

## Present

Alistair Hogg	Head of Practice and Policy (Chair)
Lisa Bennett	Head of Strategy and OD
Susan Deery	Head of Human Resources
Helen Etchells	Senior Operational Manager (West & North)
Paul Mulvanny	Senior Operational Manager (East & Central)
Ian Allen	Head of Property (Item 6)
Lawrie McDonald	Head of IT (Item 9)
Pamela Armstrong	Governance Officer (minute)

	Item	Timescale	Action
1.	<b>Apologies</b> Neil Hunter, Ed Morrison		
2.	<b>AOB</b> Mobile phones - Early scoping is being done of what is required to work from home – what do we need to do to meet this demand? To be brought back to a future meeting.		
3.	<b>Minute of Previous Meeting – 04 August 2021</b> Agreed		
4.	<b>Matters Arising</b> Covered within agenda		
5.	<b>Risk Registers</b> EM advised the strategic and operational risk registers will be reviewed by the November Audit and Risk Committee. <ul style="list-style-type: none"> <li>• EMT are asked to consider the implementation of an audit trail of risk training.</li> <li>• Risk channel to be added to Teams</li> </ul>		EMT PA
6.	<b>Hamilton &amp; Stirling Smart Working Projects</b> IA introduced the report recommending the EMT; <ol style="list-style-type: none"> <li>1. Consider the terms of this report and the estimated budget sums for the Hamilton and Stirling smart working projects.</li> <li>2. In the event that funding permits only one of the projects to be carried out in 2022/23, EMT are asked to confirm that priority is directed to Hamilton.</li> <li>3. Consider the arrangements and supports that will be required in Ochil House to support smart working and sharing of resources upon completion of the Hearing Room enlargement project.</li> </ol> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• It was previously reported that over the course of 2021 the original leases of both our Hamilton and Stirling buildings will</li> </ul>		

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	<p>expire. The lease of Ochil House has now been renewed for a further 10-year period whilst discussions are ongoing in Hamilton where the lease expires in December 2021.</p> <ul style="list-style-type: none"> <li>• The commitment to a new long-term lease is the appropriate time to look at undertaking modernisation works where we have a sufficient period to realise the benefits of the investment in the buildings. Refurbishment of the spaces using a smart working approach enables more flexible and alternative work/ meeting settings to be created. The main requirements for this approach are the removal of desk ownership and the adoption of new and more flexible working practices.</li> <li>• The Agile Working policy underpins the Smart Working approach and the implementation of the policy sets the organisations expectation for more flexible, technology supported, ways of working that also allow our workspaces to be used more flexibly.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Further discussions required with Sponsor Team about additional capital for next year.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• EMT/Property workshop to be arranged to Ochil House layout plans in detail.</li> <li>• EMT agreed all above recommendations.</li> </ul>	Oct 21	PA
7.	<p><b>Support Staff Consultation</b></p> <p>SD introduced the paper recommending the EMT note the progress of the support staff role consultation exercise and agree next stages.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The People Plan for 2021/22 recognised that following the implementation of CSAS, the role of Support Administrator may have been impacted by the efficiencies brought about by the new system and that potholders may have some additional capacity now available to them.</li> <li>• The Head of HR, in partnership with UNISON, held an initial consultation exercise with potholders and their line managers, to identify if indeed the role had been impacted, to what extent and how any capacity may be used to develop a broader and more varied role for potholders whilst at the same time supporting our corporate parenting commitments and setting our administrative function up well to support our ambitions of Keeping the Promise.</li> <li>• The majority of participants welcomed the discussion around broadening and enriching the role to include a pastoral/corporate parenting approach before, during and after virtual/hybrid/face to face hearings. They recognised a change in skill set and noted that where they do provide reception cover, they tended to enjoy that. There were a number of participants who would clearly find that role challenging and we should ensure that, where this becomes the SA role, some participants could continue to be purely focused on administrative skills.</li> </ul>		

