

## AGENDA

		Paper	Action
1.	<b>Apologies</b>		
2.	<b>AOB</b>		
3.	<b>Minute of Previous Meeting 08 January, 2020</b>		
4.	<b>Matters Arising</b>	Verbal	
a)	Independent Care Review		NH
b)	Alloa Hearing Centre		EM
c)	OHOV		EM
d)	Reporter Administration Database - personal data retention		NH/AH
e)	Role based access to CSAS		AH
5.	<b>2019/2020 Forecast – For Info</b>	Verbal	EM
6.	<b>Challenge &amp; Review</b>		
	<ul style="list-style-type: none"> <li>2020/21 Budget - Review</li> <li>Items to take forward – Discussion</li> </ul>		EM
7.	<b>Risk Registers – For review</b>		
	<ul style="list-style-type: none"> <li>Strategic Risk Register</li> <li>Operational Risk Register</li> </ul>		
8.	<b>Outreach Hearing Centres – Update</b>		HE
9.	<b>Audit &amp; Risk Committee Agenda – for review and discussion</b>		EM
10.	<b>SCRA Child Protection Policy – For approval</b>		AH
	<b>Break</b>		
	<b>Standing Items</b>		
10.	<b>Digital Programme</b>		
a)	Organisational Readiness update		TP/PM
b)	Data Migration programme		NH
c)	DDOC/DDB		NH
d)	Capacity planning		TP/SD
e)	Communication and Operational update		TP

11.	<b>Information Governance</b> <ul style="list-style-type: none"> <li>• <b>General Update</b></li> </ul>	Verbal	AH
12.	<b>Practice and Policy</b> <ul style="list-style-type: none"> <li>• <b>General Update</b></li> </ul>	Verbal	AH
13.	<b>New Risks</b>	Discussion	All
14.	<b>Forward Look</b> <ul style="list-style-type: none"> <li>a) 06/02 ICR, Review of Findings</li> <li>b) 06/02 CYCJ Youth Justice Event</li> <li>c) 13/02 Challenge &amp; Review</li> <li>d) 13/02 Youth Justice (16/17 year olds) Cross system planning group</li> <li>e) 03/03 Ministerial Meeting</li> </ul>		
15.	<b>Items for next meeting and afternoon session if required</b> Smarter Working	Discussion	All
	<b>Date of Next meeting;</b> Wednesday 11 March at Ochil House		



SCOTTISH

CHILDREN'S REPORTER  
ADMINISTRATION

**Scottish Children's Reporter Administration**  
**Executive Management Team**  
**08 January 2020**

**Present:**

Helen Etchells - Senior Operational Manager (North and West)  
 Paul Mulvanny - Senior Operational Manager (East and Central)  
 Lisa Bennett - Head of Strategy and Organisational Development  
 Ed Morrison - Head of Finance and Resources  
 Neil Hunter - Principal Reporter/Chief Executive (Chair)  
 Alistair Hogg - Head of Practice and Policy  
 Tom Philliben - Senior Operational Manager (East and Central)

**Apologies:** None

		<b>Timescale</b>	<b>Action</b>
<b>1.</b>	<p><b>MOLM</b></p> <p>NH acknowledged that the December minute had not been properly proof checked by him, therefore a number of points of accuracy were possible. The following areas were recommended for amendment:-</p> <ul style="list-style-type: none"> <li>• Section 5 – to be amended to more accurately reflect the need for ongoing good relationships and proactive communication between procurement team and contract leads</li> <li>• Section 6, bullet point – to be amended to reflect the risk that temporary staff may move on to roles external to staff</li> <li>• Section 6 – bullet point 6 – to reflect the need for decisions to extend contracts beyond current timelines in the IT team as core and extended testing requires more certainty in available resources.</li> <li>• Section 7 – bullet point 1 to reflect that this is an appropriate time to review the stage of development of OHOV            Bullet point 3 – to reflect the ongoing work to strengthen safeguarding policies            Bullet point's 4.5&amp;6 could be more usefully summarised to reflect the ongoing review of skills mix and group members support needs in a reconfigured staffing arrangement broadly within the existing budget</li> </ul>	<p><b>Immediate</b></p> <p><b>Immediate</b></p> <p><b>Immediate</b></p> <p><b>Immediate</b></p> <p><b>immediate</b></p>	<p><b>EM</b></p> <p><b>NH</b></p> <p><b>NH</b></p> <p><b>NH</b></p> <p><b>NH</b></p>
<b>2.</b>	<b>Matters Arising</b>		

