

AGENDA

	Item	Purpose	Paper	Action
1.	Apologies			
2.	AOB			
3.	Minute of Previous Meeting – 01 December 2021	Approval	To follow	
4.	QA programme 22/23	Discussion	Attached	LB
5.	EMT Strategy Workshop	Info	Verbal	LB
6.	Belhaven House Tenancy	Note approval	Verbal	EM
7.	SCRA Board Agenda – January 22 a) Business Plan b) 20/23 Budget Planning	Review Review	Attached Attached	LB EM
Standing Items				
8.	Digital Programme a) RAVHI update b) Digital CAB c) New User CSAS training – Options Paper	Update Update Review	Verbal Verbal Attached	SD/HE LMcD SD
9.	Covid 19 - Recovery Plan	Update	Verbal	HE/PM
10.	Keeping the Promise a) Hearing System Working Group (HSWG) b) Keeping The Promise Programme Board c) The Promise service design work	Update Update Update	Verbal Verbal Verbal	LB/AH LB/AH LB
11.	Practice and Policy - General Update	Update	Verbal	AH
12.	Information Governance - General Update	Update	Verbal	AH
13.	New Risks	Discussion	Verbal	All
14.	Forward Plan a) SCRA Board Meeting – 20/01 b) Digital CAB – 31/01 c) CHS/SCRA Board – 01/02	For info		
	Date of Next meeting; Wednesday 02 February, by Teams			

Present

Neil Hunter (NH)	Principal Reporter/Chief Executive - Chair
Ed Morrison (EM)	Head of Finance & Resources
Lisa Bennett (LB)	Head of Strategy and OD
Susan Deery (SD)	Head of Human Resources (By Teams)
Helen Etchells (HE)	Senior Operational Manager (West & North)
Paul Mulvanny (PM)	Senior Operational Manager (East & Central)
Lawrie McDonald (LMcD)	Programme Director – Digital (By Teams)
Alistair Hogg (AH)	Head of Practice & Policy
Pamela Armstrong (PA)	Governance Officer – Minute (By Teams)

	Item	Timescale	Action
1.	Apologies None		
2.	AOB None		
3.	Minute of Previous Meeting – 03 November 2021 Agreed		
4.	Matters Arising Covered within agenda		
5.	<p>Edinburgh Works (Approved Offline) EM Introduced the report recommending the EMT,</p> <ul style="list-style-type: none"> Note the contents of this report and approve an overspend on the current budget allocated. This overspend can be managed within the overall property capital allocation. Approve the appointment of Ross and Laidlaw to carry out the external works to our Edinburgh building with a revised project budget. <p>Noted:</p> <ul style="list-style-type: none"> Works are required to the external fabric of Fountainhall Road, Edinburgh to protect our asset and ensure that in the longer term it remains wind and water tight. In addition, further necessary works were identified for inclusion as a part of the tendering exercise. Our building surveyors, TFT have now concluded a competitive tendering exercise, and recommend that Ross and Laidlaw are appointed. The total cost of the works is higher than originally budgeted for the condition survey work to our 		

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	<p>buildings. However, the increased cost can be managed within the overall property capital budget. The spend identified at this stage forms part of the overall cost of owning and maintaining this property asset.</p> <ul style="list-style-type: none"> Should it be necessary to revise the tendered price, this can be done in a number of ways to suit the available budget. <p>Agreed:</p> <ul style="list-style-type: none"> To approve the appointment of Ross and Laidlaw to carry out the external works to our Edinburgh building with a revised project budget. 		
6.	<p>Glasgow Staff Areas</p> <p>EM Introduced the report recommending the EMT;</p> <ul style="list-style-type: none"> Note the final scope of works. The adoption of agile working is central to the success of this project. Approve an increase in the planned expenditure on Bell Street. The additional expenditure can currently be managed within the overall Property programme for 2021/22. Note the position regarding expiry of the Bell Street lease and the requirement to engage professional advisors to review the market, undertake an options appraisal and assist with the preparation of our Business Case for a new lease to Scottish Government. <p>Noted:</p> <ul style="list-style-type: none"> The final scope of work was developed following feedback and discussions with managers and staff in the Locality and head office. The scope currently includes works to provide improved facilities that contribute to our agile working and wellbeing aspirations. Due to current inflationary and market pressures, it may be necessary to review the scope once formal tenders are received The introduction of the Agile Working Policy will allow operational staff to be accommodated on the 2nd & 3rd floors of Bell Street. Even with kitchen spaces being created within the operational floors, there will be 46 open plan desks available for 52 FTE's. Wellbeing is at the heart of the modern office environment and it was felt that the provision of good kitchens and social spaces will be beneficial in creating a good quality, agile working environment in Glasgow. The refurbishment of the 4th floor is intended to be focused on refreshing the space by painting, carpeting and purchasing some new furniture which will allow the use of this floor to be maximised for locality and head office staff, including partners. 		

