



Present

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

	Item	Timescale	Action
1.	Apologies Lawrie McDonald Ed Morrison		
2.	AOB None	Immediate	EMT
3.	Minute of Previous Meeting - 3 March 2021 Agreed		
4.	Matters Arising a) Standard Operating Model PM updated. 3 rd workshop imminent and work so far is all going well. The hope is to publish an initial model by end May followed by consequential developments on support material and operating guidance. At present the work relates to core case processing as opposed to some of the more qualitative aspects which are yet to be phased in. Good input and engagement from Localities and all working constructively and in the spirit of the approach. After completion at phase 1 each team/Locality to undertake a gap analysis in order to bridge the gap and align with agreed model. Ongoing support to be offered from within OR team. b) Operational Plan HE updated. Locality Plans now reflecting priorities of the Operational Plan. Some final plans to be submitted and HE and ML will now start to review, assimilate and look for issues of read across as well as gaps and issues. PPN meeting will be set up for June will help		

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	<p>keep the focus and forward momentum and to consider any revisions and in year changes. PPN will also provide a welcome opportunity for managers to come together and work collectively</p> <p>c) SCTS vulnerable witness accommodation IA has fed back to SCTS in line with last month's EMT discussion and is awaiting response</p> <p>d) Draft Agile Working Policy SD updated. Initial consultation with managers commences tomorrow. Some initial feedback has been received, generally supportive. A FAQ type approach is likely to be adopted and will be established and cumulatively updated as issues progress.</p> <p>HE emphasised that experience to date from managers has been to welcome the policy as a key indicator of direction of travel. Managers being encouraged to undertake online training being made available to them as a starting point.</p>		
5.	<p>Internal Audit Plan The proposed Internal Audit Plan 2021 – 23 had been submitted by BDO and proposed audit activity in the following areas</p> <ul style="list-style-type: none"> • Locality Risk management • Organisational culture • Learning and Development • Risk Management • Use of GPC cards • Virtual Hearings and Digital • Equalities and Human Rights • Quality Management <p>Issues arising in discussion:- In discussion the following points were noted:-</p> <ul style="list-style-type: none"> • The focus on Learning and Development whilst welcome and chimes with EMT priorities, feels too early post pandemic, given that a great deal of 'mainstream' L&D activity has been suspended for over 12 months –seeing this as later in the schedule focus would be helpful. • Culture – need to look very carefully at scope and measurements and content given the high level of subjectivity here. 		

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	<ul style="list-style-type: none"> Virtual Hearings – far too retrospective and needs much more balance on current and future plans rather what happened in march 2020 – much of which is covered through business continuity audit in late 2020. <p>There was recognition that EMT input to these plans has so far been limited due to the process of re-appointment of internal audit this year. This is a chunky and in-depth programme which will stretch EMT capacity and the need to engage business and operational leads is key.</p> <p>Noted:-</p> <ul style="list-style-type: none"> The Internal Audit Plan would be considered by Audit and Risk Committee on May 20th. HE expressed willingness to become involved in the finalisation of the IA plan in support of EM. 	<p>May 21</p>	<p>HE/EM</p>
<p>6.</p> <p>(a)</p> <p>(b)</p>	<p>Head of Strategy and Organisational Development</p> <p>CSAS data quality</p> <p>GB continuing to mine data and raise issues straight to LRM's/LSM's. The focus has been on non-disclosure and CSO provisions and measures. Whilst progress is being made there continue to be operational data quality issues raised as part of the ongoing transition. There are recurring patterns of errors, some of which relate to localised procedures established during the transition period, others relate to the ongoing development of user familiarity, confidence and awareness. GB is liaising with individual teams on this in order to get below the issues of user error and process errors.</p> <p>Issues Arising in discussion:-</p> <p>There are ongoing issues on skills and competence that need to be addressed via our refreshed Learning and Development work, as well as ongoing higher levels of awareness of key elements of process – all of which are learnable through experience and familiarity.</p> <p>Noted:-</p> <p>We should over time therefore start to see a decline on issues and errors which EMT agreed to continue to monitor.</p> <p>Quality Assurance Annual Report and tracker</p>	<p>EMT – July/August</p>	<p>LB/GB</p>

