

AGENDA

#	Item	Purpose	Paper	Action
1.	Apologies			
2.	AOB			
3.	Minute of Previous Meeting – 01 November 2023	Approval	Attached	
4.	Matters Arising			
5.	Property Resource Modelling	Noting	Attached	EM
6.	Procurement Update	Noting	Attached	EM
7.	Trauma Training Update	Noting	Attached	SD
8.	Learning Data	Noting	Attached	SD
9.	Board meeting - Draft Reports a) Chief Executive's Report b) Budget Monitoring 23/24 c) Budget 2024/25 d) OPR and Business Plan e) Corporate Plan 24-27 f) Programmes Update g) Locality Performance Review h) Research Plan 23/24 i) Annual Policy Review j) Risk Management Policy Review k) Risk Registers	Review	Attached	
Standing Items				
10.	Practice and Policy a) General Update	Update	Verbal	AH
11.	Information Governance a) General Update	Update	Verbal	AH
12.	Digital Programme a) General Update	Update	Verbal	DC
13.	Keeping the Promise a) Hearings for Children b) Keeping The Promise Programme Board	Update Update	Verbal Verbal	AH LB
14.	New Risks			
15.	Forward Plan a) Managers Day – 30/11 b) Meeting with Director – 5/12 c) CHIP – 12/12 d) SCRA Board – 13/12 e) EMT monthly discussion – 19/12 f) SCRA/CHS Business meeting – 21/12			
Date of Next meeting Wednesday 03 January 2024, at Ochil House, Stirling – move to am on 10/1/24?				

Present

Neil Hunter (NH)	PR/CE, Chair
Susan Deery (SD)	Head of HR
Alistair Hogg (AH)	Head of Practice & Policy
Douglas Cameron (DC)	Head of Digital
Paul Mulvanny (PM)	Senior Operational Manager (East & Central)
Ed Morrison (EM)	Head of Finance & Resources
Helen Etchells (HE)	Senior Operational Manager (North)
Lisa Bennett (LB)	Head of Strategy & OD
Pamela Armstrong (PA)	Governance Officer, Minute

	Item	Timescale	Action
1.	Apologies None		
2.	AOB Staff Pay SD advised a further claim was formally submitted on Monday. A quick turn around has been requested.		
3.	Minute of Previous Meeting – 04 October 2023 Approved		
4.	Matters Arising Staff Pay 23/24 <ul style="list-style-type: none"> The branch has rejected the recent pay offer. SD is currently working on a further offer, mirroring the offer made to SG employees. 		
5.	Kilmarnock Hearing Room Extension EM introduced the report. Agreed: <ul style="list-style-type: none"> To approve the proposal to undertake works to reconfigure the hearing suite in Kilmarnock to create a larger hearing room. To approve the additional works to remove the bulk filing system and create a large, flexible meeting space and store within the 1st floor office area. To confirm that the project can proceed at the revised estimate. It is expected that the increased cost can be managed within the current Capital 		

	Item	Timescale	Action
	Programme and utilising additional CCJB funding provided.		
6.	<p>Glenrothes Works EM introduced the report.</p> <p>Noted:</p> <ul style="list-style-type: none"> • The hearing rooms are relatively small in Glenrothes, and it was found during the pandemic that they were too small for face-to-face hearings, and as a result, space on the first floor was used to accommodate hearings due to the larger room size. The ground floor space continues to be used but is not ideal, as the smallest hearing room is now used for meetings and virtual hearings. • The office accommodation when first fitted out included a full-sized bulk-filing system, a large admin area and a single meeting room. The majority of the filing system was relocated to a separate part of the building, but as practice has moved on and the amount of paper filing required has reduced, this is no longer required. • In consultation with the locality management team, a number of requirements were brought forward to improve the hearing centre environment and to provide greater hearing capacity, both virtual and face to face. • Subject to the available funding, it would be possible to phase the work over a number of stages. <p>Agreed:</p> <ul style="list-style-type: none"> • To proceed to tendering on this project. • A further report will be prepared for EMT following the competitive tendering exercise, and prior to contract award, to set out the full extent of works than can be undertaken from available budgets. 		
7.	<p>Internal Review Update HE provided an update on the work being done. The report shows progress made and next steps to be taken. It also outlines requirements from the EMT. Any feedback to be passed to HE</p>		

