Scottish Children's Reporters Administration
Agenda of Executive Management Team Meeting
Held on Wednesday 02 November 2022, at 10am,
Enterprise House, Stirling

AGENDA

#	Item	Purpose	Paper	Action
1.	**Apologies**			
2.	**AOB** a) Workforce Resourcing	Info	To follow	SD
3.	**Minute of Previous Meeting –** 05 October 22			
4.	**Matters Arising**			
5.	**Pay Offer**	Noting	Attached	SD
6.	**Alloa Works**	Approval	Attached	EM
7.	**Glasgow Training Facilities**	Approval	Attached	EM
8	**23/24 Budget update**	Info	Verbal	EM
9.	**Childrens Care and Justice Bill (CCJB) - Operational/Financial Impact analysis for SCRA**	Noting	Attached	NH
10.	**Programme Management Framework**	Approval	Attached	LB
11.	**Business Continuity Plan**	Info	Verbal	PM
12.	**Internal Audit Tracker – Update**	Noting		PA
13.	**SCRA Complaints Report**	Noting	Attached	AH
14.	**SCRA ARC – Reports** a) Agenda b) Promise Programme - a look at deferred decisions in Children's Hearings c) Case sampling annual progress report d) Annual report on Joint Inspections of Children's Services e) External Audit Performance Report f) Core Financial Controls g) Cyber Review h) Estates Management i) Progress Report 2022-23 j) Strategic & Operational Risk Registers k) Annual Fraud Report 2021-22	Review	Attached Attached Attached Attached Attached Attached Attached To follow To follow Attached Attached	 LB LB LB EM EM EM PA/EM EM

#	Item	Purpose	Paper	Action
15.	**SCRA Board Development Day - Agenda**	Info	Attached	PA/SD
	Standing Items			
16.	**Practice and Policy** General Update	Info	Verbal	AH
17.	**Information Governance** General Update	Info Info	Verbal Attached	AH AH
18.	**Digital Programme** a) Digital CAB update b) Digital Governance Review c) 2022-23 Development Model	Update Update Update	Attached Verbal Verbal	LMcD LMcD LMcD
19.	**Keeping the Promise** a) Hearing System Working Group (HSWG) b) Keeping The Promise Programme Board	Update Update		LB LB
20.	**New Risks**			
21.	**Forward Plan** a) SCRA Board Development Day – 09/11 b) SPA and Police Scotland Children in Conflict with the Law Round Table Event – 15/11 c) SCRA/SG Accountability Meeting – 16/11 d) CHIP - 17/11 e) ARC – 17/11 f) National Bairns' Hoose Governance Group (NBHGG) – 17/11 g) Policy and Legislative Impact Assessment Group – 21/11 h) National Partnership Forum – 22/11 i) CHS/SCRA Business Meeting – 29/11 j) Accountable Officers Event – 06/12			
	Date of Next meeting; Wednesday 07 December, Ochil House, Stirling			

Scottish Children's Reporters Administration
Minute of Executive Management Team Meeting
Held on Wednesday 05 October 2022
Enterprise House, Stirling

Present

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

	Item	Timescale	Action
1.	**Apologies**		
2.	**AOB** a) **OHOV – Contract Extension** - AH Advised Gordon Main. OHOV Project Lead, is happy to commit to a contract extension of one year. EMT agree to this and CELSIS agree in principle. b) **Vacancy Management** - May possibly require to be extended into the next financial year. - Work has been done on communications and will be issued with UNISON approval. Board have been advised and have asked EMT to ensure the service to children and young people will not be put at risk. - Board concerned about governance issue around setting a budget on an undertaking from the government. - Discuss with Police Scotland regarding referral thresholds. It would be helpful if this could be considered nationally rather than locally. c) **Staff Pay** - The remit has been submitted to pay policy team who have asked us to further reduce the offering. A meeting will be held on to discuss further on Friday (SD/SG pay policy). - Further discussions ongoing between SD/EM on where savings can be made.		AH/LB
3.	**Minute of Previous Meeting – 07 September 2022** Minute Approved		

	Item	Timescale	Action
4.	**Matters Arising** Covered within the agenda		
5.	**SCRA Business Plan (BP)** LB provided the following verbal update • The Board are supportive of a reprioritisation on the BP. • A critical assessment of what is still necessary will be undertaken. A priority item is case processing efficiency, will then consider when The Promise and other work streams sit. • EMT need to be clear on how to deliver these priorities or any doubt or gaps will filter through to the rest of the organisation. • We need to consider the design work round the Promise - possibility to switch resource into core programme delivery. • There is a crossover in governance arrangements between case efficiency theme verses The promise themes. • LB will issue a paper to EMT for offline approval, relating to the cross organisational effort - to be done ahead of November EMT. Some structures currently exist. • Next steps - agree structure around programme board, existing programmes, capacity, project management, case-processing efficiency, which sits underneath the entire programme board. • SOM's are requesting assistance from the wider EMT with creating the programme structure. **Agreed:** • NH/LMcD to consider the governance structure. • Get programme/programme structure in place. Each theme of the BP should be considered a project in its own right. • Establishment of programme board as a subset of EMT • We need to work to the same approach/principles on each of the projects to ensure consistency.		LB NH/LMcD LB
6.	**Case Processing Efficiency** Covered under item 5.		
7.	**Budget 2022/23 Reallocations and Public Services Reform Act (PSRA) Statement for publication** EM introduced the report, which outlines budget transfers between cost centres. The report also contains the Public Services Reform (Scotland) Act (PSRA) Statement)		