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	<p>There are 3 outstanding recommendations on the tracker:-</p> <ul style="list-style-type: none"> • Non-disclosure process and streamlining on implementation of CSAS – complete as described • Reporter interaction with CSAS Reporter decision making screens - not yet due and captured within data quality assurance work being proposed for autumn 21 • Appeals Training for managers – extensive discussion took place on the changing nature of our court work. As a standalone recommendation this was felt to no longer be relevant or achievable in light of current and future priorities. There is merit in rolling it up in our wider court work development programme and LB will reflect this in the update to Audit and Risk Committee <p>Approved:- The QA report contains further breakdown of the approach to the next case sampling exercise and was welcome, helpful and approved for onward transmission to May’s Audit and Risk Committee.</p>		
7.	<p>Head of HR</p> <p>(a) Support Assistant – Review of job description and consultation plan SD described the progress of CSAS implementation and the resultant changes to support assistant roles and responsibilities. These are reflected in the proposed revisions to scope, description, duties and specification and incorporates a range of duties.</p> <p>This comes at a relevant time in the organisational development, where we are seeking to broaden and enrich the role of our support teams to meet the commitments of corporate parenting and Better Hearings strategies, and ultimately to support the fulfilment of the aims of The Promise.</p> <p>It is proposed that the corporate parenting and virtual hearings elements of support roles could potentially be delivered by Support Administrators as well as the</p>	May 2021	LB

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<p>Support Assistant (Reception) workforce. These activities should be owned across the locality and will ensure the necessary capacity/resource to support face to face and virtual hearings that may be running concurrently. If this proposal is accepted as having potential then a similar exercise of reviewing the Support Assistant (Reception) role should follow directly after the generic support role.</p> <p>The change to any generic job description requires an organisational wide consultation exercise with post-holders and their line managers. A consultation plan is appendaged to the report.</p> <p>Issues Arising in discussion:-</p> <ul style="list-style-type: none"> • The proposal is timely and consistent with the direction of travel for SCRA and the need to focus on qualitative, logistical and preparatory roles which implementation of CSAS gives us opportunity for • Support for the recognition of the changing nature of support roles and the recognition of the opportunity to genericise the role and opportunity for potential for a single integrated role across SCRA and remove existing differentiations. • Proposal if delivered is a reflection of our long standing commitment to use the skills, knowledge and experience of our support workforce and the transfer of transactional tasks increasingly to CSAS to deliver • Examination of key tasks – in particular in relation to supporting hearings and learning from previous discussions and contemporary issues and opportunities on a bespoke, child centred approach to hearings - will be key • Links and implications to other adjacent posts which require to be carefully managed <p>Agreed</p> <ul style="list-style-type: none"> • EMT members will provide further detailed feedback on the proposed revisions to SD as required • EMT agreed the consultation plan 	<p>May 2021</p>	<p>EMT</p>

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(b)	<p>Revisions to staffing establishment 2021/22</p> <p>Noted This report seeks approval for the revisions to SCRA's Establishment Governance Principles.</p> <p>SCRA's Establishment Governance Principles were adopted in 2014 to provide governance in the monitoring and amendment of SCRA Core Establishment and currently this is overseen by the Establishment Monitoring Group on a quarterly basis</p> <p>The group is led by the HR Managers who update the group on a quarterly basis on the changes made to the establishment in the pre-ceding quarter and seek approval of that quarter's establishment</p> <p>As this governance role is now well established and, in recognition of EMT's role in overseeing SCRA staffing numbers and permanent changes which increase establishment, it is proposed that from May 2021 the HR Managers submit a quarterly report to EMT confirming the establishment and detailing any changes made during that quarter for review and approval, and replacing the current approval process detailed at para 1.5 of the report. The proposed changes are highlighted in the appendix.</p> <p>Approved</p> <ul style="list-style-type: none"> • approved the revised Establishment Governance Principles • SCRA Core and Non-Core Establishment for Q1 2021 		
8.	<p>Head of Finance and Resources</p> <p>(a) Hamilton House A report was submitted by the Head of Property.</p> <p>Noted That local consultation has taken place and the local management team are supportive of the approach and options.</p> <p>Issues Arising in discussion:-</p> <ul style="list-style-type: none"> • our ongoing commitment to implementing a Smart Working approach across SCRA 		

