

AGENDA

#	Item	Purpose	Paper	Action
1.	Apologies			
2.	AOB			
3.	Minute of Previous Meeting – 02 August 2023	Approval	To follow	
4.	Matters Arising			
5.	Presence of RAAC	Update	Attached	EM
6.	Digital Champions Proposal	Approval	Attached	PM
7.	Fixed Term Contracts	Approval	Attached	SD
8.	Programme/Change Team resources	Approval	Attached	LB
9.	Data Quality issue	Noting	Attached	LB
10.	Board meeting - Draft Reports a) Review of role of the Reporter b) OPR and Business Plan c) Budget Monitoring Report 23/24 d) Financial Strategy e) Annual Accounts 22/23 f) Annual Procurement Report g) Annual Report h) KTP Update	Review	Attached	
Standing Items				
11.	Practice and Policy a) General Update	Update	Verbal	AH
12.	Information Governance a) General Update b) July Breach Report	Update Noting	Verbal Attached	AH AH
13.	Digital Programme a) General Update	Update	Verbal	NH
14.	Keeping the Promise a) Hearings for Children b) Keeping The Promise Programme Board	Update Update	Verbal Verbal	AH LB
15.	New Risks			
16.	Forward Plan a) CHIP – 12/09 b) Staff Event 13/09 c) Chief Executives NDPB Forum – 14/09 d) SCRA Board – 20/9 e) EMT – 4/10 f) National BH Governance Group – 11/10 g) LRM Network – 24/10 h) CAB – 31/10 i) Board Development Day – 8/11 j) Joint meeting of SCRA/CHS Boards – 14/11 k) Accountability meeting – 15/11 l) National Partnership Forum – 21/11 m) ARC – 23/11			
	Date of Next meeting Wednesday 04 October 2023, at Bell Street, Glasgow			

Present

Neil Hunter (NH)	PR/CE, Chair
Alistair Hogg (AH)	Head of Practice & Policy
Ed Morrison (EM)	Head of Finance & Resources
Susan Deery (SD)	Head of Human Resources
Douglas Cameron (DC)	Interim Head of IT
Paul Mulvanny (PM)	Senior Operational Manager (East & Central)
Lisa Bennett (LB)	Head of Strategy
Helen Etchells (HE)	Senior Operational Manager (North)
Pamela Armstrong (PA)	Governance Officer, Minute

	Item	Timescale	Action
1.	Apologies		
2.	AOB Staff Pay - SD introduced a paper on SCRA's pay offer in response to UNISON's claim. Several areas were discussed including the reference to 3 years no compulsory redundancy guarantee.		
3.	Minute of Previous Meeting – 05 July 2023 Minute Approved		
4.	Matters Arising Internal Audit – The 2023/24 plan has been reviewed by EMT and agreed with BDO. It's currently with the Audit and Risk Committee for their review and comment. Trauma training paper – The HR Manager will link in with the Practice Team.		
5.	Social Media – Recording and Publishing Hearings NH introduced the paper, highlighting the issue of people recording/live streaming virtual Children's Hearings or via remote attendance at Children's Hearings. The paper aims to identify solutions for		

Item	Timescale	Action
<p>SCRA and our partners at national level to tackle this issue.</p> <p>Noted:</p> <ul style="list-style-type: none"> • Recommended Actions <ul style="list-style-type: none"> ○ Raise this issue with our liaison officer at Police Scotland. ○ Contact the Scottish Courts and Tribunal Service to see if they have experienced any similar issues. • SCRA's Practice Manager met with a member of the Public Protection Team at Police Scotland about this issue. They were keen to see what the police can do to help. They suggested three things that should help, and more information will follow in due course. <ul style="list-style-type: none"> ○ They will provide us with a mailbox for the Public Protection Team to which SCRA can send initial reports of offences of recording and publication. As the team works Monday to Friday, it will be checked during office hours. ○ They will speak to their colleague in Police Scotland's Internet Investigations Team who has points of contact in various social media companies, to ask whether there is something that the police can help with in contacting the companies to ask them to take down illegally published material. ○ They also saw the benefit of some communications messaging from the police about this (possibly in conjunction with SCRA and potentially COPFS too). • Going forward, we will continue to work with Police Scotland to implement some measures to help tackle this and ensure accessible ways of reporting these issues. • In conjunction with the CHS/SCRA Hearings Delivery group, we will review and update our joint <u>Recording and Publication of Children's Hearings Guidance Note</u>. • We will explore any additional actions with other key partners in the Children's Hearings System. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the recommended actions. • Paper to be issued to LRM's for discussion at the next Operational Update. 		<p>SOM's</p>