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	<ul style="list-style-type: none"> <li>• Unsurprisingly, learning and development opportunities (except on CSAS) have been limited and staff would like to see more options available.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Staff are asking for time to adapt to recent change before introducing further changes.</li> <li>• Training is a big issue. It would be helpful to support staff to understand changes to practice. Can Senior Practitioners develop a briefing sheet to improve understanding of the process?</li> <li>• UNCRC and trauma training will be rolled out to all SCRA staff.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• That the Head of HR and UNISON take forward the second consultation sessions with SA to provide feedback and consult on a revised draft job description</li> <li>• That we seek to conclude the consultation by the end of the calendar year and in advance of any mainstreaming of virtual hearing in Localities (revised JD to go to December Job Evaluation Committee).</li> <li>• That a similar consultation exercise on the role of the Support Assistant (Reception) be undertaken throughout the autumn on the back of the feedback of that role change.</li> </ul>		
8.	<p><b>Business Plan 2021/22 Performance Report</b> LB introduced the report recommending the EMT note SCRA's performance against the objectives set out in the 2021/22 Business Plan.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• SCRA's Corporate Plan 2020/23 was published in April '20 with the Business Plan 2020/21 being published June '20 – slightly later than normal due to a late revision to reflect the situation in relation to COVID and lockdown with a focus on operational response.</li> <li>• In April 2021, the second annual Business Plan against the Corporate Plan 2020/23 was published. Whilst there was still recognition of the situation around COVID and what that meant for the operation to recover, there was a more in depth focus on the objectives coming from the organisational strategies.</li> <li>• This report should be read as an interim report, to provide assurance, ahead of the fuller detail contained within the Annual Accounts that is compiled at year end.</li> </ul> <p><b>Issues arising during discussion</b></p> <ul style="list-style-type: none"> <li>• Report to be shared with the PPN</li> <li>• Tasks are required to be assigned within ZOHO to ensure progress is captured.</li> </ul>		

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	<b>Standing Items</b>		
<p><b>9.</b> <b>a)</b></p>	<p><b>Digital Programme</b> <b>Organisational Development/Support</b> PM introduced the first paper recommending the EMT discuss and approve the development of an organisational structure (resource) to support organisational development.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The success of our operational readiness team was based on staff with an expert knowledge of the business, and how best to deliver the service, working in tandem with colleagues in our digital team. As we move beyond the delivery phase of CSAS we need to build on the lessons learned and continue to support operational staff in the use of the case management system. We also have an opportunity to support and improve business process, by optimising how users interact with the digital tools available to them. The organisational support/development resourcing would be instrumental in establishing digital leads in localities who could take on more complex CSAS tasks and would be an excellent group to engage with digital testing. This work has align with the objectives of The Promise and instrumental in supporting operational change to implement the expected policy/ practice changes that will be driven from the care review.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• EM to provide input in terms of budget implications.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• While EMT supportive of the proposal it would be helpful to consolidate all of different changes and proposals.</li> </ul> <p>PM introduced the 2<sup>nd</sup> paper recommending the EMT support the establishment of a group of change champions within and across all localities to support ongoing organisational development</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• To support the ongoing development of CSAS, the SOM and the work of The Promise we need to establish lead(s)/ champions within localities that have dedicated time to devote to organisational development/ change. In addition the champions also would require to have the relevant skills and knowledge to meet the challenge of organisational development.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Value on tasking LMT's with providing names of suitable staff members.</li> <li>• Keep contingency payment under review</li> </ul>		

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b)	<p><b>Digital Programme – 2021/22 Aims and Objectives</b> LMcD Introduced the paper recommending EMT;</p> <ol style="list-style-type: none"> <li>Note proposed planning for the period 2021/22 covering the planned focus of SCRA digital Unit in the period;</li> <li>Advise if they believe anything is missing from this planning in terms of Aims, objectives or budget allocation?</li> </ol> <p><b>Agreed:</b> Offline approval have been given.</p>		
c)	<p><b>CSAS Development Programme</b> LMcD Introduced the paper recommending EMT approve PCCN42 which will enable the gap in external management information reporting requirements to be closed.</p> <p><b>Agreed:</b> Offline approval have been given.</p>		
d)	<p><b>Additional Development Investment</b> LMcD Introduced the paper recommending the following;</p> <ol style="list-style-type: none"> <li>That the two CEO's accept the proposed development governance control arrangements to support the delivery of the investment proposed in contract change PCCN 43.</li> <li>That the two CEO's as quickly as is practical look to develop their proposed mainstream arrangements for the ongoing digital programmes within their organisations while giving consideration as to how they wish to identify and manage opportunities for joint investment and development of the wider service needs in the future.;</li> <li>We accept the development proposal presented by Leidos to CHS and SCRA as contained within PCCN 43.</li> </ol> <p>Circulated offline for noting.</p>		
e)	<p><b>Digital Unit Restructure</b> LMcD Introduced the paper recommending EMT;</p> <ol style="list-style-type: none"> <li>Recognise and agrees with the need to move in a structured way from the mixture of digital project based activity to business as usual (BAU). Where project based activity is a substantive aspect of the digital team delivery but that this is conducted within BAU arrangements and structure.</li> <li>Notes the restructure contained within this paper and consider any other changes to better meet business need;</li> <li>Note the current seconded staff member becoming a permanent digital team staff member, taking up the role set out in the structure;</li> <li>Note the current additional cost for moving existing staff to the new roles as laid out in section three;</li> <li>Note the negotiated proposal for the individual currently on a non-standard contract. The 'buying out' of a long standing T&amp;C results in a personal protected grade of G1 (post is F) and a one of payment of £2,500 to compensate for any cost of living increases lost till the current protected salary of £63.033 is</li> </ol>		