	Item	Timescale	Action
8.	<p>Standby Proposal PM introduced the proposal, which has also been reviewed by the HR network.</p> <p>Agreed:</p> <ul style="list-style-type: none"> To conduct a test of change with findings brought to a future meeting for further consideration. To engage with CHS around a national standby Hearing diary. 		
9.	<p>Corporate Plan Update LB provided the following update.</p> <ul style="list-style-type: none"> Will discuss way forward with Board at its development day. Will consider plan timings for next EMT. Property strategy to be included in the plan. 		
10.	<p>In Year Spend – Networks/Learning LB introduced the item, suggesting the EMT take time, as a group, looking at the corporate plan in light governments response to hearings for children, expected mid-December.</p>		
STANDING ITEMS			
11.	<p>Practice and Policy (AH) General Update</p> <ul style="list-style-type: none"> Attended Committee session last week. BH pathfinders announced last week - have started internal BH pathfinder group to share experience. 		
12.	<p>Information Governance (AH) General Update</p> <ul style="list-style-type: none"> Compensation claim being handled on ND breach. Response to the covid enquire is on the website. 		
13.	<p>Digital Programme (DC) General Update</p> <ul style="list-style-type: none"> Work ongoing on Cyber Security Manager IS Managers post advertised - closing next week. 		

	Item	Timescale	Action
14.	<p>Keeping the Promise (LB/AH) Hearings for Children AH provided a verbal update.</p> <ul style="list-style-type: none"> The programme is continuing under a different governance structure. We are waiting on SG to feedback on recommendations. This is expected mid-December. 		
15.	<p>New Risks North Strathclyde – Staff risk. NH/HE/PM/LB/SD to discuss further - need to consider additional support in the form of cross operational support. Help understand resilience, recovery and sustainability.</p>		
16.	<p>Forward Plan The forward plan was reviewed.</p>		
	<p>Date of Next Meeting Wednesday 06 December, at Ochil House, Stirling</p>		



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service **Lisa Bennett, Head of Strategy and OD**
Susan Deery, Head of HR

Date: **09 November 2023**

Report Author: Patricia Stevenson, HR Manager

Recommendation:

1. To note the update on the Trauma Training Programme and approve the proposal to introduce psychological surveillance for case holding staff.

Reason for Report: *For noting*

Resource Implications: *None*

**Strategy/ServicePlan
Implications** *People Strategy*

Consultation: *EMT*

EHRIA Duties: *None*

Document Classification: *[Not protectively marked]*

1. Introduction

- 1.1 This paper provides an update on SCRA's Trauma Training Programme and outlines a proposal to adopt a proactive approach to supporting the mental health and wellbeing of staff who are in roles where there is a risk of secondary trauma.

2. Update on Trauma Training Programme

- 2.1 **Secondary Trauma Sessions** – Sessions have now been delivered in all SCRA Localities. These sessions provided an opportunity for staff in Localities to understand the signs and symptoms of secondary trauma as well as gaining an appreciation of the range of supports provided by SCRA. A common theme from these sessions was that staff and managers would appreciate a more proactive approach to supporting the staff in roles where there are risks of secondary trauma. In response to this we have explored some options with Optima, our EAP provider, and are proposing that SCRA adopt a Psychological Surveillance approach which is outlined in Section 3.
- 2.2 **NES Train the Trainer session** – 4 members of SCRA staff have now attended the NES Train the Trainer course. The Team of Trainers are working with NES to adapt the Transforming Connection training for SCRA and with NES support the training will be rolled out for all staff in the 2024.