	Item	Timescale	Action
6.	<p>Sensory Room</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • EMT approval to proceed with the Ayrshire locality sensory room has been given offline, however. we need to consider an evidence-based evaluation to consider in including in the Hearing Room Improvement programme, moving forward. • Are there alternatives that can be considered, such as building more sensory elements into our estate. • Issues around neuro diversity and sensory needs will have increased prominence because of The Promise. • More robust evaluations from other public sector bodies will be helpful. • We need to consider in recommendations, children who will no longer be obligated to attend hearings. Can they be supported to attend in the environment most suited to them. • It is important to consider how best to accommodate all children we serve. 		
7.	<p>Tranent Letting</p> <p>EM introduced the report advising the current position.</p> <p>Noted:</p> <ul style="list-style-type: none"> • The vacant premises have been marketed by a local agent, and a satisfactory offer has now been received to lease the premises. • The recommendation is therefore to approve the letting of the vacant office space of Dewar House, Tranent to the Tranent Youth and Community Facility Ltd <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the letting of the vacant office space of Dewar House, Tranent to Tranent Youth and Community Facility Ltd 		
8.	<p>FM Contract variations</p> <p>EM introduced the report.</p> <p>Noted:</p> <ul style="list-style-type: none"> • During regular meetings in 2022/23, FES have highlighted several concerns regarding the 		

	Item	Timescale	Action
	<p>current contract arrangements that they wish to renegotiate.</p> <ul style="list-style-type: none"> ○ Real Living Wage ○ Waste Management Service ● There are opportunities for reducing waste management charges through greater on-site recycling and local monitoring of actual waste volumes. This will be considered further by the Environmental Ambassadors group. <p>Agreed:</p> <ul style="list-style-type: none"> ● To approve variations to the contract arrangements that will a) uplift the cleaning costs to reflect payment of the Real Living Wage and b) increase the waste management costs by correcting a pricing error during the tender process. 		
9.	<p>Budget Monitoring Report EM introduced the report, providing a summary of SCRA's financial position for year to June 2023 and forecast (based on June results) for the full year 2023/24.</p> <p>Noted:</p> <ul style="list-style-type: none"> ● The overall accruals are based on a revenue underspend in addition to a provision for temporary staffing, held in the HR budget. EMT are considering options to make maximum use of the staffing budget to ensure locality teams are as prepared as possible to meet the challenges coming in 2024/25 from HSWG/The Promise and referral of 16- and 17-year-olds. The capital budgets show little variance at this stage however the risk of a significant underspend this year has been identified and mitigations and actions will be considered at EMT. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> ● We need to consider digital work as part of the redesign project. ● Is there an opportunity to partner with other commercial partners, regarding property? ● The priory is keeping the frontline staffed up and filling vacancies as soon as possible. ● Additional roles will be required within the protect stream. This work will operationalise The Promise. All work needs to be aligned. 		

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	<ul style="list-style-type: none"> We require to invest in the core role of the reporter, and people around the role. <p>Agreed:</p> <ul style="list-style-type: none"> NH/DC to discuss digital spend. EM and Ian Allen (IS) to discuss property. SD/HE to discuss workload. PM/LB to discuss QI and Programme work. AH to consider the CCJB. To look at a salary forecast to ensure we are maximising the establishment. Consolidation of bits of posts. A report on the fixed term contract position to be brought to the next meeting. 		NH/DC EM/IA SD/HE PM/LB AH EM/SD SD
10.	<p>Audit & Risk Committee Draft reports were reviewed. Final versions to be sent to EM.</p>		
STANDING ITEMS			
11.	<p>Practice and Policy General Update AH Provided the following verbal update:</p> <ul style="list-style-type: none"> CCJB been through stage 1 in parliament and the Committee has published a report broadly supporting the bill but given some recommendations of changes. SG have responded. Lots of activity preparing for stage 2 and anticipation of possible amendments but after the summer. AH fielding a few questions/enquiries about different aspects of the bill. Ongoing issue around Prison transport and will be discussed at next week's Court Management meeting. 		
12.	<p>Information Governance AH introduced the monthly breach report which was noted.</p>		
13.	<p>Digital Programme Cyber security</p> <ul style="list-style-type: none"> Agreed to support BMcK to commission additional capacity to commence and complete the outstanding SCRA Cyber Security Strategy Agreed that cyber security report will come to EMT on a 6 monthly basis to ensure visibility, understanding and importance to SCRA. Senior 		

