

AGENDA

	Item	Purpose	Papers	Owner
1.	Apologies			
2.	Any Other Business			
a.	National Standby Service Update	Noting	Attached	PM
3.	Minute of the Last Meeting	Approval	Attached	
4.	Matters Arising			
5.	Public Services Reform Act statement	Approval	Attached	RMack
6.	Internal Review Closure Paper	Noting	Attached	HE
7.	Fixed Term Contracts Update	Noting	Attached	SD
8.	Draft Board Papers	Review	Attached	
a.	June Board - Agenda			
b.	Public access to Board Meetings – Update			
c.	2023/24 Draft Budget Outturn			
d.	Property Strategy – Update			
e.	Digital Strategy - Update			
f.	Annual Complaints Report			
g.	Corporate Plan 2024-27 - Update			
h.	Communications Strategy			
i.	Influencing Report 01 June 2023 to 01 June 2025			
j.	Risk Management Policy			
k.	Strategic Risk Register			
l.	Job description Update			
Standing Items				
9.	Finance and Resource			
a.	General Update	Info	Verbal	RMack
10.	Information Governance			
a.	General Update	Info	Verbal	AH
11.	Practice and Policy			
a.	General Update	Info	Verbal	AH
12.	Digital Programme			
a.	General Update	Info	Verbal	DC
13.	Programme Board			
a.	General Update	Info	Verbal	LB
b.	Portfolio Management - Next Steps	Info	Verbal	LB
14.	New Risks			
15.	Forward Plan	Info	Verbal	PA
16.	Date of Next Meeting Wednesday 02 nd July, by TEAMS			

Clare Kay, Operational Development Analyst and Neil McKinlay, Operational Development Lead
22nd May 2025

Background

The Operational Development (OD) Team extended the pilot for a national approach to Standby arrangements for SCRA for Easter and May Day 2025.

National Standby arrangements were facilitated for Easter (Friday 18th, Saturday 19th and Monday 21st April 2025) and May Day (Monday 5th May 2025). The scope was all emergency hearings.

Each day, there were 8 members of the National Standby Team. The team was made up from a combination of 3 x Locality Reporter staff (Senior Practitioners, Reporters and Assistant Reporters), 3 x Locality Support Staff (Locality Support Administrators) and 2 x from the OD Team (OD Manager plus an Analyst or Support Manager).

One combination that was ruled out was having only Assistant Reporters being available, this was due to the possible need for new Grounds to be drafted. However, the combination of roles worked really well together.

The 3 x Locality Reporter staff nominally covered 3 localities each. However, if a Reporter had multiple requests, the agreement was another member of the team would be asked by the OD Manager to provide support.

There were 3 x LSAs on Standby from the same localities as the Reporter staff, who were all virtual hearing licence holders.

Two members of the OD Team (OD Manager, and either an Analyst or Support Manager) were on Standby on each day. The Analysts or Support Manager checked mailboxes for those localities not represented within the Standby team on any given day and were available to facilitate case transfers if required. The OD Manager supervised the Standby team, was on hand to answer any practice queries and to support less experienced Reporters should they be required to draft grounds for referral.

Preparation

In preparation for the pilot, the OD Team undertook several crucial steps, including:

- Splitting localities into cohort North, West and East.
- Composing a comprehensive guidance document including important information regarding preparing for Standby, information for the day and actions to be taken after.
- Facilitating multiple briefing sessions with all Standby Reporters and LSAs to provide guidance and answer questions.
- Sourcing and providing Reporters and LSAs with Social Work Emergency Duty Team contact details for all local authorities.
- Creating the emergency hearing session in CSAS, in advance of the Standby dates.
- Communicating Standby arrangements with CHS and ensured panel member contact details were available to all Standby personnel and ensured all hearing sessions were populated with panel members.
- Setting up a MS Teams channel to communicate with all staff on Standby on the day.

- Obtained a national Standby telephone number and added all Standby staff to the call group.
- Issuing a standardised email to all localities, outlining SCRA Standby arrangements and contact details for dissemination to key partners.

Standby – Easter 2025

Prior to Public Holidays

Prior to Easter 2025, Ayrshire locality became aware of a CPO being granted and implemented on Wednesday 16th April. The 2nd working day hearing had to take place on Friday 18th April. Ayrshire locality contacted the OD Team promptly and it was agreed that the Locality would schedule and arrange the hearing on CSAS, create the HIP and grant HIP access, send out the virtual links to all participants and contact the panel members. The National Standby Team would then cover the hearing on the public holiday.

