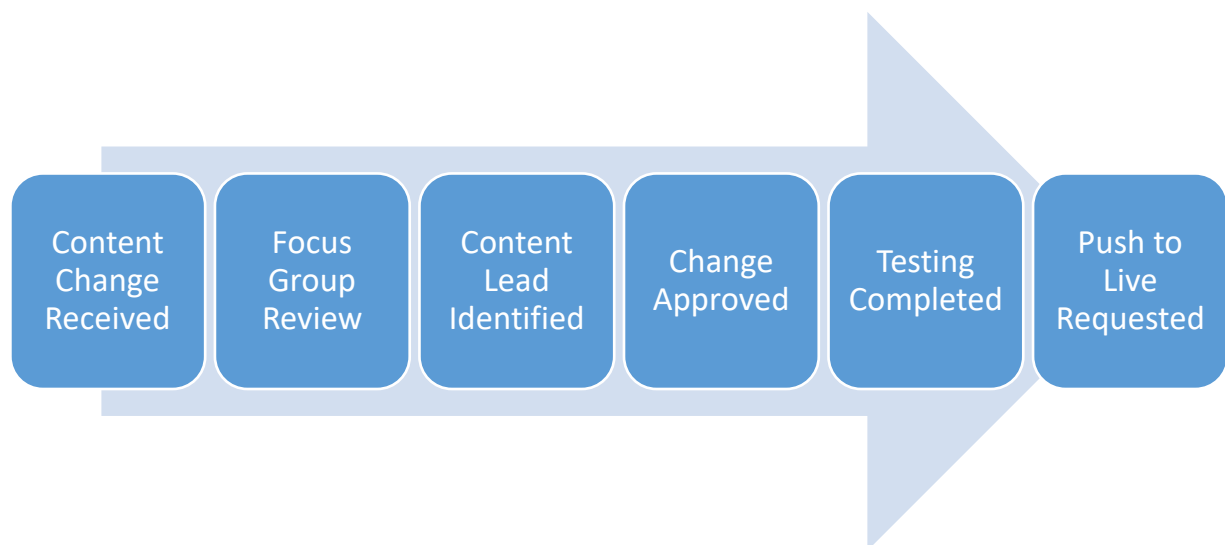

Figure 1: DCP Content Change Request Process

Governance

No DCP changes in the live environment will be undertaken without a completed DCP Content Change Form (see Appendix A) and a copy of the communication with Stakeholders Approval Group minute.

The SCRA Technical Team will co-ordinate delivery of the templates in the live environment with Operational Development to ensure any changes are communicated to staff.

Responsibilities

SCRA Digital Team

It is the responsibility of the SCRA Digital Team to provide the tools the business needs in order to produce letters and facilitate change in a controlled manner.

Further the SCRA Digital Team will:

- Identify and support the training needs of OD staff
- Ensure the DCP Business User Manual is available and current
- Provide a test environment for DCP content changes
- Support the testing of DCP content changes
- Support the technical infrastructure
- Maintain the operational availability of DCP
- Maintain the CSAS data architecture to make efficient use of DCP
- Oversee the data modelling to support reliable template population
- Manage change control of DCP templates into production

SCRA Operational Development Team

The SCRA Operational Development Team are responsible for progressing the DCP content change request and managing the audit trail of updates so there is clear visibility of what has been approved and when. Audit documents will be stored in the DCP OneDrive Folder.

Communications with Stakeholders Approval Group

The Communications with Stakeholders Approval Group Terms of Reference states that the responsibility of the Group is to confirm the content for any DCP templates and provide approval for publishing to Live. The Group will identify who is best placed to gather the view of stakeholders for content requests and ensure that decisions are made in a timely fashion.

DCP Admin Officer

The DCP Admin Officer is responsible for supporting OD with content changes and testing. They provide training for any new Operational Development staff and are responsible for maintaining the DCP Business User Manual.

The DCP Admin Officer acts as the final check point before permission is sought to release the change to the live environment. Once approved they will implement the change.

Change Control Approval

The Change Control Board Chair will provide the final approval for push to live. They are responsible for ensuring the DCP content change has been managed appropriately and are the last formal governance checkpoint before the push to live. The Digital Systems Manager can provide approvals in their absence.

Appendix A – DCP Content Change Form

SCRA DCP Content
Change Form.docx