<p>(a)</p> <p>(b)</p> <p>(c)</p>	<p><b>Head of Operations recruitment</b> – discussion took place on the current timeline for recruitment to the Head of Operations post (to be concluded by March 20) and subsequent recruitment to Operational Manager roles (April – June 2020).</p> <p>Given the current timeline for CSAS implementation (May – July, NH/SD are proposing that the timeline is shifted to August 2020 and current acting SOM arrangements extended. Following discussion this was agreed.</p> <p><b>Our Hearings Our Voice</b> – AH reminded that the arrangements for transfer of line management arrangements were predicated on changes being confirmed elsewhere. The agreement to delay the final operational structures (above) may impact on this, although the principal remains sound. NH, for information updated on positive feedback the Minister continued to reinforce in relation to the recent parliamentary event.</p> <p>Noted that the lease of Enterprise House is due for renewal and that at present they remained no appropriate space at Ochil House. The lease is likely to require extension and further review of needs in light of future Ochil reconfiguration.</p> <p><b>Independent Care Review</b> - NH updated on recent discussions with the Chair of the Independent Care Review. The timeline for reporting is now end of January/beginning February we believe. Specific recommendations unknown – but likely to be a significant focus on supporting children and young people in their families more comprehensively.</p>		
<p>3.</p>	<p><b>Budget</b></p> <p>EM introduced. It is expected that the Scottish Government Spending Review will again result in one year funding settlements for public sector bodies.</p> <p>Over and above this SG's 2020/21 Budget Plans have been delayed so at this stage SCRA has no indication of likely revenue and capital funding for 2020/21.</p> <p>At this stage the additional revenue funding of £2.5m provided in 2019/20 has not been consolidated. In the June 2019 Financial Strategy SCRA identified a capital requirement of £1.3m (Digital £0.75m and Property £0.55m) which is significantly lower than the £2.75m required in 2019/20.</p>		

	<p>The June 2019 Financial Strategy identified a number of potential funding scenarios including -3%, -1%, standstill, +1% and +3%. The implications of these funding scenarios on service delivery were set out in detail in the 2018 Spending Review.</p> <p>Budget holders have submitted draft revenue and capital budgets for 2020/21. The Finance Team has consolidated the revenue budget returns and the draft total is £24.683m, excluding Digital, which is around £3.4m higher than available funding.</p> <p>The draft staff budget is based on an establishment of 398.55 FTEs. Details are attached at Appendix 2 of the report. This is line with expectations and reflects a net increase of 2.87 FTEs from last year. Decisions around funding will be taken at EMT Challenge and Review.</p> <p><b>Discussion</b></p> <p>Challenge and Review gap – sitting at £900k – less than initial estimate of 1.2m – but still scope for fluctuation as we go in to the detail.</p> <p>Capital - Stranraer – necessary improvements to this property and longer term best value assessment. EM agreed to bring a further paper to EMT to look at broader options on property in this area.</p>	<b>March 20</b>	<b>EM</b>
<b>4.</b>	<p><b>Space Use and Smart working - Feasibility studies - Hamilton and Stirling</b></p> <p>EM introduced a paper which represents part of a wider programme of work in relation to effective and efficient space use and adoption of smart working in SCRA.</p> <p><b>Noted</b></p> <ul style="list-style-type: none"> <li>• The organisation wishes to explore the opportunities and options available improving space use and implementing smart working in two of our leased properties.</li> <li>• The offices are located in Hamilton House, Hamilton, and Ochil House, Stirling, the leases of both properties are due to expire in 2021.</li> <li>• The properties are occupied by a variety of teams from within SCRA, and our occupational requirements have changed from when we first entered into these leases. These changes include the number of staff, IT processes, physical file retention and working patterns/ practices.</li> <li>• In order to inform business cases for future requirement at the renewal of these leases, we will be looking to review our occupation of these properties</li> </ul>		

	<p><b>Discussion</b></p> <p>The need to internal as well as partner expectations in relation to Alloa Hearing Centre and OHOV needs</p> <p><b>Agreed</b></p> <ul style="list-style-type: none"> <li>• SCRA wish to appoint a suitably qualified and experienced consultant to review how our space requirements for both our operational and staffing needs in Hamilton and Stirling under the scenarios for each property</li> </ul>	<b>Feb 2020</b>	<b>EM</b>
<b>5.</b>	<p><b>SCRA Board agenda</b></p> <p>The Board agenda was reviewed and agreed</p> <p><b>(a) Remuneration and Succession Planning Committee</b> – to be postponed due to SG budget timetable delay and corresponding delay in confirmation of pay policy. The VER proposal and business case, (below) would therefore go the Board in January.</p> <p><b>(b) VER</b> – new rules on public bodies award capping was clarified by SD. The rules do not include strain costs as initially understood, therefore the implications for SCRA were less significant and constraining. A small VER programme for 2020/21 would be proposed to the Board. The emphasis was on re-shaping the organisation in line with the Board agreed sustainability programme.</p>		
<b>6.</b>	<p><b>EMT objectives 2020-23</b></p> <p>The PR/CE is due to commence his end of year appraisal and performance review. EMT were advised of the expectation that individual objectives would be prepared for the Corporate Plan period 2020-23. Year-end performance assessments against agreed objectives should also comments in relation to information and evidence gathering.</p>	<b>March 2020</b>	<b>All</b>
<b>7.</b>	<p><b>Digital Programme</b></p> <p><b>(a) CSAS Release 1</b> – now available. Components being added to it which may require a bit more effort in familiarisation. Previous cases have been removed from pre-production – so some re-population to allow initial testing will be required. As pre-production environment continues to be developed then there are some risks and issues which can surface from time to time (e.g. system and product performance).</p>		

