

AGENDA

#	Item	Purpose	Paper	Action
1.	Apologies			
2.	Any Other Business			
3.	Minute of Last Meeting	Approval	Attached	NH
4.	Matters Arising			
5.	Commitments Calander	Noting	Attached	NH
6.	Learning KPI's	Noting	Attached	SD
7.	SCRA Board/Committees a) January Board i. Agenda ii. Staff Survey iii. Budget Report b) Committees i. Committee Induction	Info Review Review Review Discussion	Attached Attached Attached Attached Verbal	RMack NH NH RMack NH/PA
8	EMT/Locality Visits 2025	Discussion	Verbal	PA
9.	SCRA Business Plan 2525-26	Discussion/Review	Attached	LB/AMacD
Standing Items				
10.	Finance and Resource a) General Update	Update	Verbal	RMack
11.	Practice and Policy a) General Update b) Childrens Care and Justice Act	Update Update	Verbal Verbal	AH AH
12.	Information Governance a) General Update b) Complaints Report c) October Breach Report d) November Breach Report	Update Noting Noting Noting	Verbal Attached Attached Attached	AH AH AH AH
13.	Digital Programme a) General Update	Update	Verbal	DC
14.	Programme Board Update a) General Update	Update	Verbal	LB
15.	New Risks			
16.	Forward Plan a) SCRA Board – 14/01 b) Children & Families National Leadership Planning meeting – 20/01 c) Programme Board – 21/01 d) YJIB Data Sub group – 23/01 e) Children's Hearings Redesign Board – 29/01 f) Justice Board -30/01			
	Date of Next Meeting Wednesday 05 th February 2025, Ochil House, Stirling			

Present

Neil Hunter (NH)	PR/CE
Alistair Hogg (AH)	Head of Practice & Policy
Susan Deery (SD)	Head of HR
Ross Mackenzie (RMack)	Acting Head of Finance & Resources
Douglas Cameron (DC)	Head of Digital
Helen Etchells (HE),	Senior Operational Manager (North & West)
Paul Mulvanny (PM)	Senior Operational Manager (East & Central)
Lisa Bennett (LB),	Head of Strategy & OD
Donald Lamb (DL),	Data Manager, item 6
Pamela Armstrong (PA)	Governance Officer, Minute (By Teams)

	Item	Timescale	Action
1.	Apologies None		
2.	<p>AOB</p> <p>Staff Pay</p> <ul style="list-style-type: none"> SD will take a proposal to the Remuneration and Nominations Committee later this month. The proposal had been developed in line with SG Pay Policy Guidance. Updated will be provided as available. <p>Shared Services opportunity with Guernsey Office of Convenor</p> <ul style="list-style-type: none"> There are difficulties in delivering corporate functions due to a small department size and recruitment challenges. The need for support in various areas, including professional supervision for assistant convenors, was emphasised. EMT agreed on the importance of providing quality assurance, audit practices, and research support for casework. The potential for remote casework assistance was discussed, given the differences in legislation. Guernsey is struggling to recruit qualified staff, with efforts being made to attract candidates from England and potentially Scotland. The possibility of developing a trainee route to alleviate staffing shortages was also considered. 		

	Item	Timescale	Action
	<ul style="list-style-type: none"> • The complexity of providing flexible casework support was acknowledged, with discussions about how to manage internal resources effectively while meeting Guernsey's needs. • EMT agree to explore offering support to Guernsey, including professional supervision and quality assurance services, while also considering the potential for remote casework assistance. • A framework for collaboration and service provision between the two organisations was recognized as necessary, with the understanding that Guernsey would be expected to pay for the services rendered. • AH and NH will initiate further discussions about the operational capacity and financial implications of providing casework support to Guernsey. • The team will investigate potential recruitment solutions, including the development of a trainee route and seconding existing staff to Guernsey. • There is a shared understanding of the challenges faced by Guernsey and a commitment to exploring collaborative solutions. Further discussions are required to solidify the framework for support and ensure that both parties can effectively address the needs identified. <p>Automation of Letter Generation</p> <ul style="list-style-type: none"> • NH has received queries regarding issues with the automation of letter generation and communication within the team, emphasising the need for streamlined processes. 		
3.	<p>Minute of Previous Meeting Approved</p>		
4.	<p>Matters Arising Covered within the agenda.</p>		
5.	<p>Data</p>		
a)	<p>Data Sharing</p> <ul style="list-style-type: none"> • The request from Children's Hearings Scotland (CHS) for personal data sharing was discussed. The consensus was to provide redacted information but not personal data due to legal constraints and concerns regarding data privacy. 		