The OD Team contacted the Standby Reporter and LSA from Glasgow Locality who were due to cover the Ayrshire locality on Friday 19th April. They were alerted to the hearing and provided access to the child's contact record and paperwork to fully prepare for the hearing.

During this it became apparent that the hearing sessions should start at 10am. Thus, avoiding delay and unnecessary time and cost (i.e. overtime rate).

On Thursday prior to Good Friday, word came into OD Team that a CPO was likely in Central. Therefore, the Standby team were primed to look out for the paperwork on Friday.

Good Friday (18th April)

During 9 am – 10 am, LSAs and the OD Team checked all locality mailboxes for emergencies and monitored the telephone for incoming calls. OD Manager ensured that the Reporter and LSA down to cover the Ayrshire 2nd working day had everything they required.

The Central (Falkirk) CPO was received in the team mailbox. The OD Analyst alerted the South East Standby Reporter and facilitated a case transfer. The CPO had been implemented on the Thursday. Due to the timescales this was arranged by the East cohort Reporter (from South East) for the Reporter and LSA (from Lanarkshire) on Monday to cover. The LSA informed the three panel members. OD informed CHS Resource Allocation Team (RAT). Of note is Monday's Reporter popped online towards the end of Friday's Standby so was informed of the 2nd working day hearing being arranged for Easter Monday at 10am. She let her LSA partner know so they were both aware in advance of Monday that they would have to cover a hearing at 10 am. It should be noted that the Falkirk Social Work Team did not supply SCRA with the correct paperwork and email addresses for participants. This led to the South East duo spending more time arranging the hearing that they would have if our partners provided the information fully from the start.

The Ayrshire hearing was covered successfully by the Glasgow duo at 10am. They informed the OD Manager once the hearing was completed.

The Reporter highlighted a tweak to the guidance to make the case transfer process quicker and smoother. This was actioned by the OD Analyst and updated guidance made available to the Standby Team the following day.

Saturday (19th April)

During 9 am – 10 am, LSAs and the OD Team checked all locality mailboxes for emergencies and monitored the telephone for incoming calls. A phone call was made by a Reporter to ensure that an

emergency transfer hadn't taken place. No hearings were required. Note - There were no joint reports received.

On Saturday at around 5pm, the OD Team noticed a notification from the PF that a child (17 and on CSO) had been in custody. The PF had placed him on Petition due to the nature of the offence and that he is currently on four bail orders. The child was remanded to Rossie Secure Unit by the Sheriff at Stranraer Sheriff Court on Saturday morning. The police had not sent a joint report. Therefore, the Standby Team did not have an opportunity to engage with the PF regarding who is best placed to deal with the child. Due to the timing on the Saturday night, the OD Manager made the decision, as the child was already in secure, this could wait until Monday and follow up with partners at this point.

Of note is the PF in his email notification that the child was remanded, made reference that he was only now aware that SCRA were on Standby during 9 am – 10 am.

Easter Monday (21st April)

During 9 am – 10 am, LSAs and the OD Team checked all locality mailboxes for emergencies and monitored the telephone for incoming calls. It should be noted that no joint reports from the police had arrived.

The Lanarkshire, Dumfries and Galloway Reporter followed up the PF's email from Saturday with both the PF and Social Work. It was confirmed that the child had been remanded to secure without a police report being sent to SCRA. This was flagged for the Locality Reporter and Locality Reporter Manager to follow up with their partners after the public holiday to assess why we did not receive the joint report or communication from the PF during our Standby hours (i.e. 9 am – 10 am).

The Central (Falkirk) hearing was covered successfully by the Lanarkshire duo at 10am. They informed the OD Manager once the hearing was completed. The updated case transfer process worked well.

May Day (5th May)

Prior to the public holiday, South East locality became aware of an emergency transfer and the hearing had to take place on Monday, 5th May. South East alerted OD Team promptly that a hearing was required. Conveniently South East were on Standby for the East cohort on that public holiday. Therefore, the Assistant Reporter scheduled and arranged the hearing on CSAS, created the HIP and granted HIP access. The LSA sent out the virtual links to all participants and contacted the panel members on Friday 2nd May.

During 9 am – 10 am, LSAs and the OD Team checked all locality mailboxes for emergencies and monitored the telephone for incoming calls. There were no other emergency hearings required. The OD Manager emailed the COPFS's Custody Controllers to confirm that no child was in custody as we had not received any joint reports or communication from COPFS (see learning point below).