	Item	Timescale	Action
	<p>team offered ongoing assistance to BMcK in enabling further progress on the detailed cyber security action plan.</p> <p>DCP Change Management Framework</p> <ul style="list-style-type: none"> • Within SCRA the Core System and Applications Solution (CSAS) has an integrated solution for document generation called Documents Core Pack (DCP). DCP is a Microsoft Word extension that allows SCRA to create and design templates that link to the data held within CSAS to produce professional letters and documents efficiently. • When CSAS was designed it was recognised that there was no scope to research the use of DCP as part of MVP and a basic functionality was implemented that allowed SCRA to produce the myriad of letters it requires using around 180 templates. • A project was established in January 2023 that researched the use of DCP and identified a roadmap of recommendations to achieve maximum efficiency from the tool. Most change requests related to documents that SCRA produces was around changing the wording of a template and that this could be undertaken by a trained non-technical person. Going forward the Digital Team would focus on technical priorities and the business would assume responsibility for what is effectively operational updates. • This paper identifies how the DCP change requests will be managed and how they in turn will be communicated once they have been deployed and details the following element: <ul style="list-style-type: none"> ○ DCP Change Requests ○ Role of Operational Development ○ Governance and Responsibilities ○ Recruitment of a DCP Administrator role • In discussion the EMT noted the report, welcomed the progress on DCP and the simplification of the change request to test to live process. Asked that the process be kept under review to ensure it was as streamlined and effective as possible as confidence and experience develops. 		
14.	<p>Keeping the Promise</p> <p>AH had updated extensively throughout the earlier agenda items.</p>		

	Item	Timescale	Action
	<p>KTP Programme Board</p> <p>Will be reviewed with the SCRA Board Chair in autumn as other aspects of post HSWG governance emerge.</p>		
15.	<p>New Risks</p> <p>None identified.</p>		
16.	<p>Forward Plan</p> <p>Noted. NH will confirm with CHS CEO the focus of the next joint senior team session scheduled for 17/8/23.</p> <p>The forward plan was reviewed.</p>		
	<p>Date of Next Meeting</p> <p>Wednesday 06 September 2023, at Bell Street, Glasgow</p>		



F/T: 0300 244 4000

E: scottish.ministers@gov.scot

By Email:

All Public Bodies covered by the Scottish Public
Finance Manual (SPFM)

05 September 2023

REINFORCED AUTOCLAVED AERATED CONCRETE (RAAC)

Dear Chief Executives,

You will be aware from recent media coverage of the on-going concerns regarding managing Reinforced Autoclaved Aerated Concrete (RAAC) within public-sector buildings.

While it is the statutory responsibility of public bodies to manage and maintain their estate, this is obviously an issue that the Scottish Government takes very seriously. We can now update you on the current position and actions being taken across the Scottish Government.

A cross-public sector working group has been established to share knowledge and understand the extent of the issue which is intended to share good practice and experience in assessing and managing risk. The Group is seeking to understand the extent of RAAC across the public sector estate in Scotland. We will continue to provide guidance and best practice to assist public bodies as we learn more.

As general guidance, RAAC was mainly specified within buildings constructed between the 1950s and mid-1990s. However, please note that more modern buildings could also include this material and the inclusion of RAAC cannot be discounted.

Many of you will have already undertaken extensive surveying of your estate and other buildings and will have put mitigations in place where RAAC has been identified. If you have started checking for RAAC, please submit data on the attached excel response form and return to the public sector working group at buildingstandards@gov.scot - please also confirm if you have no properties, or no properties affected, so we have complete records.

It is extremely urgent that full returns are now completed by all public bodies, and we expect this work to take the highest priority. Nothing is more important than protecting the safety of the public and where RAAC is found to be in poor condition then it must be managed

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www.gov.scot



appropriately. We would encourage you to make sure that appropriate communication is given to all your building users about the approach you are taking with regards to RAAC.

For those leasing buildings, please check your leases to ascertain which party is legally responsible, and if it sits with the landlord, make urgent contact to ensure the required checks are carried out timeously. If landlords are not doing this and you think they should be then please contact us for advice. Please contact propertyandconstruction@gov.scot within the Procurement and Property Division for any advice covering leased property.