3 Psychological Surveillance

- 3.1 The Psychological Surveillance service provided by Optima is designed to support staff in roles which involve direct or indirect exposure to distressing traumatic events, information, or material.
- 3.2 Psychological surveillance is intended to support staff in maintaining their psychological health, and initially involves completing a questionnaire which is reviewed by Optima staff. Following the review of the questionnaire, a RAG status is applied:
- Red – employees will be called immediately by a specialist counsellor who will review the answers on the questionnaire and complete a risk assessment to identify what support would be most appropriate.
 - Amber – employees will be called as soon as practicable by a specialist counsellor who will review the answers on the questionnaire and identify what support would be most appropriate.
 - Green – the employee will not require any further intervention at that point, and they will be reviewed in 12 months.

In all instances a fitness certificate will be provided to SCRA.

- 3.3 Where further interventions are identified, these will either be covered by the EAP contract or require specialist trauma support such as trauma based Cognitive Behavioural Therapy (CBT) or Eye Movement Desensitisation Reprocessing (EMDR).

4 Costs

- 4.1 As this service is in addition to SCRA's EAP contract with Optima there are additional costs, which are outlined in the table below.

Service	Cost
Review of questionnaire by Optima Staff	£21 per questionnaire
Initial Telephone assessment if required based on the review of the questionnaire	£85 per phone call
Counselling covered by SCRA's contract	No Additional Cost
CBT (Trauma)	£135 per session
EMDR	£195 per session

4.2 As SCRA has not provided this type of support previously there is no data available to help predict the level of take up or the need for further interventions. However, an estimate of the possible costs is noted below.

- Review of Questionnaires - £21 x 410 staff = £9 k
- Initial Telephone Assessments (approx. 80 people) = £7 k
- CBT (approx. 20 people) = £16 k
- EMDR (approx. 10 people) = £12 k

Estimated total costs could be in the region of **£44 k** if all staff were given this support. However, some consideration could be given to phasing the introduction of questionnaires focussing on Reporters, Assistant Reporter and Senior Practitioners in the first instance. This could reduce the costs to **22 – 30 k**.

5 Benefits and Risks

- 5.1 Psychological Surveillance provides SCRA with a proactive service which helps us exercise our duty of care to support our staff and to help them to sustain their mental health and wellbeing. The service provides a means of helping those who provide services which sit outside the spectrum of usual life experiences and for those roles which involve direct or indirect exposure to distressing traumatic events, information, or material.
- 5.2 As mentioned above, staff and managers had expressed a need for a more proactive service and the delivery of this service will demonstrate that SCRA are listening to staff and seeking to support their mental health and wellbeing.
- 5.3 While Psychological Surveillance is a positive and supportive approach there are some unknowns in relation to the numbers of staff who may need support. As this could have an impact on operational service delivery, it is proposed that the service is piloted in a one or two Localities in the first instance and then rolled out on a Locality-by-Locality basis. This would help assess and manage the impact that Psychological Surveillance could have and inform the approach to further roll out the service. While full implementation is proposed on a phased basis, the service will be available on an ad-hoc basis where need arises.
- 5.4 There is the potential that Psychological Surveillance could be costly, however those costs are more likely in the early stages of the roll out however it is possible that not all staff will take the opportunity to participate in the service. It is hoped that with annual monitoring and ongoing support, the need for further intervention may reduce over time.

6. Recommendation

It is recommended that the Senior Team note the update on the Trauma Training Programme and approve the introduction of Psychological Surveillance in a planned and managed way.



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service Susan Deery, Head of HR

Date: 28 November 2023

Report Author: Patricia Stevenson, HR Manager

Recommendation:

1. To note the Learning KPI Data for 2022/23 and 2023/4 and the actions being taken by the Learning Network to further co-ordinate and promote Learning within SCRA.

Reason for Report: *For noting*

Resource Implications: *None*

Strategy/Service Plan Implications *People Strategy*

Consultation: *EMT*

EHRIA Duties: *None*

Document Classification: *[Not protectively marked]*

1. Introduction

- 1.1 The paper provides an update on the Learning & Development Key Performance Indicators for the years 2022/23 & 2023/24 (Q1 & Q2). The paper also provides an update from the November Learning Network regarding the ongoing work to develop a co-ordinated and comprehensive Learning Plan, Course Programme and Learning Calendar.