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	<ul style="list-style-type: none"> • We currently operate over 3 office floors in Bell Street. None of the works proposed will require to be 'undone' if it is necessary to accommodate our activities across 2 office floors of the building and release a floor as a part of the lease renewal discussions with Scottish Government. • The pre-tender estimate of costs for this project indicates that an additional sum (allowing for landlord's consent) will be required to deliver the final scope of works. This additional expenditure can currently be managed within the overall Property Programme although there will be scope to remove items from scope if deemed necessary following the tender return. <p>Agreed: To approve an increase in the planned expenditure on Bell Street. The additional expenditure can currently be managed within the overall Property programme for 2021/22.</p>		
7.	<p>Aberdeen Alterations EM Introduced the report recommending the EMT;</p> <ul style="list-style-type: none"> • Note that the final scope of works includes some additional alterations and works to the hearings suite. • Approve an increase in the planned expenditure on Aberdeen. The additional expenditure can currently be managed within the overall Property programme for 2021/22. <p>Noted:</p> <ul style="list-style-type: none"> • Over time, the Locality team have found that the requirement for two admin areas no longer necessary, and that they would benefit from having larger meeting space, additional office accommodation and space for reporters to hold virtual hearings. • SCRA have employed Ryden, a firm of chartered surveyors, to prepare a scheme to meet the needs of the Locality, to prepare tender documentation and to be contract managers following the appointment of a building contractor. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve an increase in the planned expenditure on Aberdeen. The additional expenditure can currently be managed within the overall Property programme for 2021/22. 		

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8.	<p>Alloa Lease Renewal EM Introduced the report recommending the EMT;</p> <ol style="list-style-type: none"> 1. Note the position reached following negotiations with the Council for a lease renewal of The Lodge. EMT are asked to confirm that they are content to proceed with a new lease of The Lodge, Alloa for an expected 5-year term. 2. Seek Scottish Government approval to the final terms agreed for the lease renewal. <p>Noted:</p> <ul style="list-style-type: none"> • Options for a hearing centre in Alloa are very limited, and if a facility is to be maintained here, it is limited to the property currently leased, The Lodge. Terms have been proposed by the council which place significantly more of the running costs with SCRA but are not considered to be too unreasonable, but which may be improved upon with further negotiation. • The property has issues at the moment which have led to it not being used currently for children's hearings. SCRA believe that with some investment these concerns can be overcome and a fit for purpose hearing centre provided in Alloa, with additional capacity for the largest hearings being provided in Stirling, some 7 miles away. <p>Agreed:</p> <ul style="list-style-type: none"> • Subject to final agreement on acceptable terms, EMT are asked to confirm that a new lease of the Alloa hearing centre should be concluded. 		
9.	<p>Procurement Update Report EM introduced the report which details Procurement activity during the first six months of 2021/22 and further planned activity which further aligns SCRA with Scottish Public Sector best practice.</p> <p>Noted: The Report covers the following areas:</p> <ul style="list-style-type: none"> • Procurement Team Plan 2021/22 • Key contracts awarded in 2021/22 <ul style="list-style-type: none"> ○ Contract Extensions ○ Key Contracts ○ Non Competitive Action (NCA's) ○ Savings & Benefits • Other Procurement Activities <ul style="list-style-type: none"> ○ Contract & Supplier Management ○ User Intelligence Groups (UIG's) • Procurement Programme 2021/22 <ul style="list-style-type: none"> ○ Digital Strategy ○ Property ○ Corporate • Developing the Procurement Function 		

	Item	Timescale	Action
	<ul style="list-style-type: none"> ○ Procurement Competency Framework ○ Procurement & Commercial Improvement Programme (PCIP) ○ Training ● Risk management <p>Noted:</p> <ul style="list-style-type: none"> ● The significant work carried out on SCRA's behalf by a small team and the ongoing discussions between the Chief Executive and Head of Finance & Resources about the aspirations for the procurement function. 		
10.	<p>Provision of equipment for working from home SD provided a verbal update.</p> <ul style="list-style-type: none"> ● Staff require 2 screens to work with CSAS, one of which can be a laptop. Laptops have been provided to all staff. ● An audit of all peripheral equipment taken from offices for home use is currently being undertaken. Staff are asked to return any unused equipment. ● The issue around the use of mobiles phones was raised in the staff questionnaire. It may be possible to field phone calls via Teams. LMCD to provide further information when available. <p>Agreed:</p> <ul style="list-style-type: none"> ● Where two screens are required, the use of a laptop screen and a monitor has been agreed by EMT. ● A further update will be given at the February meeting. 	Feb 22	LMcD SD
11.	<p>SCRA Board Agenda - December 21 The agenda was reviewed.</p>		
12.	<p>SCRA Board Agenda – January 22 The proposed agenda was reviewed.</p>		
13.	<p>20/23 Budget Planning EM provided a verbal update.</p> <p>SG will announce the budget 09th December. Discussions are ongoing.</p>		
Standing Items			
10.	<p>Digital Programme</p> <p>RAVHI – update</p> <ul style="list-style-type: none"> ● HE has held engagement sessions with LMT's. ● Increase to capacity and changes to the operating model are being considered. Work is being done will address Panel Member concerns. 		