	Item	Timescale	Action
	<p>breached by the G1 grade. The reduction of the staff members current working week by the fourteen percent contracted bringing them in line with other SCRA staff terms and conditions;</p> <p>6. Accept the recruitment of two modern apprentices and the subsequent additional costs as laid out in section three;</p> <p>7. Accept the proposal to second two additional staff into digital on a twelve month basis. Either agreeing a backfill provision for the two posts as laid out in section three or agreeing to an approach that does not require a backfill cost so long as suitable staff can be recruited for the required digital posts.</p> <p><b>Agreed:</b> Offline approval have been given.</p>		
10.	<p><b>Covid 19</b></p> <ul style="list-style-type: none"> <li>• There has been an emergency of meeting of Covid sub group in preparation for the FM's announcement.</li> <li>• There are concerns around COP21 and impact on transmission rates.</li> <li>• Courts are under pressure to get cases started.</li> <li>• The approach taken by SCRA is sensible, reasonable and proportionate.</li> </ul>		
11.	<p><b>Keeping the Promise</b> LB introduced The Promise Business Case, Shannon's Box and 2 in a Million</p> <p><b>Noted:</b> This Business Case is for additional capital funding for SCRA to be able to do two things:</p> <ol style="list-style-type: none"> <li>1. to provide 'Shannon's Box' to any child who is subject to a Compulsory Supervision Order from a children's hearing that requires them to live away from home and</li> <li>2. To provide the '2 in a million' comic to every child in Scotland aged over 12 whose Compulsory Supervision Order is terminated.</li> </ol> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• While EMT agree in principle there is further work to do in terms of how this could be delivered both financially and practically.</li> </ul>		
12.	<p><b>Practice and Policy</b> AH provided a verbal update;</p> <ul style="list-style-type: none"> <li>• End of emergency legislation - Impact on reporters preparing ICSO's / 2<sup>nd</sup> working day hearings. Localities are asked to be mindful of overall hearing numbers.</li> <li>• 16/17 year olds - expect immediate change following incorporation of UNCRC . A group has been established to address how we will meet such a challenge.</li> </ul>		

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13.	<b>Information Governance</b> AH provided a verbal update; <ul style="list-style-type: none"> <li>• A compensation claim has been received following an Ayrshire breach. Negotiation with the carers is ongoing.</li> <li>• The ND focus group has had its first meeting. There was good representation from around the country and different teams. There is an appetite for a radically different and simpler way to how we currently incorporate non-disclosure. The next meeting of the group will discuss how to take the proposals forward.</li> <li>• Managers to ensure all staff have received GDPR refresher training.</li> </ul>		
14.	<b>New Risks</b> None identified		
15.	<b>Forward Plan</b> A summary of key meetings over the next month was reviewed.		
	<b>Date of Next meeting;</b> Wednesday 06 October, Bell Street, Glasgow.		

AGENDA

	Item	Purpose	Paper	Action
1.	Apologies			
2.	AOB			
3.	Minute of Previous Meeting – 02 September 2021	Approval	Attached	
4.	Matters Arising			
5.	2022/23 Budget Planning <ul style="list-style-type: none"> <li>• SG Briefing</li> <li>• Financial Strategy</li> </ul>	Discussion Discussion	Attached Attached	EM EM
6.	2022-23 Budget Guidance	For Info	Verbal	EM
7.	North of Scotland Review	For Info	To Follow	HE
8.	Board Member Induction	For Info	Attached	PA
<b>Standing Items</b>				
9.	Digital Programme <ul style="list-style-type: none"> <li>a) RAVHI roll out – update</li> <li>b) Digital CAB</li> </ul>	Update Update	Verbal Attached	SD/HE LMcD
10.	Covid 19 <ul style="list-style-type: none"> <li>a) Recovery Plan <ul style="list-style-type: none"> <li>i. SCRA, Q3 and Q4</li> <li>ii. Hearing System</li> </ul> </li> </ul>	Update	Verbal	HE
11.	Keeping the Promise <ul style="list-style-type: none"> <li>a) Review Group update</li> <li>b) SCRA core group development</li> </ul>	Update Update	Verbal Verbal	LB/AH LB/AH
12.	Practice and Policy <ul style="list-style-type: none"> <li>a) General Update</li> </ul>	Update	Verbal	AH
13.	Information Governance <ul style="list-style-type: none"> <li>a) General Update</li> </ul>	Update	Verbal	AH
14.	New Risks	Discussion	Verbal	All
15.	Forward Plan <ul style="list-style-type: none"> <li>1. NCS Consultation Workshop – 11/10</li> <li>2. Operational Model Workshop – 20/10</li> <li>3. CSAS Induction – 20/10</li> <li>4. CELCIS Strategic Advisory Board 22/10</li> <li>5. Digital CAB – 27/10</li> </ul>		Info	
	Date of Next meeting; Wednesday 03 November TBC			





