**Scottish Children's Reporter Administration
Executive Management Team
3rd February 2021, by Skype**

Present (by video conference)

Neil Hunter   Principal Reporter/Chief Executive (Chair)
Paul Mulvanny   Senior Operational Manager (East and Central)
Lisa Bennett   Head of Strategy and Organisational Development
Susan Deery   Head of Human Resources
Ed Morrison   Head of Finance and Resources
Helen Etchells   Senior Operational Manager (West & North)
Alistair Hogg   Head of Practice and Policy
Michelle Hamilton   Business Manager (Minute)

	Item	Times cale	Actio n
1.	**Apologies** Lawrie McDonald, Digital Programme Director		
2.	**Minute of Previous Meeting** Agreed subject to changes discussed.		
3.	**Matters Arising** All items coved within the agenda.		
5.	**Standard Operating Model** PM introduced a paper outlining the need to commence a programme of work which will seek to optimise how we use in the operational environment - Prioritising, consistency, sequencing, timing and scope are key along with adequate resources/support; - Still window for change on how we run key operational models; - Still in early stages of how we work with localities to establish most efficient practices/processes. - Work with HR to look at roles through planning route; - Business integration is key to development of the model - Consult with Localities on Standardisation Programme and establish if any tasks can be done remotely (ensure quality and consistency) - Consultation with staff is key as well defining clear high level objects. - Clear set of roles & responsibilities have already been described and this needs to link back to EMT		

	• Identify who can be redeployed into these key defined roles with a good balance of CSAS and operational expertise. • Use lessons learned from the Virtual Hearings Team. **Main areas of focus** • Policy & Practice; • Operational Efficiency to ensure enhanced experience for children & families); • Solid foundations & sophisticated approach. Broad support from EMT to initiate this programme of work around Standard Operational Model. **Approved** • Arrange workshop on Standard Operating Model to consider how work streams are linked together, • Arrange an EMT workshop to consider the senior teams views and secure input • Define clear high level objectives & Key Milestones (link to policy & practice), • Identify Programme Manager • Consider support, structure and governance, • Consider/ Identify Business Analyst Resources.	**End Feb 2021**	**PM** **NH**
6.	**Data Reporting** LB introduced a paper identifying: • Gap in reporting identified around automatic scheduling and sending of external reports to partners. Work is ongoing to resolve this • Proposal to bring in Leidos to do some exploration around what tools are available to SCRA (premium License 45k per annum not currently seen as a viable solution) • Leidos have been asked to give appraisal of options available to allow us to bridge identified gap. Approval given for discovery work which is estimated approx. £20k. Early stage work has already started, discussion with the Programme Director on approach has commenced and we are currently engaged with Leidos. A new Project Team needs to be selected once options have been identified. At this stage its unsure whether this will be a development piece of work or licensing and this may be an output of any Discovery work. **Approved** • Project Team to be identified • Ongoing discussions with Programme Director on commissioning of discovery work	Feb 21	LB/ DL

7.	**Data Warehouse**		
	LB introduced a paper from the Data Manager, focussing on the clean up of the data warehouse and the decommissioning of CMS in light of full service transition to CSAS having been completed.		

The Business Objects data warehouse has three main databases which are accessed for reporting:
- RAD Database
- CMS Database (that is the raw data from CMS)
- D&R Database (transformed data from CMS)

These will be deleted when the data warehouse has been decommissioned along with the wider CMS estate

The current position is that only data which has been migrated to CSAS or held within the legacy database within CSAS will be retained, that is to say, structured data on under 18s. All other data will be removed. There is a full decommissioning paper which provides more information on this.

A number of decision from EMT were required in relation to both RAD and CMS originated data

- RAD - Not to retain RAD data after the decommissioning of the Data Warehouse
- CMS data - Remove or retain structured non-personal data from CMS for children aged over 18 not migrated to CSAS.

If approved these decisions have consequences that required to be addressed in 4 proposed steps:-

1. Amendments to existing migration logic to take data on over 18s from the CMS Database and transform it into the same format used for the structured data;
2. Cleaning of data of any personal identifiers (removing certain columns);
3. Changing dimension information from the D&R Database is captured to allow us to see the local authority of a child at a specific point in time (again, minus personal identifiers);
4. Fields are mapped to the table logic within the Statistical Analysis Database from CSAS, allowing queries to be combined across both datasets (that which has been migrated to CSAS or added on CSAS and the relevant data on over 18s from CMS);

With these steps complete the data could then be combined with that from the Statistical Analysis Database to provide a single database covering all CSAS and CMS statistical data. This would likely require Leidos resource and therefore incur a cost