	Item	Timescale	Action
	<ul style="list-style-type: none"> • Regular updates will be provided on the progress of the data-sharing discussions with CHS and any legislative changes that may arise. • The SCRA response to CHS regarding data sharing was agreed upon by EMT, emphasising the limitations and legalities of sharing personal data. <p>Agreed:</p> <ul style="list-style-type: none"> • To finalise the data sharing response to CHS, ensuring legal compliance and clarity on what data can be shared. DL will prepare a detailed response to CHS, clarifying the limitations of data sharing and the rationale behind it. 		
b)	<p>Data Management</p> <p>DL Introduced a summary of the audit functionality. Full development of it will take time and require expertise from across SCRA and from developers and will also require close partnership work with Unison.</p> <p>Agreed:</p> <ul style="list-style-type: none"> • DL to prepare a follow-up paper addressing concerns about the retention of audit data and its implications for data governance. • DL to develop a plan for purging unnecessary audit data in compliance with retention policies. 		
6.	<p>Greenock Staff Areas</p> <p>Offline approval has been given for the following recommendations,</p> <ul style="list-style-type: none"> • To approve the proposed works to the Greenock office to provide a modern working environment in line with recent SCRA office refurbishments. • To approve the procurement and appointment of a building contractor to undertake the works identified and the procurement of furniture. 		
7.	<p>SCRA Board/Committees</p> <p>a) December Board</p> <ul style="list-style-type: none"> • Draft reports were reviewed ahead of the December Board Meeting. Final versions to be submitted to PA by the end of this week. <p>b) SCRA Committees</p> <ul style="list-style-type: none"> • NH provided updates on committee structures, including the Audit and Assurance Committee, formally Audit and Risk Committee and the proposed Planning Performance Committee. 		

	Item	Timescale	Action
	<p>EMT reviewed the proposed changes to committee structures, particularly regarding the Audit and Risk Committee, and discussed the implications of these changes on the quality assurance processes.</p> <ul style="list-style-type: none"> Revised Standing Orders and Board/Committee Terms of Reference will be taken to the December Board for approval. 		
STANDING ITEMS			
8.	<p>Finance and Resource</p> <ul style="list-style-type: none"> RMack provided updates on budget forecasts Discussions centred around capital spending and lease extensions for various properties, including potential agreements for long-term leases in key locations. 		
9.	<p>Practice and Policy</p> <ul style="list-style-type: none"> An update will be provided at the next meeting. AH to monitor the judicial review outcomes and report back on any implications for the organisation. 		
10.	<p>Information Governance</p> <p>The next meeting will include a review of the complaints report.</p>		
11.	<p>Digital Programme</p> <p>DC provided comprehensive update on the Digital Strategy, emphasising the transition to cloud-based systems and the need for a child and family-facing digital service.</p> <ul style="list-style-type: none"> The EMT will continue to monitor the implementation of the digital strategy and its impact on service delivery, ensuring alignment with organisational goals. The EMT will continue to engage with UNISON to address concerns regarding workload and morale, ensuring that the narrative around digital transformation is clear and supportive. It is important to develop a communication plan to address staff concerns regarding automation and workload, ensuring transparency about the changes. Regular updates on the implementation of the Digital Strategy and its impact on staff workload will be monitored and reported at future meetings. 		