	Item	Timescale	Action
	Agreed: • To approve revenue budget reallocations. • To approve publication on SCRA's website of Public Services Reform Act (PSRA) Statement for 2021/22.		
8.	**2023-24 Budget Guidance and Timetable** EM introduced the paper , covering • Planning Environment • Staff Costs • Property costs • Travel & Subsistence • Other Operating Costs • Income • VAT • Inflation • Savings • Capital • Alignment with Planning • Timetable **Issues arising during discussion:** • The impact of pay expectations needs to feature prominently • Continuing both the vacancy freeze and savings target is not achievable. • Challenge & Review has been brought forward into January 2023. • Are we sure we have the right organisational/management structure. **Agreed:** • EM to expand the inflation section and add a key assumptions section. This will be issued to EMT offline		EM
9.	**Belhaven House, Perth - Agreement to lease termination** EM introduced the report. **Agreed:** • To approve the early termination of the lease to TGHC (Scotland) Ltd on 31st March 2023		
10.	**Strategic & Operational Risk Registers** EMT asked to update strategic and Operational risk registers ahead of the November EMT meeting'		EMT
11.	**Internal Audit** EMT asked to update the internal audit tracker and provide associated evidence ahead of the November EMT meeting.		EMT

	Item	Timescale	Action
	STANDING ITEMS		
12.	**Practice and Policy** AH Provided the following verbal update: • **UNCRC** – outlook for reconsideration in Parliament in potentially February/March 2023 with immediate implementation expected thereafter. • **Care & Justice Bill** - draft bill expected by end of calendar year. There has been open and transparent engagement and consultation. Early thoughts have been shared with a potentially bigger expectation on us on the sharing of victim's information. • **Bairns' Hoose model and governance group** - standards are out for consultation and will possibly be published around February with an outlook to implement the model of BH delivery across the country.		
13.	**Information Governance** AH provided the following verbal update: a) **General Update** • ND proposal is currently being finalised. The main issue is how we record decisions and what we send out. • Social work Standing Committee – allowing for local teams to link in with partnerships on how best to handle ND. b) **August 2022 Breach Report** • Common themes continue allowing targeting and focusing interventions. • LMcD has provided suggestions on how to expand the breach report.		
14.	**Digital Programme** LMcD provided the following verbal update; • The next meeting of the CAB will be 17th October. • There is an issue around understanding the governance around all programmes. We need to understand the organisations main challenges and keep a strong focus on environments • Decoupling discussions continue with CHS. • NH/EM/LMcD to meet to discuss the future of the DCAB.		
15.	**Keeping the Promise** • This will be covered during a separate EMT workshop session, this afternoon.		
16.	**New Risks** No new risks identified		

	Item	Timescale	Action
17.	**Forward Plan** The forward plan was reviewed.		
	Date of Next Meeting Wednesday 02 November, Ochil House, Stirling		

SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Executive Management Team
Childrens Care and Justice Bill (CCJB)
Operational/Financial Impact analysis for SCRA

Accountable Director:	Neil Hunter	**Date:**	2 November 2022

Recommendation:

1. To note the progress of this work
2. To review the proposals for final submission to Scottish Government to inform the CCJB financial memorandum as it enters Parliament

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Reason for Report   To update EMT

Resource Implications   Significant and currently outwith Financial Strategy

Strategy   Anticipated CCJB is aligned to SCRA Corporate Plan

Equalities Duties   Indicate whether an Equalities and Human Rights Impact assessment (HRIA) is required and has been completed. Describe in the body of the report any issues/findings/adjustments that have been made.

Equalities   Impact   Assessment Required/Completed

☐   Yes

■   No

Issues/action points:-

Consultation   Head of Finance and Resources
Digital Development Team
Policy and Legislative Impact Assessment Group

Document Classification   Open

1. Background and purpose

1.1 SCRA fully supports the incorporation of the United Nations Convention on the Rights of the Child (UNCRC) into Scottish domestic law and the consequential broadening of the accepted definition of a child as being up to the age of 18 years. SCRA is fully engaged in the Hearing System Working Group which will enable us and others to fully Keep the Promise. Many of the proposals of the planned Childrens Care and Justice Bill (the Bill) deal with the consequential implications of full UNCRC incorporation – such as the necessary and essential increase in the age of referral to the Childrens Reporter and potentially to the Childrens Hearing to ensure that all children, where it is required for their care and protection have full access to the law.

1.2 This paper aims to provide Scottish Government with the assessment of the Principal Reporter and the Scottish Childrens Reporter Administration with both a quantitative and qualitative assessment of the impact of core aspects of the Care and Justice Bill on the work of the Childrens Reporter. We anticipate that this assessment, which fuses both data and professional assessment. will be used to inform the required Financial Memorandum which will be introduced alongside the Bill as it enters the Parliamentary process.

1.3 This report primarily focusses on SCRA and its work. It also refers to the work of many of our delivery partners in terms of the possible implications for them. We need a holistic assessment of the investment needs across the Childrens Hearings system to ensure that the Childrens Care and Justice Bill can comprehensively meet its objectives and fulfil the very positive aspirations that underpin it.

2. Methodology

(a) Data modelling

2.1 The basis for the data modelling was data provided to SCRA by COPFS to show how many cases they process for children aged 16 and 17 for 3 financial years (2019-20 to 2021-22). This data included the following assumptions around the Bill which may not be fully realised but which were included to simplify the modelling:

- Most Road traffic offences will likely be retained by COPFS;
- Anything currently marked as Solemn will likely be retained by COPFS; and
- 17.5 years is the likely practical cut-off for offence referrals as this will allow time for grounds to be accepted or established where required and services put in place.
- Some Solemn cases will probably still come to SCRA as might some road traffic offences depending on the charge and the circumstances of the child.

2.2 This allowed us to profile likely increases in offence referrals to SCRA using a combination of the COPFS data and our own trend data. Charge level information also provided an insight as to any likely changes in types of offences referred to

us. COPFS marking data was then used to compare disposals so that we can see differences between COPFS and ourselves which allowed us to profile potential increases in court and Hearings.

2.3 For non-offence metrics and review Hearings, we sought comparator information from other agencies but nothing comparable was available. Therefore, the most accurate way to estimate the impact of the legislation was to profile SCRA data forward using the same assumptions as above. This has provided us with a broad suite of information about the impacts likely to be seen by SCRA and this core dataset is used as the basis for much of the report.