The same South East Assistant Reporter that scheduled and arranged the hearing covered it on Monday 5th May with their LSA partner.

Learning Point – Communication with PF when a Child is in Custody.

Having not received the joint report from the police for the child in custody on Saturday 19th April and the remark from the PF (in his notification that the child was remanded) that he was only now aware that SCRA were on Standby during 9 am – 10 am, meant a follow up was required. The OD

Team enlisted the assistance of the Practice Team (Alison Deighan) to liaise with COPFS. During this meeting with COPFS' Policy and Engagement Division it became apparent that they were completely unaware of our Standby arrangements. Similarly, we were unaware of their arrangements too.

They have 3 x Custody Controllers covering the country. We were provided with their email addresses. They were to be passed the OD telephone number should they need to contact us between 9am – 10 am. At this point their Policy and Engagement Division remarked that this was likely to be too tight a timescale:

“As discussed it might be best going forward to refine the processes a bit for future PH's to make sure at all bases are covered and we're aligned. As mentioned by 10am we may not have all the cases reported if there is a delay on the police end, not to mention having made a decision on any SCRA involvement, albeit we would hope you cross referencing with the police will help; so there may be a need to fine tune this going forward.”

As a compromise the OD Manager undertook to email the 3 x Custody Controllers on the next Public Holiday (May Day, 5th May). He did this - See above. It should be noted that they had not confirmed their checks were completed by 10 am.

It is recommended that the Practice Team and OD follow up with COFPS Policy and Engagement Division to discuss if any refinement is needed. Prior to the St Andrews Day public holiday on 1st December.

Feedback from volunteers

After National Standby on Easter 2025 and May Day, a survey was sent to all Reporters and LSAs on Standby to gain their feedback and comments. Overall, the responses were very positive.

Pre-Standby

Staff felt that the guidance document was useful, everyone on Standby attended one of the briefing sessions and these were also viewed as helpful.

- 100% of respondents found the operational national Standby guidance useful.
- Comments include:
 - “Clear information and guidance was provided. I found this to be a big improvement compared to when it was not national standby.”
 - “Everything was clearly laid out and explained.”
- 100% of respondents felt fully or partly prepared for covering the national standby after attending the OD briefing session.
- Comments include:
 - “Left the session feeling confident about how the day would run and knowing I would be fully supported should any issues arise.”

During Standby

Staff felt well supported throughout the Standby session.

- 100% of respondents felt supported by the OD Team during the Standby session.
- Comments included:
 - “The OD team were efficient at transferring over things that were needed, sending information over and also checking in on us to see if there was anything they could assist with.”
 - “Our OD team members were on hand both before and on the day of standby allowing us to be well-informed and helped/supported as and when necessary.”

- “The teams chat was useful and helped to know everyone was there to help each other out.”
- “Nice to know that they were only a message away if we needed anything.”

Conclusion/Recommendations

This was a successful extension of the test over the course of 4 x Standby days catering for all types of emergency hearing. All volunteers felt prepared and supported in advance of their turn on Standby. The team approach worked very well, especially the dedicated Teams communication channel on each day with regular updates from all members of the team. The three hearings that were required to take place were completed without issue. Reporters confirmed with the OD Manager that everything had been completed before they signed off.

An action required to occur before St Andrews Day, 1st December 2025, is to liaise with COPFS Policy and Engagement Division to improve communication between agencies.

Notwithstanding the above, it is recommended that this national Standby model should be continued and further tested on St Andrews Day, 1st December 2025.

Scottish Children's Reporter Administration
Minute of Executive Management Team Meeting
Held on Wednesday 07th May 2025
At 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)	Head of Finance & Resources
Douglas Cameron (DC)	Head of Digital
Paul Mulvanny (PM)	Senior Operational Manager (East & Central)
Helen Etchells (HE)	Senior Operational Manager (North)
Lisa Bennett (LB)	Head of Strategy & OD
Pamela Armstrong (PA)	Governance Officer, Minute