	Item	Timescale	Action
	<ul style="list-style-type: none"> DC will present the Digital Strategy to the December Board. The Board will be asked to approve the Digital Strategy, focusing on its alignment with the child-facing service vision. <p>Agreed:</p> <ul style="list-style-type: none"> Approval was given for the Digital Strategy direction, emphasising the need for a child-centred approach and ongoing engagement with stakeholders. 		
12.	<p>Keeping the Promise EMT agreed this agenda item will be changed to Programme Board. The next meeting will update on the ongoing work related to the redesign consultation.</p>		
13.	<p>New Risks No new risks were identified.</p>		
14.	<p>Forward Plan The forward plan was reviewed.</p>		
15.	<p>Date of Next Meeting Monday 13th January 2025, Ochil House, Stirling</p>		



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service Susan Deery, Head of HR

Date: 13 January 2024

Report Author: Patricia Stevenson, HR Manager

Recommendation:

1. To note the Learning KPIs as at December 2024 as well as the current completion rates for Development and Supervision meetings on iTrent.

Reason for Report: *For noting*

Resource Implications: *None*

Strategy/Service Plan Implications *People Strategy*

Consultation: *EMT*

EHRIA Duties: *None*

Document Classification: *[Not protectively marked]*

1. Introduction

- 1.1 The paper provides an update on the Learning & Development Key Performance Indicators for the period 1 April 2024 to 31 December 2024 and includes details of the Development and Supervision meetings recorded on iTrent.

2. Learning KPI

Learning Events

- 2.1 In 2024/25, as at December 2024, staff attended 2049 learning events which equates to 4.3 events per employee. As at December 2024, the annual KPI of 4 learning events per employee per year has been met.
- 2.2 The table below shows the annual comparison of the number of learning events completed and the number of events per employee. It is anticipated that the number of events per employee is likely to exceed 5 by the end of March 2025

	Learning Events	Events per employee
2022/23	2095	4.4
2023/24	2377	4.9
2024/25	2049	4.3

- 2.4 The top 5 areas of training provided this year are:

Type of training	Learning Event	% of Events by Learning Events
Practice	669	32.68%
Health & Safety (Mandatory)	371	18.12%
Breach Prevention	249	12.16%
Trauma Training	208	10.16%
Inclusion & Diversity	186	9.09%

The Practice Training includes the UNCRC and Harmful Sexual Behaviour training provided this year. The Health and Safety training reflects the mandatory training completed by staff this year as part of the 2 yearly cycle. The data also shows that 52% of staff have completed the Breach prevention training so far. A full breakdown of the training undertaken so far this year can be seen at Appendix 1 and 2.

PDP Completion

- 2.5 As at 31 December 2024, 4.42% of staff have uploaded their Personal Learning Objectives to iTrent. Further details on the number of staff who have completed Personal Development Plans is attached at Appendix 3.
- 2.6 The revised Development & Supervision Framework was implemented in October 2024 therefore it is assumed that this new process is continuing to establish, and this reflects the low level of input. The HR Team will circulate a reminder to all managers to encourage the completion of Learning Objectives and it is recommended that the Senior Team remind managers in their Supervision of the importance of staff recording Personal Learning Objectives and agreeing learning objectives with their direct reports as part of the Development meeting

- 2.7 HR Team will provide Heads of Service with detailed information about the rate of completion in their Teams and Localities to inform discussions with Managers.

Evaluation of Learning Events

- 2.8 The process for seeking evaluation feedback on iTrent is established, however the rate of completion by staff remains low. The take up is partially impacted by Practice Training administration taking place largely outwith iTrent.
- 2.9 This topic will be discussed at the Learning Network in January 2025 and the HR Team will remind staff of the process of complete evaluation forms and consider whether Learning Nexus could provide a more user friendly option for administration and evaluation.
- 2.10 The overall assessment of the evaluations recorded is detailed below:

Excellent	74%
Satisfactory	16%
Mostly Satisfactory	5%
Partially Satisfactory	5%

- 2.12 With 90% of staff satisfied with learning, the KPI of 80% has been met although it is noted that the analysis is based on low levels of completion.