Some Public Bodies may have their own local arrangements in place to procure any necessary surveys of their buildings. Others may have access to / be named on the Scotland Excel Building Construction Consultancy (SXL 0920) Framework; Lot 2 – Civil and Structural Engineering: [Building construction consultancy | Scotland Excel \(scotland-excel.org.uk\)](https://www.scotland-excel.org.uk)

In addition, there is the Crown Commercial Services (CCS) Construction Professional Services Framework: <https://www.crowncommercial.gov.uk/agreements/RM6165>

As public bodies, you should use the guidance from the Institution of Structural Engineers when specifying survey work [[Reinforced Autoclaved Aerated Concrete \(RAAC\) panels: Investigation and assessment - The Institution of Structural Engineers \(istructe.org\)](https://www.istructe.org/)]

For any outstanding issues on RAAC in public sector properties please contact propertyandconstruction@gov.scot as soon as possible.

For the cross sector working group please contact Stephen.garvin@gov.scot or steven.scott@gov.scot.

We are committed to continue to work with you in your response to this challenge.

Yours sincerely,



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Note: advice on identification and subsequent survey or RAAC is provided

- 1 Name of public body
- 2 Does your organisation own or occupy a building or buildings
If 'NO', please stop here and return your form to The Scottish Gov
- 3 Does your organisation lease or rent a building or buildings you occupy?
 - 3a If 'YES', can you provide information on contact your landlord to arrange or will you arrange checks as detailed below (Q5/6) to confirm any presence and response to RAAC within the building(s) you occupy?
If such checks were undertaken, can you please provide details on
- 4 Does your organisation own a building or buildings which you occupy?
If 'YES', can you complete the following additional questions
- 5 Have you undertaken a check to identify if RAAC is present in your building(s).
If 'YES', please provide details on the 'Building return' tab below
- 5a If 'NO' please advise what action is planned
- 6 If the presence of RAAC has been identified, have you commissioned a report from a structural engineer to assess the risk and to recommend appropriate mitigation measures?
If 'YES', please provide details on the 'Building return' tab below
- 6a If 'NO' please advise what action is planned

ded in the covering letter to this form

please complete

ernment.

please complete

the 'Building return' tab below

please complete

please complete

please complete



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service: Lisa Bennett, Head of Strategy/OD
Date: 6th September 2023
Report Author: Lisa Bennett

Recommendation:

- 1. To consider/approve the proposal for a programme team/change readiness team as outlined**

Reason for Report: For Approval
Resource Implications: As noted
Strategy/Service Plan Implications: For inclusion in Corporate Plan 24/27 but in support of delivery business plan 23/24
Consultation: KTP Programme Manager
EHRIA Duties: Programme to determine
Document Classification: Not protectively marked

1	Introduction
1.1	<p>The purpose of this report is to:</p> <ul style="list-style-type: none"> • Provide EMT with a breakdown of required Programme Resource to be read alongside resourcing paper from HR.

2	Background
2.1	<p>SCRA are going through a period of significant change and transformation – responding and growing to meet the demands of changes in policy, legislation and improvement. This is exciting and challenging and to be successful requires careful and robust planning and resourcing</p>

3	Current Situation and next stage
3.1	<p>SCRA currently has three key programmes of work: Care, Connect and Protect.</p>
3.2	<p>Currently Connect is satisfied that they can resource match the planned work.</p>
3.3	<p>Protect has 3 part time programme managers that have successfully led the programme through the first stage and now are in planning for the second (all contracts to March 24).</p>
3.4	<p>Care saw the development and testing of a series of improvement projects during the past two years – child friendly scheduling, pre-hearing tools, customise my hearing etc.. and are now in a position to ‘hand-over’ some of these to Protect for inclusion in that programme, many still continue and a couple previously paused are due to start.</p>
3.5	<p>Care and Protect have one programme manager (permanent) and a full time project coordinator (contract to March 24) split between them</p>
3.6	<p>Next stage</p> <p>There is a full and challenging programme of work ahead for Protect – moving forward in 2024 with activity identified by the teams to steady the current systems and develop fundamental building blocks to take on more change and improvement moving into ‘Ready’ Protect are also due to take on projects that have moved over from Care – that have been tested and evaluated and are now ready for merging and roll out. On top of the described implementation, protect project managers are tasked to explore and plan for ‘Ready’ – for what the organisation need to move to, to embed</p>