Minute

#	Item	Timescale	Action
1.	Apologies None		
2.	Any Other Business None		
3.	Minute of Last Meeting Approved subject to minor amendments as discussed.		
4.	Matters Arising The use of Artificial Intelligence (AI) The recent AI Group discussion focused on the various technologies being explored, ranging from full transcription to auto-generation of content. The team acknowledged the significant learning and experimentation involved, with some aspects being quite challenging. They are still adjusting to these technologies and seeking reliable products. The strategic programme related to AI is being approved, with an emphasis on using evidence to determine the way forward. The team is committed to finding the proper path and ensuring the relationship with AI tools is calibrated correctly.		
5.	Staff Pay SD provided an update on UNISON's revised pay claim, noting that the Scottish Government's pay offer will be known next week. The team discussed various pay models, including front-loading increases and the challenges of budget restraints. SD to communicate the		SD

	additional steps involved in the pay negotiation process to Unison.		
6.	<p>Learning KPI's</p> <p>SD presented the twice-yearly KPI update, noting that the organisation exceeded its learning events per employee target by two. Better recording of attendance and a variety of training options contributed to this achievement.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The team discussed the importance of completing PDPs and the plans to improve the evaluation process. There was a focus on mandatory training and the need for managers to ensure their staff complete required courses. • The discussion also touched on the potential for linking training data to the organisational dashboard for better tracking and reporting. 		
7.	<p>EDI Learning Objectives</p> <p>SD introduced the paper, recommending the EMT approve the introduction of a mandatory EDI learning objective(s) for all leaders/managers.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The team discussed the importance of committing to Equality, Diversity, and Inclusion (EDI) learning objectives, particularly considering recent political developments. • The paper proposed a reset on EDI learning, with mandatory introductory training for all staff. Managers are asked to commit to at least one EDI learning objective, which could include attending webinars or specific training sessions. The team emphasised the role of managers in promoting EDI principles and the need to support staff in understanding the impact of language and behaviour. • The proposal was included in the HR newsletter to ensure widespread communication and commitment. <p>Agreed:</p> <ul style="list-style-type: none"> • To reset EDI learning with mandatory introductory training for all staff and to include the proposal in the HR newsletter. 		

8.	<p>Minor Works</p> <p>RMacK introduced the paper outlining the programme of works.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The plan was discussed, with some items already quoted and others at risk of not being completed due to various constraints. The balance between spending on buildings that may be vacated soon and those that are still functioning was debated. • Boiler replacements were mentioned, with an emphasis on environmental considerations and the replacement of old inefficient boilers with more efficient ones. • Additional capital resources were anticipated, with plans to spend on cheap and easy wins that staff could see implemented within the year. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the minor works programme with a focus on premium prices paid as part of the contract and meeting new building regulations. 		
9.	<p>Family Expenses</p> <p>RMacK introduced the paper recommending the EMT approve the change in approach to family expenses.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The longstanding issue of travel expenses reimbursement for families attending hearings was addressed. The mixed picture across the country was discussed, with some local authorities reimbursing families directly and others relying on the organisation to do so. • Concerns about disadvantaging families who need advance payment to attend hearings were raised. The discussion emphasised the importance of maintaining current processes on the ground and the risk of local authorities pushing the administrative burden onto the organisation. The need for a consistent, flexible, and seamless approach to reimbursing or advancing travel expenses for families was highlighted. • Empowerment of staff at the front end of the organisation to make decisions about advancing or reimbursing families was proposed. 		

	Agreed: <ul style="list-style-type: none"> To monitor expenditure and ensure that the change does not impact families negatively. 		
10.	SCRA Board/Committees EMT reviewed the draft agenda for the June meeting of the SCRA Board.		
11.	Finance and Resource RMack provided the following update; Property Management and Bad Debt Write-Off <ul style="list-style-type: none"> Proposal to divest property management responsibilities while retaining a presence in the same building. The option involved selling the property to Highlands and Enterprise and becoming tenants. This would reduce administrative stress while maintaining operational functionality. An update on bad debt write-off from last year was provided, with a formal paper coming to a future EMT. A personal injury claim was also mentioned, with the EMT considering forwarding it to legal representatives for negotiation. Strategic Risks and Governance <ul style="list-style-type: none"> Strategic risks and governance, particularly in relation to financial sustainability and environmental targets. RMack highlighted the importance of maintaining statutory obligations and the potential impact of changes in government personnel. The cybersecurity risk was reaffirmed as actively managed, with the strategic risk register reflecting this. 		
12.	Practice and Policy AH provided the following verbal update, Legislative Updates on Children and Young People Care Scotland Bill: <ul style="list-style-type: none"> Discussions highlighted the impending introduction of the bill before the summer recess. Key provisions include lifelong care responsibilities, lifelong advocacy, and a definition of care experience. Concerns were raised about the tight timelines and potential financial impacts. 		