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	<ul style="list-style-type: none"> LMcD is working on HIP, a major programme of work. <p>Digital CAB The next meeting will be held in January.</p>		
11.	<p>Covid 19 Recovery</p> <ul style="list-style-type: none"> Court work is still a pressure and having a big impact on the VH team. Post legislative change is resulting in delay. SOM's are monitoring the impact of the removal of emergency legislation provisions. 		
12.	<p>Keeping the Promise</p> <p>Review Group update AH provided a verbal update.</p> <ul style="list-style-type: none"> The HSWG Chair is working on proposition papers. An action plan and programme of work has been presented, there still a lot of work to be done. The HSWG Chair is drafting a report to the Promise Oversight Committee. The draft is well articulated with thought through ideas, focused on the decision making model, role of the reporter, SCTS. The HSWG Chair has spent time with OHOV. <p>SCRA core group development The next meeting will be held 14th December. An update will be provided at the next meeting.</p>		
13.	<p>Practice and Policy AH provided a verbal update.</p> <ul style="list-style-type: none"> Discussion continues around the cross border issue. The Ayrshire compensation claim has been resolved. The ND group met yesterday. 		
14.	<p>Information Governance An update will be provided at the next meeting.</p>		
15.	<p>New Risks None identified</p>		
16.	<p>Forward Plan A summary of key meetings over the next month was reviewed.</p>		
	<p>Date of Next meeting; Wednesday 12 January 2022, by Teams</p>		

New User Training on CSAS Options Paper



1. Background

1.1 During the recent review of the Standard Operating Model (SOM) conducted by the Operational Development team the training of new staff members was raised as an issue by a number of localities. Accreditation for SCOTS network requires that users complete training relevant to their role and are signed off as authorised users. The sign off is by line manager or delegate who supervised the training. It is clear that there was a variety of approaches to the authorisation of new users across localities with the majority of localities delivering training on the live system. There are risks associated with this firstly the organisation may not currently be accreditation compliant creating organisational risk, secondly there may be a risk to live data due to trainee error and/or inadequate supervision where training takes place in the Live system. Therefore it is necessary that the EMT consider this area of risk and determine how to address this.

1.2 This options paper considers options for the use of live data for training staff and in particular to meet Accreditation criteria for training new staff. All options acknowledge that day to day experience on the Live system builds user confidence and consolidates learning. Staffing structures and roles are in place to deliver training centrally, locally or a hybrid of both. The three options available are:

- The first option is the current position which is supervised training on CSAS live using Live data.
- The second is development of a data set for use in the Live system.
- The third is the use of Pre Prod (or similar) as a training platform.

1.3 The purpose of the paper is to provide the EMT with an overview of these three options to identify which option is preferable and thereafter consideration will require to be given as to how to implement this.

2. Current Position : Supervised Training on CSAS Live

2.1 The majority of new start training is currently locally delivered on the live system using real data under supervision of trained system users. The level of supervision and quality of training is known to be variable across the organisation due to a number of issues including capacity within locality, confidence within locality, difficulty delivering training remotely to new staff and a lack of comprehensive training material e.g. national orientation materials are outdated both in terms of the current SOM allocation of work and due to being based on fake data for use in pre-prod only.

2.2 We have now implemented the SOM which sets out the role allocation for activities and a summary of the steps to follow and this is supported by the fuller user guides setting out the functionality including screenshots. Training provides the explanation of this material, the learning opportunity for users and assurance to the organisation. Orientation is also required to become familiar with system navigation, lay out and the basics of accessing and using Sharepoint for casework.

2.3 The SOM facilitates development of standard training materials. New materials can now be matched to current allocation of CSAS activity for operational roles. 'Live' materials would alleviate operational pressure in terms of training delivery and would standardise and streamline the training experience for trainees BUT predictability of available Live data is

then an issue e.g. to ring fence data for training purposes without impacting the locality team operationally, or no/limited suitable data available thus limiting / impacting the training.