<p>(b)</p> <p>(c)</p> <p>(d)</p> <p>(e)</p>	<p><b>Release notes</b> – pending for next week and will assist with development of briefing notes and support materials.</p> <p><b>Training dates</b> - Decision point next week on degree of readiness to allow confirmation of training dates to teams. Communication on training anticipated later next week. The first three localities have been identified and will clearly have less preparation time than others. Trainers and leads will be trained on both release 1 and 2 at the same time – which is a change from the original approach – but based on proximity of releases.</p> <p>Clarity that both technical acceptance criteria and user acceptance criteria are key, alongside contextual organisational and operational supplementary criteria.</p> <p><b>Migration and operational roll back plans</b> – being developed as contingencies at the moment. Managing and developing user expectation also key to the successful delivery of the programme.</p> <p>Need to recognise the balance between getting the system in the door and switching on functionality, also mindful of the need to recognise tensions that may arise in management of CHS and SCRA processes – to ensure that they remain complimentary.</p> <p><b>Data Migration</b> - AH spoke to data migration options paper.</p> <p>The data migration group have developed a sequence of migration options based upon our unfolding understanding of the challenges involved in migration from CMS to CSAS.</p> <p>3 options have been developed and evaluated:</p> <ol style="list-style-type: none"> <li>1. Migrate all under 18s with retention compliant content (full migration);</li> <li>2. Migrate all under 18s with retention compliant content for children with open orders or cases; and</li> <li>3. Migrate all under 18s with no content.</li> </ol> <p>Option 2 is the recommended option. Within option 2 there are 3 variations of which option 2(c) is being recommended as our primary approach with options 2(a) and (b) being retained as back up options</p> <p><b>Option 1 – Migrate all under 18s with retention compliant content (full migration)</b> Full migration is business rule compliant, migrating all structured data and content which meets the migration criteria. It is high volume therefore requires a significant timescale for completion.</p>		
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	<p>Under this methodology, <b>115,000</b> children have <b>2,200,000</b> pieces of content to migrate.</p> <p><b>Option 2 – Migrate all under 18s with retention compliant content for children with open orders or cases</b></p> <p>This option looks at bringing content across for the priority cases, namely those children with work in progress or with open orders. For this cut, open cases were defined as any children with grounds with the status of:</p> <ul style="list-style-type: none"> <li>• awaiting Reporter decision;</li> <li>• awaiting Hearing decision; or</li> <li>• awaiting Court decision</li> </ul> <p>Or any children with open referrals (to count those referrals with no grounds added yet).</p> <p><b>Option 2a – Bring across content for all open cases and CSOs expiring within the next 5 months</b></p> <p>CSOs expiring within the next 5 months require content for them as at that stage we will have or will be getting close to arranging review Hearings for them so the documentation is required.</p> <p><b>Option 2b - Bring across content for all open cases and CSOs expiring within the next 8 months</b></p> <p>This is a halfway option between all CSOs and 5 month CSOs just to provide a further cut if possible migration volumes fall between option 2a and 2c.</p> <p><b>Option 2c - Bring across content for all open cases and all current CSOs</b></p> <p><b>Option 3 - Migrate all under 18s with no content</b></p> <p>The counts here are as per option 1 but with no content counts against them. This would be a severely restrictive option and would require the ability for fast individual or batch content migration from day zero.</p> <p><b>Discussion</b></p> <p>Option 1 – need to be clear that option 1 is considered prohibitive (as described at para 5) and that this relates to volume and in particular timescales relating to full migration as one single process. This approach cannot be delivered within the go live timetable and is not assessed as being necessary to facilitate go live</p> <p>Longer term management and movement and data over time and implications for IT resource required.</p> <p><b>Agreed</b></p>		
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(f)	<p>To approve the recommendations:-</p> <p>1 – To widen open cases definition to include closed cases within the appeal period (within 21 days of decision)</p> <p>2 – EMT to approve option 2c as SCRA's preferred content migration option* for the go live with the option of a fall back to option 2b if 2c becomes unachievable.</p> <p>Further evidence will need to be provided by Leidos as to the ability to call content for non-open cases which require to be loaded by exception.</p> <p>What constitutes an exception requires to be defined by SCRA and quantified to facilitate discussions but for instance, this is likely to include Emergency transfers and Child Protection Orders but exclude referrals.</p> <p><b>Reporter Administration Database - personal data retention</b></p> <p>RAD remains the only source of certain fields for under 18s where those specific fields were not migrated to CMS. These are used primarily for Subject Access Requests and significant case reviews. There has historically been little call on this data set.</p> <p>Discussions with Information Governance has shown that there is no need to continue to hold this data for Subject Access Requests but operational discussion has indicated a desire to continue to hold some of this information as we migrate to the new system. It should be noted that everything here is within the parameters of the business rules</p> <p><b>Option 1 – Don't migrate</b> The most straightforward option. When the existing Data Warehouse is decommissioned the information would be deleted.</p> <p><b>Option 2 - Migrate as content into Share Point</b> This option would enable a case worker to see the historic information within the SP site of the child file. If we are to migrate this information this would be the operationally preferable way. However the downside is that we would have to first of all pdf this information and then add it to the content transfer volume which we already know is the most significantly pressured part of the migration process.</p> <p><b>Option 3 - Migrate as data into the LD</b> This provides a more straightforward migration route into the LD as the tables already exist and could be transferred like for like. The downside is that the retrieval</p>	ASAP	Data Migration Group
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	<p>of any of this data post the move would place an additional burden on the data team. It may be the case that this is a fall-back option if Option 2 is chosen but becomes unachievable.</p> <p>In either option 2 or 3, the retention rules will require to be applied to the data sets to ensure that we only retain information which we are legally entitled to hold.</p> <p><b>Agreed</b></p> <p>To approve option 1 as the most commensurate with SCRA's GDPR obligations.</p> <p>Subject to further advice which will be sought by AH.</p> <p><b>(g) Role Based Access to CSAS</b></p> <p>Paper from IT Services Manager was noted and need for decision from EMT was emphasised by AH. Given time constraints this paper will be considered off line for approval. AH to circulate with appropriate recommendations from a SIRO perspective.</p>	<p><b>Immediate</b></p> <p><b>w.b 13/1/20</b></p>	<p><b>AH</b></p> <p><b>AH</b></p>
<p><b>8.</b></p> <p><b>(a)</b></p>	<p><b>Information Governance</b></p> <p><b>Annual training of data protection in respect of staff records</b></p> <p>A report was submitted by the Personal Information Officer summarising :-</p> <ul style="list-style-type: none"> <li>• outcomes of the recent (Aug 19) staff survey on data protection training effectiveness</li> <li>• ongoing discussions between SCRA HR/ Information and Research Teams and UNISON</li> </ul> <p><b>The report recommends the following :-</b></p> <ul style="list-style-type: none"> <li>• that data protection training on staff records should become part of the annual training for managers and those who deal with staff records.</li> <li>• That this training is delivered via an e-Learning Course, and supplemented by an annual refresher session delivered by way of the existing LSM and LRM network meetings.</li> </ul> <p><b>Discussion</b></p> <p>Further discussion to take place on handling of confidential staff information between managers in response to concerns raised – LRM network</p> <p><b>Approved</b></p>		