	<p>Redesign of Hearing Systems:</p> <ul style="list-style-type: none"> • Updates were shared on the redesign process, including post-referral discussions being left to reporter discretion and flexibility in establishing grounds. Concerns were raised about the complexity for system operators versus simplicity for children and families. • The EMT will prepare a high-level financial estimate for the Children and Young People Care Scotland Bill. <p>Panel Chair Payment Structure:</p> <ul style="list-style-type: none"> • The government confirmed that panel chairs would be contracted for specific days per year with a daily fee structure. Questions were raised about employment rights implications under this model. <p>Research Publication</p> <ul style="list-style-type: none"> • The team discussed a newly published research study comparing outcomes for young children in London and Glasgow. The methodology of the study was criticised for being flawed and not making fair comparisons. There was limited media interest, with the radio focusing primarily on access to mental health support rather than the main concerns of the study. The team felt that the study's recommendations were outdated, particularly regarding the hearing system for children, which has already undergone significant redesign. <p>Hearing Management</p> <ul style="list-style-type: none"> • The team discussed hearing management, particularly the adjournment process for panels to reach decisions. There is a need to factor this into hearing standards, with some adjustments required for smaller centres. The team is reviewing hearing management guidance, aiming to keep sessions within a maximum of 3 1/2 hours. 		EMT
13.	<p>Information Governance AH provided the following verbal update,</p> <p>Data Sharing in the Hearing System</p> <ul style="list-style-type: none"> • A letter from the government was received regarding information sharing in the hearing system. The government is stepping into a debate between CHS and the team about data sharing. The team is making progress on their position and plans to respond to the government's letter after the bank holiday. The discussion emphasised the importance 		

	<p>of policy and the need for a clear arrangement on data sharing.</p> <p>Breach Reporting</p> <ul style="list-style-type: none"> An update on breach reporting will be provided at the next meeting. 		
14.	<p>Digital Programme</p> <p>DC provided the following verbal update,</p> <ul style="list-style-type: none"> The recently appointed Digital Programme Delivery Manager will be joining the team on Monday, taking on the digital programme going forward. The team has done extensive analysis on the digital programme, including dependency mapping and programme requirements. There is a need to extend the contract with Leidos to ensure the integration of various digital components, including desk integration and non-disclosure case handling. The team is preparing a formal paper for future EMT discussions. 		
15.	<p>Programme Board Update</p> <p>General Update</p> <p>a) LB provided the programme board update focused on planning and delivery following the last meeting. The SPG meeting on the 27th will focus on the delivery plan and other projects.</p> <p>b) Portfolio Management - Current State Assessment</p> <p>The portfolio management paper was discussed, highlighting the need for better coordination and integration of various plans and strategies. The recommendation is to evolve the approach gradually, enhancing planning and prioritisation without adding bureaucracy.</p>		
16.	<p>New Risks</p> <p>None</p>		
17.	<p>Forward Plan</p> <p>The forward plan was reviewed.</p>		
	<p>Date of Next Meeting</p> <p>Wednesday 04th June 2025, Ochil House, Stirling</p>		

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION**Public Services Reform Act Statement 2023/24****Accountable Director:** Chief Executive/Principal Reporter**Date:** 4 June 2025**Report Author:** Head of Finance and Resources**Recommendation:**

1. To approve the publication of SCRA's Public Services Reform (Scotland) Act (PSRA) Statement for year ended 31 March 2024 on SCRA's website

Reason for Report: For approval**Resource Implications:** Within approved budgets**Strategy:** Within approved plans**Consultation:** Finance Team**Equalities Duties:** An Equalities Impact Assessment is not required.**Document Classification:** Not Protectively Marked