3. Development & Supervision Recording Completion Rates

- 3.1 The revised Development and Supervision Framework was implemented in October 2024. The Framework requires managers to continue to record Development and Supervision meetings on iTrent.
- 3.2 The Development and Supervision lifecycle has been on iTrent since April and some managers have been regularly recording the data throughout the year. The recorded information can be seen below.

	Meeting recorded	No meeting recorded
Development meeting	188	316
Supervision 1	123	381
Supervision 2	79	425
Wellbeing meeting	46	458
Supervision 4	10	494
Supervision 5	0	504

Note: staff with 2 posts are recorded twice.

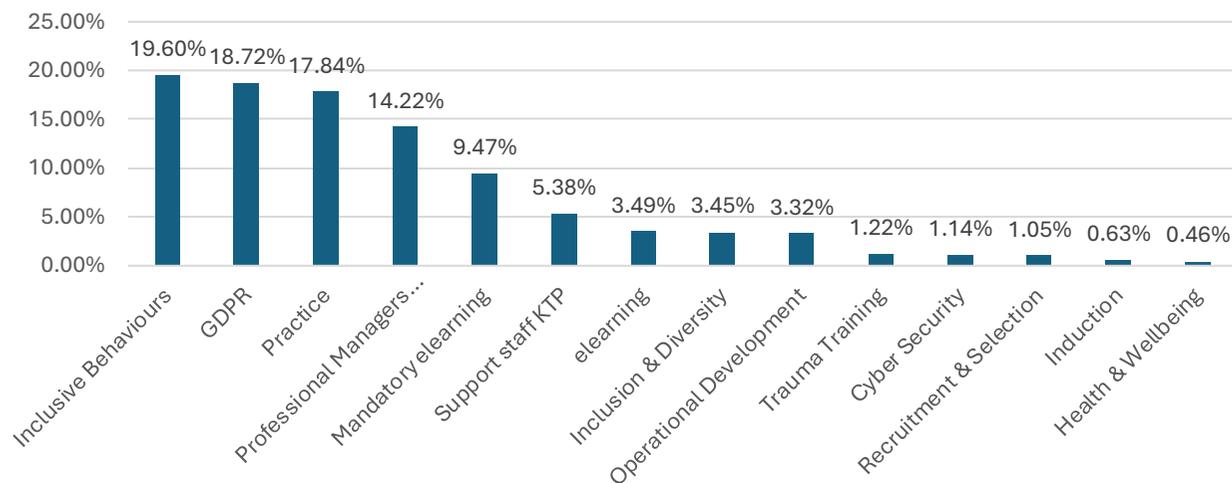
- 3.3 It is noted that those managers who regularly record completed meetings on iTrent have continued to do so this year. The HR Team will provide Heads of Service with details of those managers who have yet to update records on iTrent and the HR Business Partners will be asked to confirm the expectations regarding the recording on meetings at Locality Management Team meetings.

4. Recommendation

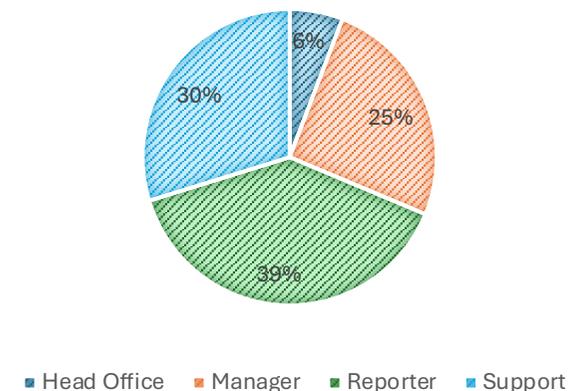
- 4.1 It is recommended that EMT note the Learning KPI Data for 2024/5 as a December 2024 and the Development and Supervision meetings recording rate along with the actions to be taken to seek to improve the completion rates.