2. Learning KPI

- 2.1 In 2022/23, staff attended 2095 learning events which equates to 4.4 learning events per employee. This exceeded the Learning KPI of 4 Learning Events per employee per year.
- 2.2 In 2023/24 (Q1 & Q2), staff attended 897 learning events which equates to 1.9 events per employee in the year to September 2023. This is slightly under the KPI target, however current learning plans indicate that the target should be met by the end of March 2024.
- 2.3 A further breakdown of the learning data can be seen at Appendix 1 which illustrates the range of learning events attended and the percentage of learning completed across SCRA staff roles. The data shows that Staff attended events including mandatory GDPR sessions, e-Learning, Practice training, Management Development and Inclusion and Diversity events. This data reflects the information held in iTrent and the e-learning system. We know that other learning is provided by Localities that is not recorded on our systems which means that we are likely to be under-reporting against our KPIs. Work is ongoing to ensure that these systems include all learning events and personal development data.
- 2.4 Further work is being undertaken in iTrent to enable the provision of data to measure the level of satisfaction with learning & development events and the percentage of staff who have completed Personal Development Plans.

3. Learning Network Update

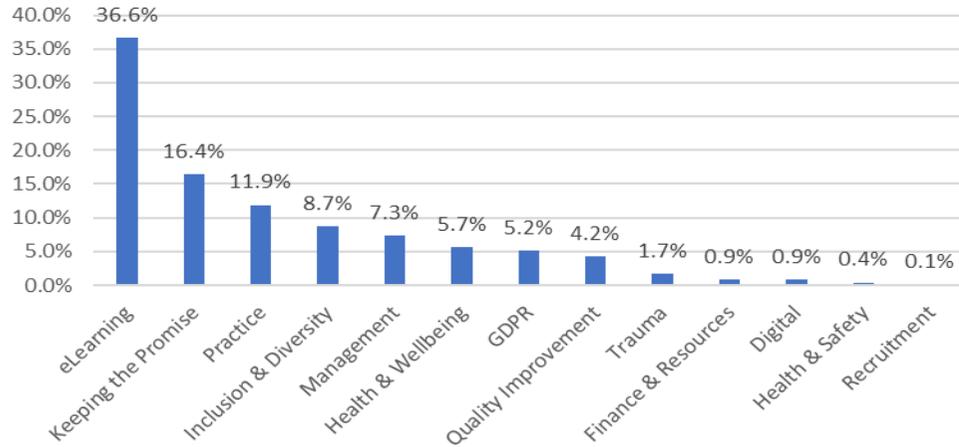
- 3.1 The Learning Network met in November 2023 to review the Learning Plan, which was published to Connect in October 2023. Updates to the plan will be made in January 2024.
- 3.2 The Learning Network agreed to develop a Learning Programme and Calendar which will provide detailed information on the learning resources and opportunities available within SCRA and from external providers. This Programme will provide Managers and Staff with a comprehensive understanding of the current and upcoming learning available to support Personal Development Planning and is intended to assist managers to plan learning with their staff across the calendar year.

4. Recommendation

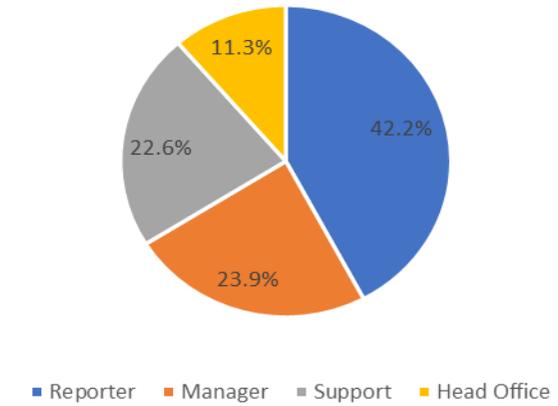
- 4.1 It is recommended that EMT note the Learning KPI Data for 2022/23 and 2023/4 and the actions being taken by the Learning Network to further co-ordinate and promote Learning within SCRA.