3. Context – current situation and need for investment

3.1 SCRA and its partners have come through some of the most challenging times in our history as part of the 2-year response to the COVID pandemic. We are now entering a further period of acute instability as a result of the global economic crisis and in light of the Scottish Government's Resource Spending Review of 31 May 2022 which sets out a significant challenge to SCRA of potential flat cash settlements from the remainder of this Parliament (2026/7).

3.2 The resultant effect of these unplanned and unforeseen phenomena has been profound for our service, as we come to the midpoint of the financial year we are experiencing, like every other public service spiralling costs and (at best) static budgets. At 1 October 2022 we have required to introduce an emergency freeze on recruitment, the first in over 5 years in order to shore up the organisation's year to year financial viability. This acute instability translates to our operational environment. It is quite clearly understood that our current service lacks the resilience and capacity we would wish to see in order to do our work in the way that we would see as optimal or satisfactory for children.

3.3 The need for investment to take on any additional duties as part of preparation for this forthcoming Bill is obvious and essential. The focus of any future investment should continue to build on capacity within and around the statutory role of the Reporter – including supporting roles such Assistant Reporters and Senior Practitioners in order that we can absorb this additional set of duties. The pressures currently being experienced by the service now, such as post pandemic adaptation to improved, but more labour-intensive court and hearing arrangement models, as well as experiencing severe limitations amongst partners is the backcloth for the need for a sufficient level of investment for the CCJB to be effectively and successfully introduced.

3.4 This combined assessment of quantitative and qualitative impact focusses on 4 key aspects of the Reporters work:-

- Referrals – assessing and investigating concerns about a child. – every referral to the Reporter requires detailed assessment and often full investigation of the child's circumstances and any in -gathering of information from the Police, Local Authorities, the child and its family and other parties are given full consideration

- The Reporters formal decision making – the process by which the Reporter decides whether a child may be in need of compulsory legal protections. The Reporter acts as a key determinant of whether any further state intervention in the child or families' life and right to privacy is justified, proportionate and based on objective evidence

- The establishment of grounds – the process by which the Reporter has to establish in law to the satisfaction of the Sherriff that the grounds of referral, sufficiency of evidence and legal basis for intervening in the child's life are met

- The scheduling and organisation of a Children's Hearing, including securing attendance of everyone who has a right and/or obligation to attend the Hearing is able to do so and that the range of information and reports are available for the Hearing (which is independent of the Reporter) to make a decision as to whether compulsory legal measure are in the child's best interest

4.   What the available data tells us

4.1   Children's Reporters received 18,268 referrals in respect of 10,494 children in 2021/22. Of these 5474 related to referrals alleging that a child had committed an offence. A further 12 795 related to referrals where there was concern about a child's care and protection (non-offence referrals). Such care and protection concerns can often accompany referrals about alleged offences. SCRA data analysis and projections suggest that the service will receive a combined additional 3900 – 5300 referrals, of between 2600 and 3400 children as a result of extending the age of referral as proposed in the Bill. A detailed breakdown of these estimates is shown in **appendix A.**

4.2   In relative terms this is a combined 18% - 29% increase in referrals to the Reporter each year that **must be investigated** in order to determine a child's circumstances. In summary we estimate that:

- SCRA will receive an additional 3900 – 5300 referrals an increase of 18%-29% on 2020/21. This equates to between 2600 and 3400 individual children (25% - 32% increase in children referred)
- As a result, SCRA will schedule and support 730- 1350 additional hearings per year an increase of 3% -6% on 2020/21
- SCRA will manage an additional 730 – 1070 proceedings at court each year and increase of 8%-11% on 2020/21
- SCRA will schedule and support an additional 400- 900 review hearings an increase of 3% - 7% on 2020/21
- SCRA will manage an additional 10- 40 appeals against hearing decisions per year an increase of 2%-7% on 2020/21

5.   How this translates to additional capacity and staffing

5.1   In 2014 SCRA undertook a detailed analysis of our workload and division of labour between different types of day-to-day activities that Reporters were involved in. Just over 11,000 hours of SCRA were studied. This was the most comprehensive time in motion approach we had ever undertaken. Despite the passage of time, we

believe that the data remains largely relevant and accurate. Table 1 shows the proportionate breakdown of SCRA staff activities by role and the impact of our assessment (at the higher end of the range) of the Childrens Care and Justice Bill on the increase of SCRA activities

5.2   Table 2 is a summary of the assessed increase in SCRA as a result of the Bill against our existing operational staffing establishment and cost base and shows:-

- The highest impact of the combined assessment on our key statutory role of the Childrens Reporter of an estimated 14 wte
- An estimated increase of 25 wte across all over roles which support the Childrens Reporter
- An estimated increase in overall operational staffing costs of £1.94m required to meet the impact of the legislation
- significant expansion of the national Victim Information Service
- a 2 year package of implementation support, training and practice development, commencing in the year prior to enactment

5.3   This assessment and costs relates to core locality staffing and does not currently include the following:-

- Increased capacity in our Victim Information Service (see appendix A)– given the current proposals we expect to see a sharp increase in victim information services across Scotland associated with increased volume and seriousness- further work is underway to fully assess this need. The current service is staffed by 2 x wte posts. A significant re-organisation and expansion of the VIS will be required – circa £80-100k per annum recurring
- Implementation support, training and practice development costs – we expect over years 1 and 2 to require significant focus on training and practice development that cannot be met within our existing capacity

6.   Non staffing costs

6.1   Property – this is yet to be fully assessed and will require to commence in the 12 months before commencement of the core provisions affecting SCRA (2023/24) and continue for an estimated 2 years (2025/26) – an initial estimate of £500k per year for 2 years might be a starting point

6.2   CSAS development – as with property we do not have a full estimate as yet – but will also require to commence a year in advance to be ready for implementation – £300k per year for each year for 2 years might be a reasonable starting point