SCOTTISH  
**CHILDREN'S REPORTER**  
ADMINISTRATION

**SCRA Board Members Induction Plan**

**Accountable Director:** PR/CE

**Date:** 04.10.21

**Report Author:** Governance Officer

**Recommendation:**

1. To note the draft induction plan for the 2 newly appointed SCRA Board Members

**Reason for Report:** *For noting*

**Resource Implications:** *N/A*

**Strategy:**

**Consultation:** *EMT*

**Equalities Duties:** *Not Required*

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

## Induction Plan – incoming SCRA Board Member

Date	Meeting	Purpose	Involves
<b>w.b. 01.11.21</b>	SCRA Induction Pack	High level descriptors of SCRA Board remit, sub Committees, standing orders etc.	Governance Officer
<b>Prior to BDD if possible</b>	Individual meeting with Board Chair  Followed by 3 way meeting with Chair to be joined by PR/CE	Informal session –Reflections from current priorities of the Board and organisational development.  Discussion on outline priorities the organisation.	New Member Michelle Miller Neil Hunter
<b>11 November 2021 10.30 am – 15.30</b>	Board Development Day Enterprise House, Stirling	Agenda TBC	SCRA Board members EMT
<b>18 November 2021 Location TBC</b>	Audit and Risk Committee (ARC)	2 <sup>nd</sup> meeting of ARC in 2018  Member attends as an observer	Audit and risk Committee members Internal Audit External Audit EMT
<b>Prior to December Board Meeting</b>	Individual meeting with PR/CE Board Pre-agenda Individual meeting with HoS	To review any issues arising from 1 <sup>st</sup> period of induction etc. To look ahead at June Board meeting agenda  Further opportunity to meet with HoS	PR/CE Governance Officer

<b>Date</b>	<b>Meeting</b>	<b>Purpose</b>	<b>Involves</b>
<b>15 December 2021</b> <b>Location TBC</b>	SCRA Board meeting	Formal Board meeting	SCRA Board EMT
<b>January 2022</b> <b>Location TBC</b>	Meeting with Senior Operational Managers (SOM)  Locality visit	Individual Sessions with SOM's and key team members – basic outline of the operational structure and functions, issues etc.  Link this with Locality visit	SOM's
<b>January 2022</b> <b>Location BC</b>	Information Governance and Data security in the Hearing System - briefing	Data security and information governance is one of the most pressing issues for SCRA in the context of GDPR and existing security and practice issues. This briefing will identify our historical and current approach and activity in this area to ensure childrens information and data is processed legally and securely	Gillian Henderson – Information and Research Manager
<b>20 January 2022</b> <b>Board Meeting followed by meeting with EMT</b>	Formal Board Meeting Meeting with SCRA EMT	Introduction to the Organisations senior team. (organisational history/recent backstory)  Individual Sessions with HoS and key team members – basic outline of the organisational structure and functions	EMT Members and Head Office Teams  Heads of Service Lisa Bennett – Strategy and Org Development Alistair Hogg – Practice and Policy Susan Deery – Human Resources Ed Morrison – Finance and Resources Lawrie MacDonald – Joint Head of Digital

<b>Date</b>	<b>Meeting</b>	<b>Purpose</b>	<b>Involves</b>
<b>22 February 2022</b> <b>10.30 – 13:00</b>	National Partnership Forum (NPF)	The NPF is the formal quarterly arrangement for SCRA and UNISON to review workplace industrial arrangements in line with the National Partnership agreement	NPF UNISON Branch Chair UNISON Branch Secretary UNISON stewards
<b>(timings TBC)</b>	Ministerial Meeting with the SCRA Board  Parliament	Meeting between Minister for Child Care and Early Years and Board members	Minister for Child Care and Early Years PR/CE