<p><b>(b)</b></p>	<p>The recommendations of the report were approved</p> <p><b>CSAS password policy</b></p> <p>Password policy – revision</p> <p>The Digital Governance Lead Officer had submitted a report for the separate approval of both CHS and SCRA senior teams.</p> <p>Most of the accounts on CSAS will use multifactor authentication. SCRA and CHS users working from the secure SCOTS environment will only require their username and password to access CSAS. These users will be registered with multi-factor authentication so that they can reset the password on their account by completing the MFA challenge. By using MFA, SCRA and CHS users will be able to access CSAS through non-SCOTS devices.</p> <p>Members of the public volunteering to assist with delivering the Children Hearing Service are provided with a volunteer's user account so they can register their details, as part of the recruitment process. If the individual is successful with their application they will be prompted to enrol with two factor authentication so that they can perform their new role. From here they will then be required to use two factor authentication to get access to CSAS. If they forget their password, they will be required to complete an MFA challenge to reset their password.</p> <p>The policy proposal sets out the following:-</p> <ul style="list-style-type: none"> <li>• Purpose and scope of the policy</li> <li>• Definitions used in the policy</li> <li>• General requirements</li> <li>• Multi-factor authentication</li> <li>• Password properties</li> <li>• Password management</li> <li>• Password protection standards</li> <li>• Password standards – specific account types (includes privileged users)</li> <li>• Penalties</li> </ul> <p><b>Noted</b></p> <p>The increased lengths and requirements of passwords in order to conform with policy and security arrangements was offset by the lifespan of the passwords which made them operationally viable.</p> <p><b>Approved</b></p>		
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	To adopt the CSAS password policy in SCRA. NH/PA to confirm corresponding approval is gained at CHS/SMT.		
<b>9.</b>	<b>Practice and Policy</b>		
<b>(a)</b>	<p><b>Childrens Hearings (Scotland) Act 2011, s.122 – amendments to SCRA communications</b></p> <p>A paper was submitted by the Policy and Public Affairs Manager and Communications Manager proposing the following changes to SCRA communications in order to reflect the imminent implementation of s.122 of the 2011 Act and raise visibility of availability of advocacy support at key stages of the hearing process. Specific proposals are:-</p> <p>(a) amendments to SCRA letters to children and/or relevant persons  (b) revisions to the current ‘All about Childrens Hearings’ leaflet  (c) development of a new leaflet to accompany Reporter communications on Reporter decision, arrange hearing decisions and all Hearing notifications  (d) joint development with Social Work Scotland on communications reminding of the expectations on LA Social Workers to promote and support availability/uptake of advocacy  (e) amendments to existing emails to LA Social Work on hearing arrangements to further prompt on availability of advocacy</p> <p><b>Agreed</b></p> <ul style="list-style-type: none"> <li>• Recommendations (a) and (d) were approved</li> <li>• Recommendations (b) and (c) were approved subject to confirmation of advice/views and engagement of children and young people as appropriate</li> <li>• Recommendation (e) was approved subject to a modification of language to clarify that this discussion was an expectation rather than a suggestion</li> </ul>		
<b>10.</b>	<b>New risks</b> None		
<b>11.</b>	<b>AOB</b> None		
<b>12.</b>	<b>DONM</b> 5 February 2020		