	<p>and develop through 2024/25 to take it into a target model of working – effective, efficient, Promise compliant and with roles to match the different and improved ways of working that this will bring.</p>
3.7	<p>The big change for Care is that it will take into its programme, the workstreams coming from the Hearings for Children report – the agreed workstreams that SCRA will be taking forward under the redesign – singly and in partnership with others. For the next few months this will be approx. 6 projects but will increase once the ministerial approvals are received in December, where clarity will be given around some of the more significant, transformational work that will take place over the next few years.</p>
3.8	<p>SCRA are likely to be heavily involved in that work as it moves through various legislative stages as well as modelling, testing, research and evaluation and of course planning and implementation. At the moment, without clarity around approvals, it is very difficult to size this work and therefore we have proposed resource to work on the current workstreams with capacity to undertake exploratory activity that will help to inform projects to come on stream later.</p>
3.9	<p>People, Roles and Skills is a new workstream driven by the identified test and requirement from Protect, Hearings for Children and CCJB. This workstream works across all others and all projects. It considers our People, the roles they play, the skills they have and should have, and the way that we organise our teams and approach to our work.</p>
3.10	<p>This workstream will span the lifetime of all projects, will cover consultations, testing, recruitment, working very closely with Unison partners and to do so successfully will in itself require adequate resourcing.</p>

4	Change Readiness
4.1	<p>The proposal set out below covers what is currently envisaged to take on programme, project and change management within SCRA. It will all of course require to be factored into and implemented within the localities as we go forward in a planned way – and the resource identified will ready the way for that to ensure that operations feel supported, more in control and part of leading all change.</p>
4.2	<p>Change Readiness in SCRA Key to good change management within SCRA will be:</p> <ul style="list-style-type: none"> • respecting the key and principle role of the organisation – to make good decisions about children and young people and to facilitate Hearings that meet the needs of everyone who attend • translating change through process, policy and legislation into operational process

		<ul style="list-style-type: none"> • understanding and promoting change and improvement in ways that are relatable, transparent and honest • engaging early, openly and routinely with all roles in the organisation – as change will have an impact on everyone • Having clear plans for communication – setting out timescales, deliverables, impact and supports • Ensuring that localities have dedicated support to ensure that there are clean lines between change and operational practice <p>4.3 Proposed below are a number of roles – to take forward and lead projects, to support them through data, analysis and administration and to create linkage to operational process.</p> <p>4.4 To draw attention to one particular areas that stands to be critical as we move into the next phase – Change Managers. We propose that there be three change manager roles created, these will work as part of the programmes/change team, but will work across localities Change managers would support consistency, local project improvement, roll out and implementation, be additional capacity to run local projects but with alignment to main strategic programmes.</p> <p>4.5 Change managers have very different roles to project managers – they are a local resource, managed centrally to support integration of change, readiness for it, local tests, training etc – as directed by the programme manager. The project managers will develop and monitor plans from ideation through to development – ensuring all parts are in place – IT, practice, guidance, links to training, evaluations etc – they will work with the change managers to agree timings and change plans and hand over for roll out.</p>
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5	Proposal	
		<p>5.1 Currently there are a number of roles that work with or around the programmes – either full time, part time or as needs are identified. It feels critical moving into this next stage that those roles are brought together along with the related support to increase impact, ensure alignment and generate a positive and change ready approach to moving forward.</p> <p>5.2 Change Readiness/Strategic Programmes Team:</p> <p>Current resource: Programmes Manager – Roma Bruce Davies Project Coordinator – Karen Garside (contract to March 24) Operational Change lead – Collette Gallagher (contract to March 24) Project Managers Protect – 1.6 (contract to March 24)</p>

5.3	Required resource:			
	Role	Current	Notes	Change required
	Strategic Programmes Manager	Roma 1fte	Covering two internal programmes and external HSWG	-
	Project Coordinator	Karen Garside 1fte	Covering two internal programmes	Role to become permanent aligned to Roma
	Project Managers – Protect	1.6	Workstreams require full time managers – all to be upped and fully seconded	Increase by 2 (Neil moving out of Before - 1fte, up Jenny and Katie to full time)
	Project Managers – Care	0.6 currently (Colette)	Currently Collette covers many improvement projects, need to extend contract and take on additional PMs to take forward projects	Increase by 2 Collette extended
	Project Manger – People		New workstream – will need pm and a LRM	2 fte
	Project support	0.5	Currently Kelly Campbell supports protect and leads on project – requires to increase to full time to take on project and duplicate to care	1.5 increase LSM
Data Support officer		Need has been identified to have dedicated data support for all projects to support improvement in terms of evaluation, reform in terms of evidence/modelling, TOM in terms of report/measure development	1 fte split between programmes	