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(b)	<ul style="list-style-type: none"> • the likelihood of need for increased space for hearings to accommodate social distancing and future flexibility. • To sever the relationship between individual and owned desks and the this project will provide fewer desks than FTE's and in so doing we will be able to provide a range of formal and informal work settings along with meeting and quiet areas. • Lockers will be provided for storage and personal storage at desks withdrawn and a clear desk policy implemented. • Further significant reduction in file and other storage across the estate to maximise functional and creative use of space <p>Approved:-</p> <ul style="list-style-type: none"> • EMT approved the development of a Smart Working approach, using the principles set out at 2.4, for the reconfiguration of Hamilton House. • EMT confirmed their approval that Option A in Space Solutions report should now be progressed to Phase B (Initial Design). <p>Hearing Room improvement programme 2021/22 A report was submitted by the Property Development Officer</p> <p>The Hearing Room Improvement Programme is now in its 6th year. To date SCRA have upgraded 30 hearing rooms, removing large meeting tables, providing soft seating and creating a more colourful, relaxed atmosphere to help children and young people to participate more effectively in their hearings. There are 18 hearing rooms remaining with large meeting tables in a more formal setting. It is proposed to complete the roll-out to all remaining hearing rooms by the end of March 2024</p> <p>A report approved by EMT in June 2020 proposed the establishment of a set of single contractual arrangement to support the roll out of the next phases of the programme in relation to furniture supply, delivery and contract works. For various reasons, commercial and logistical these have not been put in place and are thought unlikely to progress as anticipated. Consultancy support however has been achieved and is helpful. The 2020 report also</p>		

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	<p>encouraged an ongoing refresh of earlier hearing rooms/suites and this has been considered.</p> <p>In 2020/21 works were able to go beyond the original scope of single hearing rooms to whole hearing centre and this has proved beneficial and is an approach we would seek to replicate in future where it is possible to do so.</p> <p>The proposed locations for improvement in 21/22 are as follows:-</p> <ul style="list-style-type: none"> • Glasgow HR4, • Edinburgh HR2, • Bellshill HR2, • Lochgilphead, • Kirkwall, • Inverness HR1 • Elgin (furniture for which will likely fall into 22/23 <p>Issues Arising in discussion:-</p> <p>EMT noted the positive ongoing discussion between property and digital teams and expressed strong support for the need to have an ever more integrated approach to Hearing Room improvement, alongside Digital Hearings rooms in order that future design and delivery of improved hearing rooms/suites can incorporate and factor in the ongoing development of hardware to support hearings (screens camera's etc.) in a way that compliments both aspects (design/quality/function)</p> <p>Approved:-</p> <ul style="list-style-type: none"> • The 2021/22 programme of £100k to upgrade the following hearing rooms:). • The outlined procurement exercises to establish contracts for the delivery of the furniture and works for the 6 hearing rooms above. A detailed procurement strategy will be submitted to EMT for approval. 		
9.	<p>Programme Director Digital</p> <p>(a) Virtual Hearings EH updated on RAVHI evaluation. Key issue is future model and support arrangements – hence connection with Support Administrator review and how best to</p>		

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	<p>resource the model. Core group will be re-established by NH at this pre-evaluation stage.</p> <p>Feedback to date has been consistently positive – particularly on the virtual receptionist role.</p> <p>Discussions ongoing with CHS about how to maximise uptake of e-papers and need to make further progress on this. A dependency of review/testing and any remedials to HIP was noted.</p> <p>Change Control Board</p> <p>(b) A detailed paper has been submitted by the Programme Director. NH spoke to it on LMcD's absence.</p> <p>Issues arising in discussion:-</p> <ul style="list-style-type: none"> • A comprehensive paper with a significant amount of detail, and which would fill the gap that had emerged since end of transition on how we can progress the priorities of stabilisation, optimisation and development of CSAS. • The respective roles and responsibilities of the change control and change approval aspects were clear and understood • The differentials between straightforward and more complex change was well described. Complex change had a likely minimum 3 month end to end timeline from requirements to testing and delivery, meaning a possible 4 cyclical windows in year. • SCRA Business user lead – need to think how we can ensure this is of sufficiency within the arrangements and links the business are clear and strong. <p>Noted:-</p> <ul style="list-style-type: none"> • The proposal has previously been approved by the Digital Delivery Board. • Clear support from EMT on approach and commitment to support the arrangements by populating with key role and other supports as required. • The arrangements would be led by the Programme Director, playing in from across the organisation and wider EMT as required 		
(c)	Digital Aims and Objectives		