## Operational Risk Register November 2019

Risk No	Reference to SCRA Objectives	Risk Type	Risk Description	Risk Owner	Gross Risk Score L*I	Key mitigating controls	Control Effectiveness	Residual Risk Score L*I	Risk Appetite	Target Risk Score L*I	Actions and Timescales	Action Owner /Deadline
1	High Quality Decisions	Operational/ Reputational	Insufficient operational capacity to consistently deliver quality services.	Senior Operational Managers  Locality Management Teams	(4:4) 16	Use and deployment of temporary staff to meet operational pressure is reviewed routinely at LMT/with SOM's.  A managed approach to workload measurement is in place.  All key IT/Business systems, availability, performance and function is maintained.  Delivery and regular review of comprehensive Locality Plan and Head Office Business plans.  Locality Plans have clear visibility and leadership and timelines on quality improvements.  Delivery of routine management information and data reporting prompts focussed planning and action.  Inter Locality working protocol is initiated as part of BCP when required.  Individual Locality Performance Reviews, led by SOM's – twice yearly to assess delivery of operational stability and quality initiatives.  Quarterly review of Locality plans by LMTs.  Quarterly Business Plan reviews by Head of Strategy/OD.  Engagement of planning officers/team with LMTs.  Creation of resilience fund within core budget at SOM	Effective  Effective  Effective  Effective  Partly effective  Effective  Effective  Effective  Partly Effective  Partly Effective  Effective  Assess in light of experienc	(2:4) 8	Cautious	(2:2) 4	Complete Court review (complete) and implement relevant recommendations.  Targeted investment/resource to improve resilience/sustainability in small number of Localities.  Internal Audit Locality review including Locality Workforce Planning.  As part of 2018/19 Budget Planning carry out an early review of non-establishment posts.  Equalisation programme.  Resource redeployment post CSAS delivery	Operational Development Manager/March 2020.  SOM's/ to March 2020.  Complete.  Complete.  SOMs & Head of HR/March 2020.  2020/21

Risk No	Reference to SCRA Objectives	Risk Type	Risk Description	Risk Owner	Gross Risk Score L*I	Key mitigating controls	Control Effectiveness	Residual Risk Score L*I	Risk Appetite	Target Risk Score L*I	Actions and Timescales	Action Owner /Deadline
						level to be deployed flexibly in response to anticipated and actual need	e					
2	Effective Collaboration	Operational/Reputational/non-compliance with legal duty	Varying practice and lack of clarity on processing of Non Disclosure cases that may increase risk of breach and lack of operational efficiency/duplication of effort	Senior Operational Managers/ SIRO	(4:4) 16	<p>Practice Direction on Non-Disclosure is reviewed and amended</p> <p>Consistency of practice across localities by complying with Practice Direction.</p> <p>Reduction of disclosure details to minimum possible</p> <p>Buy in from external agencies across Scotland as to their responsibility for redaction and keeping address references to minimum Inter-agency good practice guidance is delivered.</p> <p>Provision of 2 weekly ND data reports to assist review of appropriateness of ND measures.</p> <p>Regular EMT oversight of implementation of case sampling improvements.</p> <p>Code of Practice on Information Sharing for Hearings system.</p>	<p>Effective</p> <p>Partly Effective</p> <p>Effective</p> <p>Partly Effective</p> <p>Effective</p> <p>Partly Effective</p>	(2:3) 6	Minimalist	(2:2) 4	<p>All managers consulted re recording issues ( incl N/D ) with associated actions to be implemented</p> <p>Revision of ND Process and Procedures</p> <p>Implement ICO actions</p>	<p>SOM's/LRM's Dec 19</p> <p>Head of Practice &amp; Policy – Post CSAS</p> <p>On-going</p>