Table 1

SCRA	Assistant Reporter	LRM	LSM	Reporter	Senior Practitioner	Support administrator	Support assistant reception	Trainee Reporter	Overall	% increase forecast
Arrange a Hearing	33.8%	0.4%	4.4%	8.7%	0.6%	24.4%	5.1%	4.8%	12.7%	10.3%
Arrange a Pre-Hearing Panel	0.2%	0.0%	0.1%	0.5%	0.0%	0.5%	0.3%	0.0%	0.3%	2.0%
Court	3.2%	0.3%	1.0%	22.0%	28.4%	6.3%	1.7%	0.0%	10.5%	11.3%
Hearing	38.2%	0.0%	2.9%	25.6%	8.9%	22.8%	8.3%	20.3%	19.0%	10.3%
Mail handling	0.6%	0.1%	5.2%	1.2%	0.2%	12.6%	18.0%	0.6%	6.9%	18.0%
Processing referral - Non-offence	0.0%	2.3%	0.2%	13.2%	9.0%	0.4%	0.1%	0.7%	5.0%	19.0%
Processing referral - Offence	0.0%	0.4%	0.1%	2.6%	0.8%	0.2%	0.0%	9.8%	1.1%	45.0%
Registering referral	0.0%	0.3%	1.8%	0.1%	0.0%	3.1%	2.4%	0.0%	1.3%	22.0%
Appeal	0.2%	0.0%	0.3%	3.7%	0.4%	1.3%	0.1%	0.0%	1.6%	5.0%
Office and team activity	19.2%	70.4%	73.9%	15.9%	44.6%	16.7%	18.6%	63.6%	26.4%	10.0%
Customer care/partnership	3.1%	25.7%	8.7%	5.3%	7.0%	5.6%	40.2%	0.2%	12.0%	10.0%
Processing late reports	0.9%	0.0%	1.3%	1.0%	0.0%	5.2%	4.8%	0.0%	2.5%	10.3%
Pre-Hearing Panel	0.6%	0.0%	0.1%	0.4%	0.2%	1.1%	0.6%	0.0%	0.6%	2.0%
Hours	**747.73**	**636.08**	**991.93**	**3,734.27**	**353.62**	**2,812.25**	**1,689.93**	**107.93**	**11,073.75**	

Table 2

Additional FTE profile	Assistant Reporter	LRM	LSM	Reporter	Senior Practitioner	Support administrator	Support assistant reception	Trainee Reporter	Overall
Arrange a Hearing	1.24	0.01	0.09	1.00	0.01	2.44	0.18	-	4.96
Arrange a Pre-Hearing Panel	0.00	-	0.00	0.01	-	0.01	0.00	-	0.02
Court	0.13	0.01	0.02	2.78	0.66	0.69	0.06	-	4.35
Hearing	1.40	-	0.06	2.96	0.19	2.28	0.29	-	7.17
Mail handling	0.04	0.01	0.18	0.25	0.01	2.20	1.08	-	3.77
Processing referral - Non-offence	-	0.09	0.01	2.82	0.35	0.07	0.00	-	3.34
Processing referral - Offence	-	0.03	0.01	1.30	0.08	0.08	-	-	1.49
Registering referral	-	0.01	0.08	0.01	-	0.66	0.17	-	0.94
Appeal	0.00	-	0.00	0.21	0.00	0.06	0.00	-	0.28
Office and team activity	0.68	1.44	1.46	1.78	0.92	1.62	0.62	-	8.53
Customer care/partnership	0.11	0.53	0.17	0.59	0.14	0.54	1.35	-	3.43
Processing late reports	0.03	0.00	0.03	0.11	-	0.52	0.16	-	0.85
Pre-Hearing Panel	0.00	-	0.00	0.01	0.00	0.02	0.00	-	0.04
FTEs	3.64	2.13	2.11	13.81	2.36	11.19	3.94	0.00	39.18
Salary costs (inc on costs)	£44,558	£77,576	£44,558	£61,971	£66,133	£34,165	£32,098	£45,540	
Additional staffing costs	£162,091	£165,248	£94,005	£856,092	£156,336	£382,169	£126,325	£0	£1,942,266

Table 3 – Summary 2023- 26 costs

	2023/4	2024/5[1]	2025/6	2026/7	2027/8
Core staffing [2]		1.900	1.995	2.095	2.200
Property adaptations	500	500			
CSAS	300	300			
VIS		80	105	110	116
Implementation					
Training	80	84	40		
Practice Development	55	58			
Programme Support	40	40	20		
Total	**975**	**2.962**	**2.160**	**2.205**	**2.316**

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[1] 2024/5 is assumed as year 1 of Bill implementation
[2] Staffing proposals are subject to 5% assumed uplift aligned to SCRA's 5-year financial strategy 2023-28 approved by SCRA Board in September 2022

Appendix A

Victim Information Service

The SCRA Victim Information Service (VIS) A provides an information service to victims of youth crime across Scotland.

Section 53 of the Criminal Justice (Scotland) Act 2003 gives powers to the Principal Reporter to give victims of youth crime the opportunity to receive information about the outcome of offence(s) against them by a child or young person, whilst also protecting the child or young person's right to confidentiality.

The principles of SCRA's Victim Information Service are:

- to provide victims of youth crime with access to routine information about the Children's Hearings System,
- to provide specific information to victims (and others specified, such as insurance companies of victims) about what has happened to the referral to the Reporter, of the child or young person responsible for the offence,
- to protect the right of the child or young person to confidentiality.

The process involves the victim of an offence being identified from the police report when the child or young person is referred to the Reporter. Victim Information Co-ordinators then write to victims at the initial stage of their investigation. On receiving this initial letter, victims can then opt in to receive further information regarding key stages of the investigation and the final decision. Victim Information Co-ordinators also provide the point of contact for requests for information from the Criminal Injuries Compensation Authority and insurance companies.