		<p>Research officer</p>		<p>Need has been identified to have dedicated research analyst to support all projects of improvement, reform and change – to gather evidence, evaluate and produce recommendations to feed the programme – working closely with the data analyst.</p>	<p>1 fte split between programmes</p>
		<p>Operational Change Managers</p>		<p>This role has been identified as essential in engaging, rolling out, managing change, supporting and developing approaches to local change</p>	<p>3 Fte (LRM grade)</p>
	<p>5.4</p>	<p>Risks (to be fully fleshed out)</p> <p>Full detail of programmes will be taken to Programme Board for approval however the risk to be noted is that without the above, outlined resource to support the work, there would require to be a slimmed back plan in place or risk lack of delivery.</p> <p>The proposal above sets out a requirement for project managers/other resource. There is a risk to filling these positions if de-coupling from current role is a barrier to application.</p> <p>The operational risk of back fill if the above posts were agreed to go ahead – the intention would be for majority of roles to be filled from internal resource so impact would be felt across localities – recruitment strategy to be developed with consideration of widening pools of roles/phasing etc.</p> <p>Strategic overstretch to take on so much at once results in too much change, pressure, bottlenecking</p>			

<p>6</p>	<p>Recommendation</p>	
<p>6.1</p>	<p>1.</p>	<p>To consider/approve the proposal for a programme team/change readiness team as outlined</p>



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Data quality escalation paper

Accountable Director: Head of Strategy and Organisational Development **Date:** 06/09/2023

Report Author: Data Manager

Recommendation:

1. To approve the formal process for the monitoring and correction of recording court outcomes in CSAS.
2. If approved, to agree how far back we want to ask users to fix (e.g. last 6 months etc.).

Reason for Report: *For approval*

Resource Implications: *Not applicable*

Strategy: *Within approved plans*

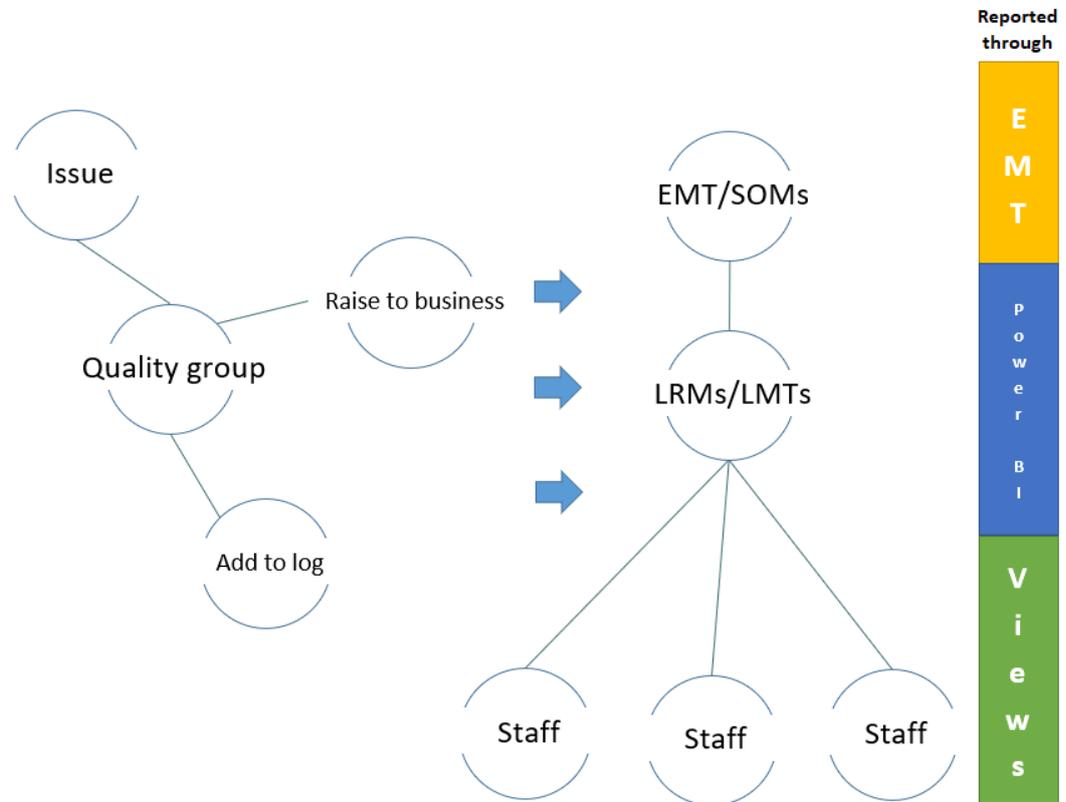
Consultation: *Data quality group, executive management team.*