## Strategic Risk Register November 2019

Risk No	Reference to SCRA Objectives	Risk Type	Risk Description	Risk Owner	Gross Risk Score L*I	Key mitigating controls	Control Effectiveness	Residual Risk Score L*I	Risk Appetite	Target Risk Score L*I	Actions and Timescales	Action Owner /Deadline
1.	BP 2016/17 Core Strategy 1 Sustaining & Developing Our Infrastructure Actions 1	Service Delivery / Information	IT Security measures are insufficient to prevent a successful cyber-attack on SCRA case information which results in loss of data which cannot be recovered.	Head of IT	16 (4*4)	<p>Being part of the SCOTS/iTECS environment which is responsible for safeguarding SG IT from cyber-attack reduces CMS's exposure as the only access to CMS is through the SCOTS environment.</p> <p>Scottish Government have achieved Cyber Essentials Plus certification for the SCOTS network.</p> <p>Annual Penetration testing and accreditation of CMS reduces the vulnerability of CMS to common cyber threats.</p> <p>By testing CMS disaster recovery procedures regularly and reviewing and testing SCRA business continuity plans annually gives assurance that SCRA is capable of recovering from a cyber security attack.</p> <p>Kept up-to date with new threats by attending cyber security events and professional membership – SCRA's Digital Governance Lead is a Certified Information Security Manager (CISM) and a member of the Cyber-security Information Sharing Partnership (CiSP)</p>	<p>Effective</p> <p>Effective</p> <p>Effective</p> <p>Effective</p>	9 (3*3)	Cautious to Minimalist	6 (3*2)	<p>To communicate to HO Managers and IG leads the need for all staff to complete the mandatory Cyber security eLearning course and to review progress with satisfying this requirement.</p> <p>On acting on advice from both OpenText (from their IT Health Check of CMS) and Microsoft we have been unable to successfully upgrade the ADTS servers and upgrading the BPI Servers poses a bigger risk to maintaining the stability of CMS. We have DR arrangements in place to take care of a situation where a Windows 2003 server fails, and this is considered a lesser risk than upsetting the stability of CMS by trying to replace the Windows 2003 servers with new servers that are incompatible with our version of Documentum.</p> <p>Our accreditor has challenged us previously on this issue and understands the risks associated with keeping business critical legacy systems running. SCRA have a new interim accreditation certificate for CMS and this is not been identified as an accreditation issue.</p>	<p>Digital Governance Lead/June 2019</p> <p>Digital Manager Jan 2019</p>
2.	BP 2019/20 Action 4.8.10	Financial/Service Delivery/ Reputational	SR2019 does not deliver level of resources required for medium term financial sustainability	Head of Finance & Resources	20 (5*4)	<p>Five year Financial Plan.</p> <p>Regular dialogue with Ministers and SG (DCAF, Sponsor Team, Finance Manager).</p>	<p>Effective</p> <p>Effective</p>	12 (4*3)	Cautious	4 (2*2)	<p>Update 5 year Financial Plan and present at June 19 Board.</p> <p>Submit forward budget figures to SG for 2019 Spending Review Commission by end Aug 19.</p> <p>Agree and develop additional SR2019 materials and submit to Ministers/SG.</p>	<p>Complete</p> <p>Complete</p> <p>November 2019</p> <p>March 2020</p>

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											Maintain linkages between SR2019 process and 2020/21 Budget Planning process.	
<u>3.</u>	Digital Programme Masterplan	Financial/ Information/ Service Delivery/ Reputational	The optimum model for CSAS ownership and accountability and a joint future partnership between SCRA and CHS is not adequately defined and agreed.	Principal Reporter	16 (4*4)	Senior Team Workshops Digital Programme Director/Chief Executive meetings Digital Oversight Committee DDB/Programme Assurance Group	Effective Effective Effective Partly Effective	9 (3*3)	Cautious	4 (2*2)	Proposal to senior teams on CSAS ownership and accountability. Jun 19.  Legal advice on aspects of proposed approach to ownership and accountability. Dec 19.  Implement of SCRA's accountability arrangements for CSAS (Policy development, contract arrangements and appropriate staffing structure)  Negotiation with key licencing and software suppliers.  Develop Digital Strategy beyond 2020  Develop a decision making structure and governance arrangements	Digital Programme Director. Complete.  Head of Finance & Resources. Complete.  Head of Practice & Policy/Digital Programme Director  Digital Programme Director. Underway.  Head of Strategy & CHA NC/CE  SCRA PR/CE & CHS NC/CD





SCOTTISH  
**CHILDREN'S REPORTER**  
ADMINISTRATION

**Review of Outreach Hearing Centres Update**

**Accountable Director: SOM NW**

**Date: 05.02.20**

**Report Author: Helen Etchells**

**Recommendation:**

- 1. To note progress on the review of OHC ahead of recommendations to EMT in March.**

**Reason for Report:** *For information*

**Resource Implications:** *Within approved budgets*

**Strategy:** *Within approved plans*

**Consultation:** *None*

**Equalities Duties:** *EHRIA to be completed prior to recommendations in March.*

**Document Classification:** *Not protectively marked*

## **1. Introduction and background**

- 1.1 In November 2019, EMT decided to review the most poorly rated and frequently used Outreach Hearing Centres. 8 OHCs were initially identified : Banff, Girvan, East Kilbride, Lanark, Dunoon, Barrhead, Rothesay and Kirkintilloch. Following an initial review of the ratings and frequency of use, 5 were confirmed as being within the scope of this review : Banff, Girvan, East Kilbride, Dunoon, Barrhead and Kirkintilloch.
  
- 1.2 EMT requested that conclusions and recommendations be brought back to EMT in March 2020. Ahead of those recommendations, the table attached an Appendix 1 details the progress made to date and indicates the direction of travel for each the OHCs which is subject to review. EMT are invited to provide any comments or feedback.