Possible new provisions of the Childrens Care and Justice Bill

The Scottish Government's overarching justice strategy has a focus on making the justice system person centred, trauma-informed and victim-focussed. There is a desire as part of the CCJB for improved alignment and consistency in our approach to victims across the criminal and Childrens Hearings systems – whilst acknowledging and respecting the different ethos, purpose and approach of both. In general, there is an agreed recognition of the desirability of the need for victims to have better understanding of matters regarding the child who offended against them or harmed them.

In response to the previous 2020 consultation on raising the age of referral the majority of respondents (77%) felt that more information and support should be given to people who have been harmed by a child who is referred to the Principal Reporter for consideration.

Thought is being given to whether the current balance, where the VIS approaches victims to offer information is correct or whether there should be more of a prescribed obligation for this to be undertaken with the victim therefore having to 'opt out'. If this

progresses this will lead to significantly higher volumes of work for the SCRA VIS service. Further discussion is ongoing between SCRA and SG to explore whether any additional adjustments to current practice and approach might be beneficial for victims.

The need to increase the capacity of the SCRA VIS

Where a case goes on to be dealt with through the hearings system currently the SCRA Victim Information Service can help people who have been harmed to access support organisations offering practical and emotional support. Individuals can also independently access these support services

From the age of referral and CCJB consultation responses, there was broad consensus amongst the respondents that future support should be tailored to the specific needs of the person harmed - benefiting from a multi-agency approach – consisting of a mix of counselling, trauma recovery services, psychological, emotional wellbeing and physical health supports. It is possible that the SCRA VIS may, in future have more of a co-ordinating and facilitating role to unsure such supports are available and visible to victims. The current 2 standalone posts, as successful as they have been in delivering the limited provisions currently available to victims of a child's offending behaviour, would seem to fall far short of the capacity required to meet future expectations, improvement and expansion of approach in this important area.

Appendix B - Professional and Practice Qualitative Assessment

To be added by NH

SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service: Lisa Bennett, Head of Strategy / OD

Date: 2nd November 2022

Report Author: Lisa Bennett

Recommendation:

1. EMT to consider and discuss the proposals for the implementation of a Programme Management Framework (PMF) and governance structure to support delivery of the Business Plan(s) 22/24
2. EMT to approve the construction of a Programme Board
3. EMT to approve further development of the PMF
4. EMT to approve further development of the Programme 'Protect' – in parallel with the development of the framework to allow remit, roles, scope etc to be identified and developed in preparation for Programme Board approval.
5. EMT to note the recommendation for extension of seconded roles to support delivery

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Reason for Report: For Approval

Resource Implications: Outlined in draft but to be further developed

Strategy/Service Plan Implications: Supports Corporate Plan

Consultation: Discussion with Digital Programmes Director, Principal Reporter, Head of HR, SOMs

EHRIA Duties: To be determined

Document Classification: Not protectively marked

1	**Introduction**
1.1	This report provides an initial proposal for a revised set of programme governance arrangements for the delivery of the 22/24 Business Plan.
1.2	This report responds to direction from EMT (October 22) to provide a paper for discussion and development.
1.3	Discussion on potential structures has taken place with the Digital Programmes Director, and a further full day session with the Senior Operational Managers and the Head of HR to flesh out further – with particular attention paid to what would support the prioritised area of casework efficiency, to be supported and delivered.

2	**Background**
2.1	SCRA have a Corporate Plan to see them through to 2024, supported by a Business Plan detailing the activity required to be delivered in order to achieve the aims set out in the Corporate Plan. The BPs for 22/23 and 23/24 are integrated plans that span the two years at a high level as well as span organisational strategies.
2.2	Much work has been done over the first 6 months of these plans to progress against the objectives set however it has become apparent that to get the traction required to fully deliver, a more rigorous framework for delivery needs to be in place.
2.3	The rate and pace of change in SCRA has greatly increased in recent years – and will continue to do so therefore we need in place a framework that can embrace and flex to this.
2.4	SCRA have worked through many governance structures and delivery frameworks in the past – some with greater success than others. Work has taken place to consider what we have learned from previous frameworks as well as considering what the needs of a framework in 2022 would be.
2.5	The proposals set out below are draft and are to support discussion however are recommended as a starting point from which to evolve

3	**High Level Proposal**
3.1	To ensure the successful delivery of the 2021-24 Corporate Plan, SCRA recognises the need to put in place robust delivery and governance structure. It is proposed that a programme management framework and associated governance be developed to fit and flex to the ongoing requirements.

	3.2	The shift towards Programme Management is motivated by a combination of factors; a workforce 'recovering' from the effects and changes brought about by the COVID pandemic to operational processes, the move to a new case management system, the benefits still to be realised through more effective ways of working, external change programmes that require SCRA to be bought in and ready to take on, and the need to be able to sequence, coordinate and synchronise activity to deliver in a complimentary and cohesive way.
	3.3	At a high level we propose to: • move to a programme management framework. • Have the new structure in place and functioning by the end of 2022. • Have each of the programmes fully scoped, documented and have resources identified • Lead out the new arrangements to staff at the November managers event.

| **4**	**Detailed Proposals**	
	4.1	It is proposed that a Programme Management Framework be developed and implemented to support delivery of the Business Plan 22/24

	4.2	Appendix A lays out graphically a proposed structure for discussion with further detail around the thinking behind this (Appendix B). In summary:
		
		• The formation of a Programme Board consisting of EMT members to oversee the programme
		
		• Three internal programmes of work to deliver the programme:
		
		      Care – Research, Evidence and Innovation
		      Connect – Digital, Technology and information
		      Protect – People, Equity and Effective Delivery
		