Appendix 1

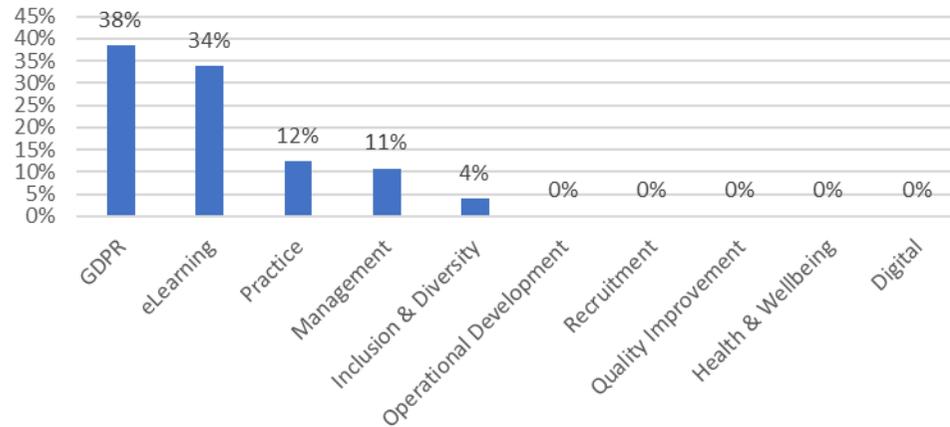
All Learning Events by Category 2022/23



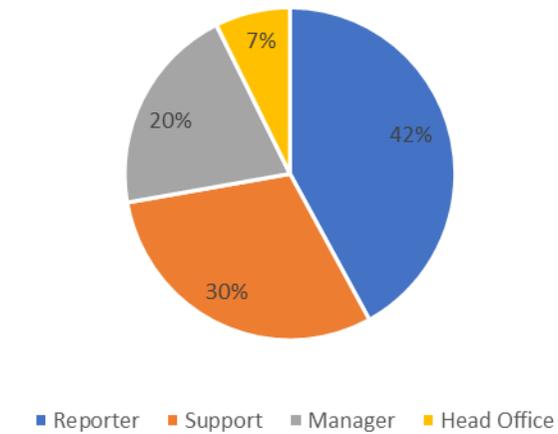
All Learning Events by Role 2022/23



All Learning Events by Category 2023/24 (Q1 & Q2)



All Learning Events by Role 2023/24 (Q1 & Q2)





	<i>Item</i>	<i>Purpose</i>	<i>Lead</i>
1.1	Apologies		
1.2	AOB		
2.	Declarations of Interest		
3.	Board member Updates		
4.	Minutes/Committees		
4.1	Minute of Board Meeting held on 20 September 2023	Approval	
4.2	Board Workplan		
4.3	Action log		
4.4	Matters Arising		
5.	Audit & Risk Committee		
5.1	Draft Minute of Meeting held on 23 November 2023	Information	
	Reports		
6.	Chief Executive's Report	Noting	PR/CE
7.	Budget Monitoring 2023/24	Approval	Head of Finance and Resources
8.	Budget 2024/25 Update	Noting	Head of Finance and Resources
9.	Organisational Performance Report and Business Plan	Approval	Head of Strategy and OD/Data Manager
10.	SCRA Corporate Plan First Draft	Noting	Head of Strategy and OD/Data Manager
11.	Programmes Update	Noting	Head of Strategy and OD/Data
12.	Locality Performance Review	Noting	Senior Operational Managers
13.	Research Plans 2023/24	Noting	Head of Policy and Practice/Information
14.	Annual Policy Review	Approval	Governance Officer
15.	Risk a) Strategic and Operational Risks b) Risk Management Policy	Approval	Head of Finance and Resources
16.	New risks		Board Members/Executive
	Date of Next Meeting Wednesday 31 January 2024		