## **2. Conclusion & Recommendation**

- 2.1 To note the progress on review of the OHCs and to invite comments or feedback.

## Outreach Hearing Centres February 2020

Property	Current position	Next steps
Banff 1 x fortnight	Jill Richards is LRM. Public transport in the NE is very poor. There is no bus to Fraserburgh and Aberdeen is 100 mile round trip so there is pressure to keep hearings in Banff. There is parking at Banff, hearings are upstairs and downstairs, there is not much waiting room space, there is storage for toys. Jill has spoken to partners previously about alternatives but without success. Jill is investigating alternatives with partners with support of Banff Reporter.	Jill to confirm whether there are any suitable alternatives by mid February.
Dunoon 1 x fortnight	Kenneth Ritchie has had numerous discussions with A&B. We are the biggest users of Castle House. There are positives. Good access and parking, reasonable loos. Privacy and waiting spaces are fine. There is a potential for them to hand over the room that is currently used as the waiting room which we could then fit out as a hearing room. Currently the reporter has to transport everything so secure storage would be helpful. Furniture/décor is very old. A hotspot for support to tether a laptop to would be helpful so that they can connect to the office from Dunoon.	Ed has confirmed some funding is available and Ian has provided options which draw from the model hearing rooms. Ian and Helen will liaise with Kenneth to enable him to propose a solution to A&BC whereby we provide alternative furniture and they refresh the décor.
Girvan 1 x month	Alan Mulrooney has recently undertaken an audit of the use of the Girvan OHC following discussions with partners about the frequency of its use. Only 7 families had hearings in Girvan in the last 6 months as a result of the complexity of the cases which were to be heard. Where a parent is in custody, or contact needs to be managed, there is a police presence or the children are placed in Ayr or further afield, the hearing will take place in Ayr. AM's detailed analysis is that we accommodate in Girvan where we can and that unless improved premises can be identified,	Alan to update Helen mid February whether any alternative has been identified.

	<p>Girvan hearings will continue to be infrequent. On that basis, the use of Girvan becomes intermittent and it falls out of scope of the current review. He has asked partners to identify any other options in Girvan as there have been discussions for years but thus far no suitable alternative has been identified. Partners will be given the deadline of mid February to propose alternatives. Cost of Girvan is £36 per use, payable only when the premises are used.</p>	
<p>East Kilbride 2 x week</p>	<p>Jim McClafferty is LRM. OHC is a modern church hall. As a result, physical changes aren't a possibility. The main issue is acoustics; the halls are high ceilinged and echo and there is a concern about soundproofing and privacy. Conversation can be over heard in the hearing room although not the specifics of the conversation. When the church halls were taken on, other options in the area were sought and none identified in EK. Previously, attempts to move hearings out of EK met with resistance from the local authority and SG as a result of concerns expressed to MSPs. We have agreed that Jim will engage with partners to identify alternative premises and if none are available, to close the EK OHC and move hearings to Hamilton House which currently has capacity. Complex cases already come to HH for hearings. Travel will though be a problem for attendees coming from outlying areas and consideration will be given to accommodating these individuals e.g travel expenses, timing of hearings. Cost of EK is £6,000 pa.</p>	<p>JM to consult with partners now with a deadline of end Feb to identify alternative premises in EK.</p>
<p>Kirkintilloch 2 x week</p>	<p>Julie Paterson has been trying to get partnership support from East Dunbartonshire to improve Kirkintilloch OHC through Better Hearings group. Kirki OHC is the marriage suite. Big table has gone but that merely highlights how poor the chairs are. Reasonable kitchen space and somewhere to store e.g. toys. There is limited parking but there is a disabled space and there is parking nearby in a</p>	<p>Ed has confirmed some funding is available and Ian has provided options which draw from the model hearing rooms. Ian and Helen will liaise with Julie to</p>

	<p>supermarket. The waiting room is reasonable and there is an additional space available if required. Julie's assessment is that access for a wheelchair would be limited. Julie has been trying to joint fund improvements but EDC never have any money. She has discussed their upgrading the décor. Better furniture would make a big difference. If we were able to fund some chairs, EDC might be persuaded to fund redecoration.</p>	<p>enable her to propose a solution to EDC whereby we provide alternative furniture and they refresh the décor.</p>
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## AUDIT & RISK COMMITTEE

Thursday 27th February 2020

10.30 am – 1 pm

Enterprise House, Stirling

### AGENDA

Timing	Item	Description	Lead	Purpose
	1.	AOB		
	2.	Apologies		
	3.	Declarations of interest		
	4.	Minute of Previous Meeting: 21 <sup>st</sup> November 2019 Action Log & Workplan	Chair	For Approval
	5.	Matters Arising		
10:40	6.	Information Governance	Head of Practice and Policy	
	6.1	Data Protection Report		For Monitoring
11:00	7.	Quality Assurance and Performance	Head of Strategy and OD	
	7.1	Practice and processes in relation to Non-Disclosure provisions – management action plan follow-up		For Approval
	7.2	Case sampling programme 2020-21		For Approval
11:25	8.	External Audit	Audit Scotland	
	8.1	External Audit Annual Plan 2019/20		For Approval
	8.2	General Update		For Noting
11:40	9.	Internal Audit	BDO	
	9.1	Workforce Planning/Resource Management		For Approval
	9.2	Procurement and Contract Management		For Approval
	9.3	Progress Report 2019-20		
	9.4	Draft Annual Plan 2020-21		For Approval
12:10	Break			
12:20	10.	Digital Strategy Joint Committee Update - verbal	Chair	For Noting
12:30	11.	Pensions Update	Head of Finance & Resources	For Monitoring
12:40	Standing Items			
	12.	Topical/Regulatory/Governance Issues		
	13.	New Risks		
	14.	Date of Next Meeting: 14th May 2020		