		• A Strategic Programme Group to coordinate and support the programmes

	4.3	**Recommendation - EMT to consider and discuss the proposals for the implementation of a Programme Management Framework (PMF) and governance structure to support delivery of the Business Plan(s) 22/24**
	4.4	**Recommendation – EMT to approve the construction of a Programme Board**
	4.4	It is recognised that a framework already exists around two of the programmes – Care and Connect and that if this proposal is approved for further development, both programmes will be required to review current

		arrangements to ensure alignment and support overall delivery and smooth operation of the framework
	4.5	It is recognised that Programme 'Protect' (known as Priority 2 – Effective and Efficient Service Delivery) has been mandated for development, is a critical organisational priority and a number of time critical activities are associated with it. It is therefore recommended that work begins to fully scope out, plan out and resource this programme.
	4.6	**Recommendation - EMT to approve further development of Protect Programme – in parallel with the development of the framework to allow remit, roles, scope etc to be identified and developed in preparation for Programme Board approval.**
	4.7	In order to successfully deliver the programmes, appropriate resourcing must be required. Currently there are a number of managers seconded into the Promise work under the Care Programme and these are due to end in November.
	4.8	It has been identified that the work required to deliver across the programmes as laid out in the proposed programme structure continues to fit with their seconded role, their skillset and ability to work well together and with others.
	4.9	Through their secondment to date, the managers have clearly demonstrated their ability to work well in a project environment with tight timescales, high pressure, and the requirement to think differently, innovatively and yet remain pragmatic and grounded – under the leadership of a programme manager.
	4.10	It is proposed that rather than return to operations, that the seconded roles be extended to provide a continuity across the programmes under the banner of the Promise but with the next planned step into operational transition of reform and improvement.
	4.11	**Recommendation - EMT to note the recommendation for extension of seconded roles to support delivery**

5	**Next steps**	
	5.1	A session will be held with EMT on 16th November to develop further the framework and structure led by Head of Strategy.
	5.2	An exercise will take place with EMT to review the objectives within the Business Plan and agree what can be allocated to Business As Usual and what meets the criteria set to be part of the PMF. (In undertaking this activity, an assessment of completeness/ongoing relevancy etc will also take place for all objectives) (draft at Appendix C)

	5.3	A meeting of the Programme Board will be set up to consider initial approvals
	5.4	Programme Protect will meet to scope out the projects that sit within it considering outcomes/benefits/deliverables/barriers and develop a proposal to take ot PB for approval
	5.5	Further work will be undertaken to consider resourcing, planning support, admin etc. for the programme.

6	**Recommendation**	
	6.1	1. EMT to consider and discuss the proposals for the implementation of a Programme Management Framework (PMF) and governance structure to support delivery of the Business Plan(s) 22/24 2. EMT to approve the construction of a Programme Board 3. EMT to approve further development of the PMF 4. EMT to approve further development of the Programme 'Protect' – in parallel with the development of the framework to allow remit, roles, scope etc to be identified and developed in preparation for Programme Board approval. 5. EMT to note the recommendation for extension of seconded roles to support delivery

Appendix A - Draft Proposed Structure
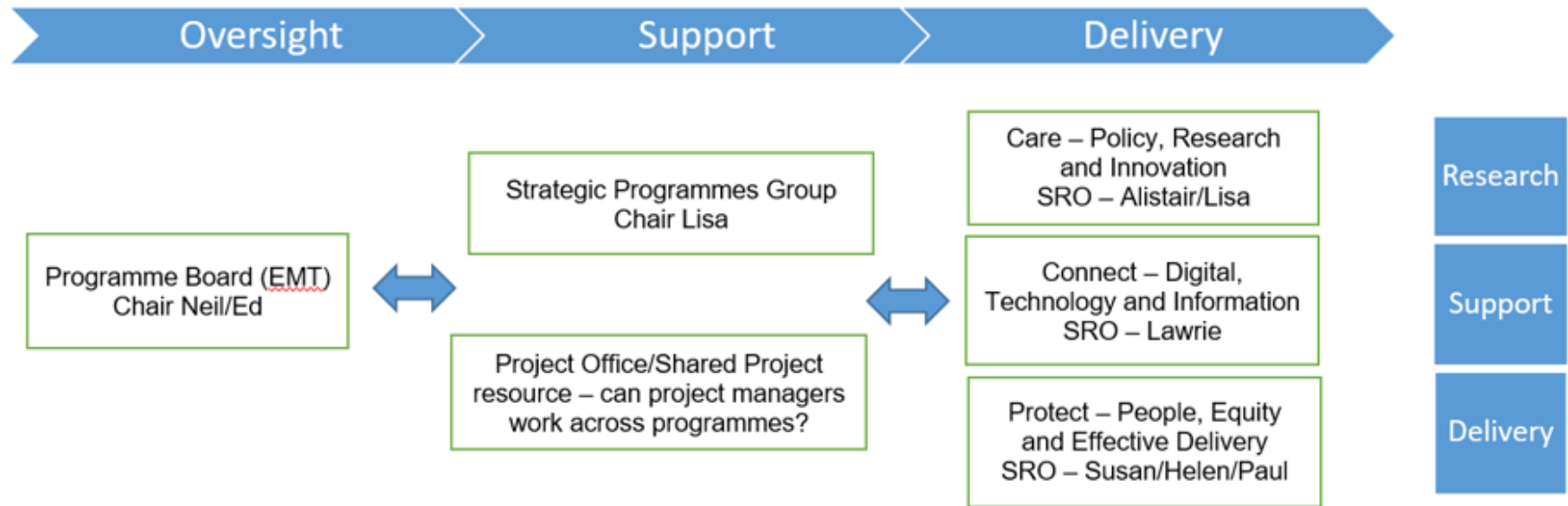
Appendix B – Proposed Programme Management Framework

1. Structure -

There are two groups proposed to meet regularly to manage, support, oversee and co-ordinate the activities within programmes. These are:
- Programme Board
- Strategic Programmes Group

1.1 Programme Board

The key function of the Programme Board is to demonstrate strategic leadership by monitoring and aligning programme outcomes with SCRA's strategic goals. It is collectively responsible for championing organisational change and the delivery of the portfolio of programmes throughout their lifecycles.