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(d)	<p>Paper from the Programme Director had been previously considered at DDB, Digital Delivery Oversight Committee and was now submitted to EMT for approval and incorporation of the aims and objectives for the current year.</p> <p>Issues arising in discussion:-</p> <ul style="list-style-type: none"> Paper welcomed – set the headlines and direction for organisational digital programme priorities, but also for revisions to our digital services team, structure and capacity to support some of this activity across SCRA. The paper reflected both CHS and SCRA needs at this post MVP stage to embark on widening their respective partnerships – taking cognisance of the wider strategic agenda (developments in PSOS/SCTS/LA’s etc.) but in particular The Promise Focus on 5 key aims for 21/22 – the next step is to get underneath these and put the detail in place by working all the way across SCRA Putting digital in clear context as an enabler, albeit a key and centrifugal one– but one of basket of enablers we have at our disposal – including property/workforce, finance and people LB will pick up alignment to wider corporate and business plan in conjunction with LMCD and ML <p>Approved</p> <ul style="list-style-type: none"> The Digital Aims and Objectives for 2021/22 for SCRA Work to commence to develop the detail underneath the headline priorities – and alignment with existing business priorities 	May 21	LB/ML/LMcD
	<p>CSAS transition</p> <p>PM updated. Progress is continuing and generally going well. Good input to Board Development meeting last week from the Organisational Readiness Team which focussed on a show and tell.</p> <p>CSAS sprints, testing, preparation and training not well currently as well aligned as it needs to be and there is a need to learn from recent experiences for any similar developments in 21/22.</p>		
11.	Keeping the Promise		

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	<p>The Head of Strategy and Organisational Development submitted a detailed report and proposal.</p> <p>Noted:-</p> <ul style="list-style-type: none"> • Since the Promise findings were published, SCRA have met with the Promise team on several occasions, have had discussions with CHIP partners and with Scottish Government about the implications of the findings and the approach that requires to be taken to address them. • Within the SCRA Business Plan - through the Rights, Inclusion and Corporate Parenting Strategy, aims in relation to the Promise are set out to; identify and develop an internal team; for this team to take forward the work required to implement the findings and, for relationships to be formed and fed with partners and the external Promise Team to ensure full system alignment. • It has been agreed that the work be sized and resourced accordingly. A paper was put to Challenge and Review to describe the resource implications and was approved. From that paper a key role has been identified as being required to 'Start up' the programme of work and that is the Programme Manager. • In developing the proposed internal structure, we have considered work that is planned for and committed to already across the organisation that plays a part in Keeping the Promise and have ensured that the structure proposed provides alignment for planned implementation and scrutiny. • The planned work has been brought together alongside the asks from The Promise and have been thematically grouped to provide a skeleton structure for delivery and from this a number of workstreams have been identified to take forward the asks. • The workstreams will require to be fully agreed/scoped/planned once a programme manager is in place and in consultation with the workstream leads <p>Issues arising in discussion</p> <ul style="list-style-type: none"> • Wider representation on paper for wider engagement of operational roles • Communication strategy to be developed • Board engagement to be sought 		

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	<ul style="list-style-type: none"> • Critical that we create new capacity if at all possible, rather than shifting existing capacity around. This may require review of individual and collective job plan priorities to achieve this. • Still time to consider whether this is solely funded by SCRA or whether a match from the Promise Fund is sought – there are merits in both approaches. <p>Agreed:- This report provides EMT with a proposal for an internal team and governance structure (Appendix 1) to support SCRA in Keeping The Promise. It is intended that the structure supports delivery of the Promise Plan 1 – 2021/24 but carries flexibility to adapt as required</p> <ul style="list-style-type: none"> • EMT approve the request to move forward with recruitment of a Programme Manager • EMT agree next steps as outlined • Paper to be placed on Board agenda for June and maybe part reveal at forthcoming planning sessions with Board members 		
12.	<p>Practice and Policy update</p> <p>a) Streamlined report to Childrens Hearings Engagement with CHS has now been completed and various surveys are ready to go to gather information and get perspectives</p> <p>b) Coronavirus legislation AH responded to SG in line with EMT advice on necessity to extend any legislation. Raised the issues which we considered important in relation to court – SCTS has confirmed that they are not seeking extensions of provisions either.</p> <p>AH is seeking clarification from SG (and SGLD) on the status of CSO's extended before Sept 2021, but which go beyond that date.</p>	June 21	AH
13.	<p>Information Governance</p> <p>(a) Revised non disclosure practice direction now finalised and reflects procedures as conducted on CSAS</p> <p>(b) ICO ruling outcome</p>		

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(c)	<p>This ruling was in relation to FOI request has now been received and relates to an appeal against SCRA decision, which has been refused by the Commissioner.</p> <p>'Data Loss' investigation outcome AH updated on a recent query from Information and Research Team on previously reported 'loss of data' on CSAS from accidental deletion of files, through human error.</p> <p>A detailed review by the DPO has concluded that at no time were the files/data lost to the system, nor unavailable to SCRA. The data had temporarily and accidentally been moved to another part of the system. Some restrictions and lessons learned have now been put in place.</p>		
14.	<p>New Risks None</p>		
15.	<p>Forward Look A summary of key meetings over the next month was reviewed.</p>		
16.	<p>Date of Next meeting; Wednesday 02 June 2021</p>		