SCOTTISH  
**CHILDREN'S REPORTER**  
ADMINISTRATION

**EMT REPORT ON REVISED INTERIM CHILD PROTECTION & SAFEGUARDING  
POLICY**

**Lead:** Alistair Hogg **Date:**05/02/2020

**Report Author:** Melissa Hunt – Policy & Public Affairs Manager

**Recommendation:**

1. To approve the Interim Child Protection & Safeguarding Policy for publication on SCRA's intranet
2. To approve circulation of the new interim policy to Children's Hearings Scotland as a key partner
3. To approve the proposed briefing note for SCRA managers
4. To approve the proposed briefing session for all SCRA staff in localities
5. To approve the email for all managers introducing the policy and briefings
6. To approve the Connect news item for all staff
7. To approve the proposed 'paper' pack for Outreach Staff / Staff working outwith SCRA offices
8. To take account of the EHRIA for the interim policy and to approve sign off prior to the new Equalities Review Group finalising the impact assessment / publishing the impact assessment. This will be the first EHRIA the ERG has looked at and it may take some time

**Reason for Report:** For EMT information / approval and sign off

**Resource Implications:** Not applicable

**Strategy:** Not applicable

**Consultation:** Detailed in full in EHRIA, included in full within the document

**Equalities Duties:** EHRIA included



EHRIA - CP Interim  
Policy.docx

**Document Classification:** Not protectively marked

## 1. Introduction

- 1.1 During 2019 a working group organically developed in relation to revising SCRA's child protection policy. The existing policy is significantly out of date, and OHOV in particular highlighted a need for an urgent review.
- 1.2 This policy has now been revised and is ready to be introduced as an interim policy – as the working group has determined that further work particularly around safeguarding children and young people is now essential.

## 2. Background

- 2.1 SCRA's previous Policy & Public Affairs Manager had begun to rework and revise our outdated policy but had not completed the work before he left.
- 2.2 SCRA tried to write a very shortened policy – but this was not effective and did not feel like a safe and workable document.
- 2.3 A working group of interested staff developed the draft revised policy into an interim policy which we think is robust, safe and workable.
- 2.4 The working group have determined that safeguarding is an area of work we need to develop fully.
- 2.5 The working group have also determined that training for all SCRA staff in child protection is required – and that this could be done alongside with trauma informed training for all staff.

## 6. Conclusion & Recommendation

- 6.1 **To approve the Interim Child Protection & Safeguarding Policy for publication on SCRA's intranet**



SCRA Child  
Protection Policy - FI

6.2 **To approve circulation of the new interim policy to Children's Hearings Scotland as a key partner**

6.3 **To approve the proposed briefing note for SCRA managers**



CP&S Briefing Note  
- FINAL.docx

6.4 **To approve the proposed briefing session for all SCRA staff in localities**



Locality  
Introductory Briefing

6.5 **To approve the email for all managers introducing the policy and briefings**



New - Interim Child  
Protection Policy.ms

6.6 **To approve new space on Connect:**

In relation to the work on child protection & safeguarding we are about to launch an interim policy – and have decided that a separate, discreet section on Connect for Child Protection & Safeguarding would be really helpful. This should contain the:

- Policy
- a briefing
- a briefing session
- Outreach Pack
- Child Protection Incident Reporting Form

(all attached).

We would also want the policy to be accessed through the more generic policy section as well via a link.

**And to approve the Connect news item for all staff:**

News Item "SCRA has a new interim Child Protection & Safeguarding Policy, which has been developed as our previous policy was outdated and not as safe as it could be. This interim policy is accompanied by a briefing and a briefing session which is to be rolled out to all staff. Members of the current working group who are developing our approach to child protection & safeguarding throughout 2020 are happy to support

localities to deliver the briefing sessions, please contact Melissa Hunt if you would like support.”

6.7

6.8

**6.6 To approve the proposed ‘paper’ pack for Outreach Staff / Staff working outwith SCRA offices**



Paper Copy CP Docs  
for OUTREACH & OT



SCRA Child  
Protection Incident

**6.7 To take account of the EHRIA for the interim policy and to approve sign off prior to the new Equalities Review Group finalising the impact assessment / publishing the impact assessment. This will be the first EHRIA the ERG has looked at and it may take some time.**

**Melissa Hunt  
Policy & Practice Team  
30/01/2020**