Programme Board
Chair: Neil
Depute: Ed
Care: Alistair/Lisa
Connect: Lawrie
Protect: Susan/Helen/Paul
Strategic Programmes: Lisa
Finance: Ed

1.2 Strategic Programmes Group

This group is a forum for Programme Managers to communicate and co-ordinate information across projects and programmes, including progress made against plans, dependencies, risks and issues. Acting as a filter for Programme Board, the group addresses cross-programme issues, addresses handovers and makes decisions about resources, risks, issues and dependencies within both programmes and projects, raising issues to Programme Board as necessary. Considers the communications and wider aspects of leading change coming from the programme

Strategic Programmes Group:
Chair: Lisa
SROs
Programme managers
Planning Manager

2. Reporting and Monitoring (DRAFT PROPOSAL)

It would be proposed that the Programme Management Framework operate on an eight-week cycle (or every second EMT)

The Programme Board manage at a strategic level using programme milestones and review and resolve current risks and issues.

Three reporting mechanisms are proposed to communicate progress, issues, and risks within the Programme Management Framework. These are:

2.1. Proposed Reporting

Report:	Reported by:	Reported to:	Purpose:
Organisational Performance Report	EMT/Programme Board	SCRA Board	High level progress on achievement of Business Plan.
Programme Reports & Business Plan Dashboard	Strategic Programmes Group	Programme Board	Programme progress - milestone achievement, forecast and issues for escalation Business Plan progress
Programme Reports	Programme Managers (informed by Project Managers)	Strategic Programmes Group	Programme progress - milestone achievement, forecast and issues

The structure of these reports will be developed for consultation with the Programme Board once in place.

3. Proposed Programme Delivery Structure

It is proposed that there are three internal programmes to deliver on the areas of the Business Plan and supporting requirements that are assessed as project/programme based. Business as Usual will be monitored through existing arrangements.

It should be noted that all three programmes play in and out of each other coordinated by the Strategic Programmes Group.

Bringing the Digital Strand into the overall arrangements is critical to ensuring appropriate supports, flow of information between programmes and a collective ownership for delivery is nurtured.

3.1 Proposed Programmes:

3.1.1. Care – Policy, Research and Innovation

Roles
SRO – Alistair/Lisa
Programme Manager – Roma
Project Managers – Jenny/Katy/Melissa/Collette

Care Aims (to be fully developed following review of BP)
Discovery phase of all improvement projects agreed to support delivery of the Promise and Effective and Efficient Service Delivery.

Example areas of work:
Court delays
Referral to the Reporter
Letters and Language
Language
Environmental scanning e.g. structural changes within CHS and the impact on SCRA

3.1.2. Connect – Digital, Technology and Information

Roles
SRO – Lawrie
Programme Manager – Lorna/other
Project Managers – II?, DB?, Others

Note - Governance, plans etc. in place – to look at alignment.

3.3.3. Protect – People, Equity and Effective Delivery

Roles
SROs – Susan, Helen and Paul
Programme Manager ED – Neil McK
Project Managers OD, SS, shared resource with Care?

Protect Aims (to be further developed)
By March 2024
- Improved effective and efficient service delivery – technology supportive of task, roles appropriate to task skill and value
- Target Operating Model in place with detail of what, what, how, when.
- Defined technical requirements to support efficient case processing, accessibility
- Improved, refined and Promise compliant letters
- Digital Skills in staff
- Roles: planning for specialist roles,
- Centralised support/print

Emerging Themes –
- Operational TOM,
- Technical Requirement,
- Roles/Skill/Digi Champs

4. Programme Support

4.1 Programme Office

Roles
SRO – Lisa
Planning Support

Appendix C - Initial mapping of Business Plan to Programme Framework

Business Plan Objective	Programme or Business As Usual
PRIORITY OBJECTIVE 1.1: We will lead a planned and coordinated approach to change management – ensuring managers and their teams have the necessary information, skills and tools to successfully lead and deliver change across the organisation that enables us to meet our aims, The Promise, and other external and internal requirements.	Programme – Strategic Programme Group
PRIORITY OBJECTIVE 1.2: We will ensure an effective and efficient service through: • A review of roles and responsibilities across the organisation. • Rolling out and embedding tools, training and supports to promote an agile and flexible workforce. • Conducting an analysis of workloading capacity and improvement activity to ensure a fair and equitable workload division so that all staff have a fair and equal opportunity to engage with wider organisational activity. • Raising the awareness of the quality within our work.	Programme – Protect
PRIORITY OBJECTIVE 1.3: We will develop a Learning and Development Plan in consultation with staff, Localities, Head Office Teams and the SCRA Learning Network to ensure staff have quality access to a range of learning opportunities, coaching and mentoring to support their development, ensuring that they have the skills to deliver their objectives and respond to our Promise Route Map.	BAU – track through the BP
PRIORITY OBJECTIVE 1.4: A strategy for organisational wellbeing will be designed, developed and delivered to: • Support and implement wellbeing activities and changes which enhance people's experience of work. • Deliver national and local programmes to ensure physical and mental wellbeing and resilience of individuals and teams. • Support people as we move out of the pandemic and into a more stable environment – through learning and continuing our ability to adapt.	BAU – track through the BP
PRIORITY OBJECTIVE 1.5: We will focus on effective and inclusive recruitment by: • Following a pilot of e-recruitment across Head Office, roll out e-recruitment to Localities ensuring the process adds value to good recruitment decision making across the organisation. • We will aim to make our	BAU = track through the BP

workforce more diverse through our recruitment and selection processes.	
PRIORITY OBJECTIVE 1.6: Over a two year period, we will develop a digitally confident and mature workforce. The first year will focus on undertaking a baseline assessment, analysis of training required and sourcing learning to meet the established need. The second year will see the delivery of the training and continuous support for staff.	Programme – Protect
PRIORITY OBJECTIVE 1.7: Our organisation will foster a culture where our people feel included, valued, respected and cared for – promoting rights, equalities and inclusion by ensuring: • We focus on training our workforce on inclusion and diversity. • We will introduce and consult on an Inclusive Leadership & Behavioural Framework which will sit alongside our Code of Conduct to ensure our people reflect SCRA's values and expected behaviours.	BAU – track through BP
PRIORITY OBJECTIVE 2.1: An agile and effective operating model will be developed and embedded across the service by: • Aligning the reviewed staff profile to effectively deliver the Standard Operating Model. • Developing best practice in operation of CSAS, Practice Direction and Operational Process. • Establishing a balanced model of national and local management of virtual hearings. • Developing the next iteration of the Standard Operating Model to reflect user feedback, expand its scope to include our approach to virtual hearings, and develop best practice around Hearing arrangement in line with The Promise.	Programme – Protect for discovery and delivery, some discovery through Care