	Approved • RAD data should not be retained within the new data storage • Non personal data on over 18's to be within scope of the migration arrangements as outlined in the paper • Steps 1-4 outlined, amendments, cleansing and alignment and anonymisation of data to align to statistical database • Engagement of Leidos if required and in discussion/agreement with the Programme Director.	**Feb 21**	**DL**
8.	**Quality Assurance Programme 21/22** LB and the Quality Assurance Manager had developed a paper seeking EMT support to amend the focus, content and timeline for 2021/22 Quality Assurance Programme and for submission to the February Audit and Risk Committee for approval. The QA programme would recommence with a focus on CSAS data quality and then would follow a programme of activity including:- • Drafting of grounds – 'f' (domestic abuse) and 'a' (lack of care) grounds; • Reporter practice in not opposing appeals, and • Observation of reporter at court in opposed appeals **Approved** Amendments of content and timeline for the Quality Assurance Programme for submission to the Audit and Risk Committee in February 2021. **Action** Data Quality to be added as agenda item for Board Development Day in Nov 2021.	**Feb ARC** **Nov 21**	**LB LMac F** **NH/P A**
10.	**Falkirk Tenancy Renewal** EM presented a report proposing the extension of the lease at the Falkirk Hearing Centre to MTM Defence Lawyers for a further 3 year period from 2022 **Approved** Extension of the lease to current tenant		
11.	**Operational Plan** HE presented a paper on the 2021/22 Operational Plan noting:- A scaled back Operational plan this year focussed on support of :- • recovery planning, • staff health & wellbeing,		

	• pandemic response and • business prioritisation. Unison have been engaged and are known to be supportive of plan. In the dialogue they have raised their concern about staff wellbeing and welcomed its prominence in the plan – but have also highlighted their concerns about staff reward in the context of current pay policy. The SOM Reviews will create focus and momentum as we roll into the locality planning process alongside a look forward and local planning incorporating into Feb/March LMT's. The Board have accepted that the usual performance indicators are currently not as effective or rounded measures as they need to be. Additional quantitative and time bound measures have been put in place to help us track progress with Hearings/Covid Expiry Reviews. There are a number of other indicators to track like referrals, decision making and Court. Work will be carried out to establish how this will be monitored and reported in 21/22 to assist us in getting back to a steady state. Decision this year to look at prioritisation rather than timescales within the plan to allow greater flexibility to accelerate or pull back as required. The Planning Manager is loading the operational plan and Locality Plans using Zoho that will give a high degree of visibility on progress. This should also help ensure no duplication between Operational/Workforce/Locality and Business Plans. **Approved** The current draft of the Operational Plan as a basis to engage Localities in local planning activities for 2021/22.	5	
12	**Digital Programme** **CSAS Transition programme** Cluster and workshop support sessions going well. Volume of calls through CSAS helpdesk slowed. Workshops have focussed around issues such as grounds/offence referrals, managing views, managing queues and visibility and control over workloads for both managers and practitioners. 'Hit squad' approach seems to working well. Outstanding efforts are being made from within the CSAS team. Need to consider what an Operational Readiness/Operational Support Team would look like for the medium to long term. There has to be an ongoing training / workshopping optimisation programme so that we can fully get the best return on the CSAS investment – past, present and future. **Virtual hearings** Microsoft Teams and 'sandbox' pilot goes live in Falkirk on 22/2. Agreed implementation schedule with around a 3rd of local authorities being live		

	by 17th March. MS Teams pilot will provide electronic papers within localities and will be platform for virtual hearings team. Looking at improved admin process and recruiting additional virtual hearings administrators to significantly increase the support to Reporters and Panel Chairs within hearings. Discussion ongoing with CHS and Local Authorities on submissions of reports, notification of hearings and timing limits on panel swaps. Enhancement to 'business as usual' Vscene model. Now have agreement for audio only option as a business continuity model if video fails. Further discussion ongoing on this. **Change Control/Future Governance** The post MVP governance arrangements have now been agreed by the respective CHS and SCRA ARC/Board structures. The Programme Director will oversee the establishment of a Change Control Board to assess change proposals and to ensure technical and architectural cohesion with CSAS, protecting its overall cohesion and security, applying industry standard approaches and ensuring a co-ordinated approach to commercial discussions with supplier(s) in order to safeguard CHS/SCRA interests. SCRA and CHS both need now to establish their own Digital Strategy Board arrangements.	**March 21** **March 21**	**LMc D** **NH**
14	**Information Governance** Cyber Security Training coming up which AH will attend. Steven to speak to Michelle about discussions with Royal Mail & Paper Shredding Services around destruction of panel members papers at home and the application of a centralised Freepost service to enable this		
15	**Practice and Policy** **Coronavirus (Scotland) Act 2020** 5th Corona Virus Act 202 report for Scottish Parliament has been drafted and will be published next week on the CHIP website. **Covert Human Intelligence and under 18's** The Scottish Commissioner for Children and Young Peoples office recently contacted the Practice and Policy Team last week with concerns on covert human intelligence. Potential for continuation of emergency legislation allowing children to be used as operatives is a core and common concern. Head of Practice and Policy has agreed to support and re-inforce the Commissioners concerns and EMT endorsed this approach.		
16	**New Risks** Data Quality has been highlighted in the course of this week through some dip sampling undertaken. This issue highlights a number of operational risks and a programme of work has been agreed, commencing with the presentation of the reports findings to CSAS support group weekly calls		

	and a further sampling exercise. The issue relates to activation status of CSO's and use of different views to oversee these. This is thought to be a transitional risk which needs operational focus, but which will improve with user confidence/competence. Head of Planning and OD and SOM's will report further to EMT as required	**March 21**	**LB EH PM**
17.	**Date of Next Meeting** 3rd March 2021, 9.30am		