Appendix 1

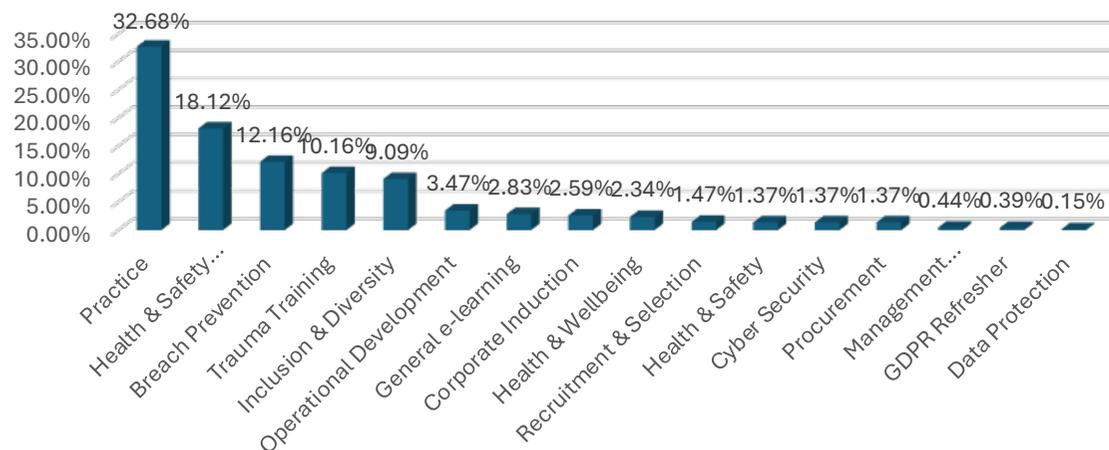
All Learning Events by Category 2023/24



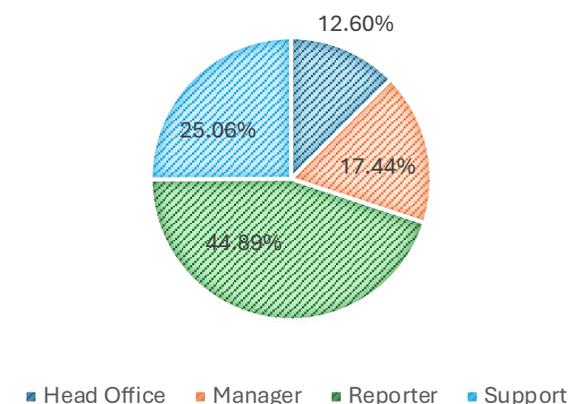
ALL LEARNING EVENTS BY ROLE 2023/24



All Learning Events by Category 2024/25



ALL LEARNING EVENTS BY ROLE 2024/25



Appendix 2

All Training Events – April - December 2024

Type of training	Events - no of staff	% of Events by Learning Events
Practice	669	32.68%
PRACTICE TRAINING: UNCRC	323	15.78%
PRACTICE TRAINING: Harmful Sexual Behaviour	110	5.37%
Practice Training: UNCRC Part 2	28	1.37%
Practice Training: Principles and Structure	25	1.22%
Practice Training: JII/VW Training	23	1.12%
Practice Training: Preparation for Proof	17	0.83%
Practice Training: Statement of Grounds - decision making and drafting	17	0.83%
Practice Training: Children's Hearings	17	0.83%
Practice Training: Appeals	14	0.68%
PRACTICE TRAINING: Domestic Abuse Training	13	0.64%
Practice Training: Good Decision Making	12	0.59%
Practice Training: Civil Evidence	12	0.59%
Practice Training: Criminal Evidence	11	0.54%
Practice Training: Child Development	10	0.49%
Practice Training: Advocacy Skills 2	9	0.44%
Practice Training: Section 67 Grounds training	9	0.44%
Practice Training: Enhanced Court Training: Boast Your Confidence	7	0.34%
Practice Training: Advocacy Skills	6	0.29%
Practice Training: Ethos and Procedure	6	0.29%
Health & Safety (Mandatory)	371	18.12%
An Introduction to Basic First Aid (Mandatory/C)	101	4.93%
RoSPA: An Introduction to Health & Safety at Work (Mandatory/C)	62	3.03%
Staying Safe with DSE - An Overview (Mandatory/C)	49	2.39%
RoSPA: Fire Safety and Evacuation (Mandatory/C)	43	2.10%
Handling Violence and Aggression at Work (Mandatory/C)	34	1.66%
RoSPA: Safe Manual Handling (Mandatory/C)	28	1.37%
RoSPA: Slips Trips and Falls (Mandatory/C)	27	1.32%
Display Screen Equipment Risk Assessment (Mandatory)	24	1.17%
RoSPA: Fire Prevention and Evacuation	3	0.15%
Breach Prevention	249	12.16%
Breach Prevention Training (Mandatory)	249	12.16%