Equalities Duties: *Not required – within normal business*

Document Classification: *Not protectively marked*

- **Introduction**

1.1 In April 2022 the Quality and Performance Team outlined a data quality approach to the Executive Management Team (EMT) for the correction of data quality issues within CSAS as follows:



1.2 This process uses the expertise of the Data Quality Group to analyse issues which have been raised with a view to deciding whether they were of sufficient severity to the organisation that they require correction on CSAS and oversight nationally by the EMT. This excludes any issues where the solution is of a technical nature as these will be raised as part of CSAS requirements and will be either developed into a work package or put on hold depending on the CSAS assessment of the issue.

2. Background

2.1 There are several known data quality issues within CSAS. Many of these are identified by the Quality and Performance Team as part of our continuous auditing and analysis of data quality. Issues can also be raised by the OD team or by anyone else working with CSAS.

- 2.2 When an issue is raised, a paper will be drafted for discussion at the Data Quality Group chaired by the Quality Assurance Manager. This group has a range of stakeholders from across the organisation and is also attended by one of the Senior Operational Managers. The range of issues and decisions so far by the group can be seen in Appendix 1.
- 2.3 An issue has now been raised and discussed at the data quality group of sufficient impact that we are looking to invoke the process above.

3. Issue

- 3.1 The issue raised is around the recording of court outcomes. This covers proofs, court ICOS and appeals. We are finding that there are often cases where no outcome is recorded, or the outcome is incomplete.
- 3.2 For appeals, the issue is straightforward, the appeal outcome is not recorded and therefore this shows as blank. For other court, it is a bit more complex as there can be an outcome gap against the proof outcome (which should be set to final calling or adjourned) and/or the ICOS outcome which should be ICOS issued or ICOS not issued.
- 3.3 Court also requires an outcome against the ground which will either be adjourned, established, or not established.

4. Impact/risks

- 4.1 If an appeal outcome is not recorded, then we run the risk of not applying the decision of the Sheriff to the case; whether that is that the order is terminated or that another Hearing is required. Primarily though when no decision is recorded it is generally where the appeal has been dismissed. Therefore, the major risk is around holding incomplete records for children. From a data perspective it means we also must manually check a high percentage of appeals for operational reporting through the OPR or official statistics.

Error levels on appeal outcomes in past 12 months – $49/421 = 2.4\%$

- 4.2 If a court ground outcome is not recorded, this will mean that the following court meeting or established ground Hearing will not carry that ground forward. This breaks the chain of grounds within cases that have a Hearing or court disposal. This means that we risk holding incomplete records for children, but it also means that cases will not, for instance, be fed back to the police to update their systems. It also requires a significant resource to manually adjust data reporting around Hearing disposals.

Error levels on court grounds in past 12 months – $198/8,317 = 2.4\%$

- 4.3 Not recording the proof outcome status (final calling or adjourned) also causes problems for the future processing of court cases though it can be ignored. This data is required though for work around profiling length of court cases, number of callings etc. Recording of the ICSO status doesn't impact any individual workflow but it is the only way we can accurately count court orders as orders themselves on CSAS are poorly recorded and unreliable for counting purposes.

Error levels on ICSOs in past 12 months – $107/4,696 = 2.3\%$

Error levels on court status' in past 12 months – $218/8,317 = 2.6\%$

5. Process of escalation

- 5.1 The data quality process is not intended to be onerous. It will work by providing the data to managers and senior practitioners in Power BI or by generating an Excel file. This will allow issues to be easily identifiable which can then be corrected or raised to the mailbox as required.
- 5.2 The SOMs will also have oversight of the Power BI data and progress will be reported to EMT. It is not intended that issues on the data quality list will remain there forever. Hopefully once they are focussed on they can become part of business as usual. This will reduce pressure on locality staff and the mailbox in the long term as unpicking data quality issues is often complex and requires significant resource.