PRIORITY OBJECTIVE 2.2: Our systems will be optimised and enhanced to support the operating model for effective and efficient service delivery through: • Development of core operational systems architectures to maximise ease of use and efficiencies. • Review and development of the ongoing need for virtual hearings post pandemic and its coupling with CSAS. • Optimisation of the CSAS MVP delivered, ensuring planed benefits are achieved and making enhancements to that MVP where it is believed the existing functionality can be improved. • Standardising the data quality approach to ensure consistency and high quality recording across the organisation.	Programme – Discovery through Protect, Delivery through Connect
PRIORITY OBJECTIVE 2.3: Our services will be procured, designed, shaped and delivered to meet the needs of staff, children and families by: • Developing the Finance Strategy to influence the 2023/24 budget settlement and assist the organisation to develop corporate strategies with more certainty. • Undertaking planned improvements to core properties that support flexible service delivery and smarter working. • Developing the organisational digital strategy for the period 2022/2025 to support the needs of our staff, children and families and the partners we work with.	BAU – tracked through BP
PRIORITY OBJECTIVE 3.1: We will improve the experience of the Hearings System through delivery of our Promise Route Plan for improvement by: • Delivering a Route Plan that demonstrates evidenced improvements to the experience of the hearings system. • Undertaking and learning from research aligned to our aims for improvement. • The development of qualitative improvements in casework and operational improvements aligned to the Route Plan. • Ensuring clear and accessible information is available to everyone in and around the hearings system to support better preparation, participation and feedback. • Ensuring that our staff are central to these improvements – through their own learning and development, experience and enablement.	Programme - Care

PRIORITY OBJECTIVE 3.2: Work with partners and people with lived experience to determine the way that we deliver on our Promise Route Plan by: • As one of many routes of consultation we will develop engagement groups. • Working with OHOV to deliver on the 40 Calls to Action – and align this to Keeping The Promise. • Re-engaging with local champions boards as we take forward our Promise work with fewer restrictions now in place. • Working collaboratively with our partners - CHS, The Promise, CHIP Partners and Scottish Government to ensure alignment and cohesion in system wide improvements. • Working with others to provide scrutiny, challenge and support for our route plan – ensuring that it is set to deliver and promote rights for children and families, inclusive service provision and good corporate parenting, driven by the voice of children and young people.	Programme - Care
PRIORITY OBJECTIVE 3.3: Keeping The Promise for SCRA will be grounded in evidence by: • Utilising qualitative research methodology to inform improvement and reform. • Undertaking, learning from and drawing on research to inform our work. • Collecting, analysing and utilising data and information to aid discussion and debate around improvement and reform including reporting on the impact of these for children and families.	Programme - Care
PRIORITY OBJECTIVE 3.4: We will ensure that we have the right facilities and infrastructure in place to enable the best hearings experience by: • Undertaking further hearing room improvement projects. • Through our digital strategy, supporting and responding to initiatives and the requirements in the improvement and reform agenda.	Programme – Care, Connect

PRIORITY OBJECTIVE 4.1: We will work with The Promise and with partners to reform the areas of the Hearings system, outlined in Plan 2021-24 by: • Working as a key partner in the Hearings System Working Group to drive forward, influence and collaborate on The Promise Reform agenda, using our extensive knowledge of the system, the large volume of data and research and our experience in legislation and policy. • Ensuring all our work in Reform is informed by evidence, learning and voice. • Working consultatively with staff, partners, children and families to ensure all voices are heard. • Working with the Office of Chief Designer, Scottish Government to ensure robust methodology is explored and applied regarding reform work.	Programme - Care
PRIORITY OBJECTIVE 4.2: We will respond to consultations and provide insights and influence into policy development such as implementation of UNCRC, Raising the age of Referral, Care and Justice Bill to shape Reform, Social Policy and Legislation by: • Responding to any consultation where we have a meaningful contribution to make, and particularly in relation to any proposals that have an impact on the hearing system. • We will meaningfully participate and contribute to multi-agency forums, and engage with Scottish Government and other partners, in order to share our knowledge and experience and influence policy change that is going to improve the lives of children and young people.	BAU – track through BP but play into programmes as external scanning
PRIORITY OBJECTIVE 4.3: Develop our infrastructure towards Net Zero by: • Identifying suitable properties and developing a package of work to improve the environmental performance of our estate. • Secure external support to contribute towards Net Zero objectives.	BAU – track through BP

Head of Service: Head of Finance & Resources

Date: 02 November 2022

Report Author: Governance Officer

Recommendation:

1.   **To note the latest version of the internal audit tracker.**

Reason for Report:	*Noting*
Resource Implications:	*None*
Strategy/Service Plan Implications:	*None*
Consultation:	*Head of Finance*
EHRIA Duties:	*Not Required*
Document Classification:	*[Not protectively marked]*

1. Introduction and Background

1.1.   The purpose of this report is to provider the EMT with an up to date status of Internal Audit findings and associated actions.

2. Changes to the format of the tracker

2.1.   As previously agreed by EMT the format of the Audit tracker had been revised and is updated as a single source document, held in a dedicated channel within teams.

2.2.   The Governance Officer has ownership of the tracker and is responsible for keeping the tracker current, based on input from action owners.

2.3.   By adopting this approach it has negated the requirement for EMT workshop style meetings allowing for a more productive use of time.

2.4.   Clear and concise updates will be presented to the internal auditors and the Audit & Risk Committee.

3. Recommendation

3.1.   To note the latest version of the internal audit tracker.