2.4 There are advantages and disadvantages to the use of the current system.

Benefits	Disadvantages
Local delivery	Currently variable delivery dependant on capacity, system knowledge or training skills
Standardised materials produced centrally will support delivery of consistent quality	Need to maintain and update materials
Use of Live data – if supervised and done correctly then can be operationally efficient for core processes	Locality feedback that training is currently inconsistent and difficult to resource / properly supervise.
Good fit for some frequently occurring key processes	Using live data creates a high probability of user error and it can then be difficult or time consuming operationally to detect and correct at local level
	Potential impact on CSAS helpdesk for data fixes
	Difficult to predict usable data rendering training opportunistic
	Infrequent processes unlikely to be covered due to lack of Live data during training period and repeatable comprehensive training could be impacted

3. Live System – Training Data

3.1 In the Live System a single Test child is used by operational development for training purposes – the position on developing a training approach using test data more extensively for training is unclear but to date this has not thought to be a preferred approach due to deletion rules for live data.

3.2 If the Live system can be configured to host test data (e.g. without affecting statistical outputs) then a data set could be designed to support repeatable training e.g. flag as training records to search / return only training records and exclude from operational searches. In line with Accreditation and RBAC principles trainees would then only access training data and not live case data until signed off as authorised users. Trainers would manage the data set – allocate training records with agreed rules for data clean down when trainees finished training e.g. clear out Sharepoint - use LSM permissions to delete records.

3.3 There are advantages and disadvantages to the use of the Live System: Training Data (or similar) approach.

Benefits	Disadvantages
Repeatable courses for central or local delivery This would support development of role specific courses e.g. Assistant Reporter.	Need to maintain and update materials
Standardised materials support delivery of consistent training standard	
Training data – Accreditation compliant – user only access real data once signed off	
No need for support from CSAS helpdesk	
Good fit for core training	
Clear sign off point for each role	
Good fit with Induction	

4. Pre Pod CSAS Training Platform

4.1 Currently pre-prod is available for training and for user testing. It is understood that IT strategic planning is underway to look at consolidating the available environments so that there is a Live system and potentially one other available for testing.

4.2 This option is based on making use of this test platform as the new pre-prod representing a cost neutral solution to providing a training environment OR If instead we are keeping the current pre-prod then this may require a test and fix phase to ensure exact match with our current live functionality e.g. some functionality issues necessitating workarounds were not fixed as effort focussed on live system ; hot fixes applied in Live may not have been replicated in pre-prod.

4.3 Due to the burden of populating fake data , documents , realistic case scenarios it can be difficult to provide a full training experience on the pre-prod environment and currently locally produced materials are likely to depart from the SOM. Going forward training materials can be produced centrally which are standard, IG and Security compliant and aligned to the SOM. This material can be based on a training data set which would support both centralised and local delivery.

4.4 There are advantages and disadvantages to the pre-prod (or similar) approach.

Benefits	Disadvantages
Ensures compliance with Accreditation	Subject to decision on platform consolidation there may be platform costs
Ensures consistency of approach in training and level of competence before sign off	Requires a centralised resource which has a cost association.

Supports organisational objective to train and upskill staff	Requires ring fenced training time
Reduces operational pressure on localities	Requires the retention of Pre-prod as a training platform with associated cost. However platform consolidation may provide a cost neutral opportunity to multi-purpose the testing platform or other as the training environment
	Pre Prod may not always mirror the Live system : maintenance burden for IT or gaps in training so that staff are not fully prepared for the use of the live system
	SOM compliant training materials will require to be development based on the training environment

5 Training Delivery : Developing trainers

5.1 All options to a greater or lesser extent facilitate locality training as well as centralised training. However localities have fed back that they do not currently feel that they have the required level of competence or capacity to fulfil this role. The preference from localities was to have centralised training.

5.2 One suggestion was to have staff within localities who receive an additional responsibilities allowance for having additional responsibility of training and supporting new staff. The level of post training support this approach could provide new starts and their teams could be a significant quality improvement. The new Operational Analyst role will support growing a community of locality champions who could operate as locality / cross locality trainers.

5.3. Options for delivery will be considered once the training platform / system is decided.

6. Other Options Not Preferred for new start training

6.1. Microsoft materials – useful for development of advanced users/ trainers – opportunity for some level of upskilling i.e. good for some people for intro to Sharepoint and some basic orientation on dynamics but not for general use and do not cover SCRA processes.

6.2. E-learning courses – good for interactive learning – but not cost effective to replicate CSAS forms and functionality, take time and effort to build so limited application e.g. only suitable for static functionality – if outsourced this would not be cost effective or particularly beneficial.

7. Conclusion

7.1 The purpose of this paper was to outline clearly the options to be considered by the EMT for new user training on CSAS. The current position of using live data for training

purposes presents a risk to the organisation. The two other options have some dependencies which require clarification from IT colleagues. In particular:

- Clarity should be sought on the availability of a pre-prod training platform from IT.
- IT advice on development of flag for test data- can we do this as IT configuration and what is the likely timescale ?

Once clarification is provided to the EMT a decision should be made on the preferred option from training new users on CSAS and consideration can then be given to how to implement that in a timely manner.

CG and TM
January 2022