The plan would be as follows (subject to EMT agreement):

- Send out a communication to managers with a commencement date and details about what is required;
- Provide access to the data to locality staff and summary data to the SOMs; and
- Report progress to EMT with recommendations to continue monitoring or whether the issue/risk has been minimised.

6. Recommendation

- 6.1 **1. To approve the formal process for the monitoring and correction of recording court outcomes in CSAS.**
- 2. If approved, to agree how far back we want to ask users to fix (e.g. last 6 months etc.).**

DATA QUALITY ISSUES LOG

Issue No.	Raised By	Date raised	Issue Description	Detail of any associated risk	Actions	Current status
1	Gillian Brown	Oct 21	<p><u>Active orders discrepancy</u></p> <p>Where the hearing makes a decision to make, continue or vary an order but the child record does not contain the active order details</p>	<p>a. management of the order can't be done on CSAS which may result in order lapsing.</p> <p>b. data quality assurance and data handling</p>	<p>1. Monthly reviews of hearings as per issue description</p> <p>2. views and dashboards developed for Locality use</p> <p>3. Training and guidance for Localities provided</p> <p>4. Responsibility passed to Localities end 2022 (with some limited ongoing oversight by data team)</p>	Closed to DQ group 2/2/23.
2	Gillian Brown	Feb 21	<p><u>Non-disclosure discrepancies</u></p> <p>Where there is a non-disclosure provision of some kind but the warning banner is not showing on the child's record Or The warning banner is showing but there is no non-disclosure provision in place</p>	<p>Breach risk in first category</p> <p>Data quality and data handling issue in second</p>	<p>Actions as for Issue 1.</p> <p>Findings and actions passed to ND Focus group</p>	Closed to DQ group 2/2/23

4	Gillian Brown	May 22	<p><u>Duplicate records issue</u></p> <p>Includes duplicate child and contact records</p> <p>no systematic process for reviewing current records to identify and investigate potential duplicate records.</p> <p>Issues connected to duplicate detection rules</p> <p>Deletion issues</p>	<p>(i) potential for breach (this risk to be quantified)</p> <p>(ii) data handling</p>	<p>1. Survey to Localities to attempt to understand issue better</p> <p>2. deletion process developed and piloted in 1 Locality</p> <p>3. baseline monitoring of new duplicate child records created</p> <p>4. technical developments for better search functionality</p> <p>5. associated guidance developed</p>	Issue still open to group
5.	Data team	Mar 23	<p><u>Court appointments with no outcome recorded</u></p> <p>Includes appeals and proofs</p>	<p>1. subsequent hearings may not be arranged</p> <p>2. data handling – time consuming and complicated to unpick</p> <p>3. data quality impacted</p>	1. Escalate to EMT and the SOMs as part of the data quality process	Issue closed to group 3/5/23
6	Gillian Brown	May 23	<p><u>Appointments with no grounds linked</u></p> <p>Results in issues with recording</p>	<p>1. No risk to child identified</p> <p>2. Inefficiencies</p>	1. dashboard and views developed for 'housekeeping' by Localities	Issue open to group

			<p>grounds outcomes</p> <p>System developments will introduce validation but will not deal with all aspects of issue</p>	<p>in time and support required to 'unpick' errors, including Helpdesk support required</p>	<p>2. ongoing review of these cases</p> <p>3. scenarios and mapping of cases to be written up to identify weak points in process</p>	
7.	Donald Lamb	Aug 23	<p><u>SPR/Joint Reports</u></p> <p>Useability of SPRs and how they enter the system means that where there is more than one 'accused', children's cases can be wrongly marked and subsequently processed as 'Joint'.</p> <p>Inconsistent use of 'juvenile' section of report causes difficulties in being confident of police intention for reported child.</p> <p>Difficult to capture the information about each child reported</p>	<p>1. Small risk of children being prosecuted when they should have only been referred to SCRA</p> <p>2. Data reporting of joint reports inaccurate</p>	<p>1. Data manager to lead work on this</p> <p>2. data team to run daily report of jointly reported cases to capture wrongly marked ones</p>	Issue open to group