Trauma Training	208	10.16%
Transforming Connections Trauma Skilled Practice	111	5.42%
Developing your trauma skilled practice 1: (Mandatory)	83	4.05%
Holding the Reflective Space	14	0.68%
Inclusion & Diversity	186	9.09%
Pronoun Awareness	65	3.18%
Inclusive Behaviours Training	52	2.54%
Imposter Syndrome Training	27	1.32%
Diversity, Equality and Discrimination (Mandatory)	23	1.12%
Unconscious Bias Training (Mandatory)	10	0.49%
Trans Awareness training	9	0.44%

Operational Development	71	3.47%
Court Training - Support Staff	13	0.64%
Non-Disclosure Training - Reporters	12	0.59%
Hearings/PHPs - Reporters & Asst Reporters	11	0.54%
Non-Disclosure Training	8	0.39%
Referrals - Support Staff	7	0.34%
Non-Disclosure Training - LSA	7	0.34%
Court Training - Reporters	5	0.24%
Referrals - Reporters	4	0.20%
Trainee Reporter Training - CSAS	2	0.10%
CSAS Induction Training for Reporters	1	0.05%
Pronoun Awareness	1	0.05%
General e-learning	58	2.83%
Corporate Induction	53	2.59%
Health & Wellbeing	48	2.34%
Recruitment & Selection	30	1.47%
Health & Safety	28	1.37%
Cyber Security	28	1.37%
Procurement	28	1.37%
Management Development	9	0.44%
GDPR Refresher	8	0.39%
Data Protection	3	0.15%
Grand Total	2047	100.00%

Appendix 3

Personal Development Plans

	Performance Objective	Personal Learning Objective	No Objectives	Total
EAST AND CENTRAL SCOTLAND	14	13	207	234
HEAD OFFICE	1	1	93	95
NORTH WEST	4	8	157	169
Sum:	19	22	457	498

EAST AND CENTRAL SCOTLAND

	Performance Objective	Personal Learning Objective	No Objectives	Total
AYRSHIRE			41	41
CENTRAL		1	36	37
LANARKSHIRE	10	8	46	64
SOUTH EAST	3	3	36	42
TAYSIDE	1	1	49	51
	14	13	208	235

HEAD OFFICE

	Performance Objective	Personal Learning Objective	No Objectives	Total
EXECUTIVE			1	1
PRACTICE & POLICY			25	25
SUPPORT SERVICES	1	1	67	69
	1	1	93	95

NORTH WEST

	Performance Objective	Personal Learning Objective	No Objectives	Total
GLASGOW		4	48	52
GRAMPIAN			31	31
HIGHLANDS AND ISLANDS			28	28
STRATHCLYDE NORTH	4	4	51	59
	4	8	158	170