- 1 To comply with the Public Services Reform (Scotland) Act 2010, SCRA is required to annually publish a statement detailing certain expenditures and exercise of functions. EMT is asked to approve the publication of the statement covering year ended 31 March 2024 (Appendix 1) on its website.
- 2 The statement is largely self-explanatory, but the Scottish Government has published guidance to assist bodies' interpretation of the Act ([Duties on public bodies to provide information: guidance - gov.scot: https://www.gov.scot/publications/duties-on-public-bodies-to-provide-information-guidance/](https://www.gov.scot/publications/duties-on-public-bodies-to-provide-information-guidance/)) and the following additional notes may be helpful.
- 3 As in previous years, **public relations** has been estimated as 10% of the Press and Communications Manager's payroll costs.
- 4 The **hospitality and entertainment** figure published is the sum of spends coded in the finance ledger to board catering, in-house catering, external hospitality and items within miscellaneous goods and services with a hospitality or entertainment description, including staff/panel member tea and coffee.
- 5 The **consultancy** figure is taken from SCRA's published annual accounts.
- 6 The **sustainable growth** narrative is largely taken from SCRA's 2024-27 Corporate Plan, with the risks taken from the published 2023-24 Annual Accounts. Although the PSRA Statement covers the period before 2024-27, the 2024-27 narrative feels suitably appropriate.
- 7 The **efficiency, economy and effectiveness** narrative is largely taken from Board reports relating to 2023-24 budget and 2023-24 forecast outturns.
- 8 The Finance team will aim to publish the 2024-25 statement at the time SCRA's Annual Accounts are laid before Parliament, i.e. by the end of October 2025.
- 9 EMT members are asked to approve the publication of SCRA's Public Services Reform (Scotland) Act (PSRA) Statement for year ended 31 March 2024 on SCRA's website.

Appendix 1

**Scottish Children's Reporter Administration
Public Services Reform (Scotland) Act 2010 information
for year ended 31 March 2024**

Sections 31 to 32 of Part 3 of the Public Services Reform (Scotland) Act 2010 (the Act) place duties on public bodies to provide and publish information on certain expenditure and exercise of functions. The Act names the Scottish Children's Reporter Administration (SCRA) along with other public bodies to publish information on:

- Expenditure in relation to:
 - Public relations
 - Overseas travel
 - Hospitality and entertainment
 - External consultancy
- Payments with a value in excess of £25,000
- Members or employees who received remuneration in excess of £150,000
- Sustainable growth
- Efficiency, economy and effectiveness

Expenditure in relation to public relations

SCRA does not engage the services of external public relations consultants and does not have a dedicated public relations team, but a communications team who manage both internal and external communications for the Administration. A review of the costs of communications in the year to 31st March 2024 indicates expenditure of £8,157.

Expenditure in relation to overseas travel

In the financial year ended 31st March 2024 SCRA incurred no expenditure on overseas travel.

Expenditure in relation to hospitality and entertainment

SCRA is committed to spending the public money it receives properly, efficiently and effectively. Expenditure by SCRA in relation to hospitality and entertainment is very small and is primarily incurred in the provision of refreshments for staff and Children's Hearing Panel Members. In the financial year ended 31st March 2024 SCRA incurred expenditure of £16,732 in the provision of hospitality and entertainment.

Expenditure in relation to external consultancy

SCRA incurred expenditure of £25,477 on consultancy in the financial year ended 31st March 2024.

Payments which have a value in excess of £25,000

In the financial year ended 31st March 2024 SCRA made the following payments in excess of £25,000.

Date	Subject matter	Supplier	£
30-Jun-23	Electricity	EDF	25,368.44
30-Apr-23	ICT	SCOTTISH GOVERNMENT	25,370.86
31-Dec-23	Electricity	EDF	25,489.34
27-Feb-24	ICT	BRIDGEALL	25,620.00
11-Apr-23	Estates	ROSS & LAIDLAW & SONS	25,814.39
07-Nov-23	Rent	ROBERTSON CAMPBELL INVESTMENTS	27,000.00
20-Feb-24	Rent	ROBERTSON CAMPBELL INVESTMENTS	27,000.00
14-Dec-23	Credit card settlement	MASTERCARD	27,035.66

Date	Subject matter	Supplier	£
16-Jul-23	Credit card settlement	MASTERCARD	27,147.52
24-Jan-24	Furniture	GRESHAM OFFICE FURNITURE	27,246.91
30-May-23	Estates	INTERACT INTERIORS	27,290.14
11-Apr-23	Pensions	FALKIRK COUNCIL	27,554.46
28-Feb-24	Electricity	EDF	27,843.59
13-Jun-23	Non-domestic rates	FIFE COUNCIL	28,087.20
05-Mar-24	ICT	ACI INTEGRATED SOLUTIONS	28,467.00
15-Aug-23	Pensions	FALKIRK COUNCIL	29,152.80
25-Apr-23	Non-domestic rates	THE HIGHLAND COUNCIL	30,084.00
05-Sep-23	Pensions	FALKIRK COUNCIL	30,183.16
14-Nov-23	Pensions	FALKIRK COUNCIL	30,183.16
09-Jan-24	Pensions	FALKIRK COUNCIL	30,183.16
05-Mar-24	Pensions	FALKIRK COUNCIL	30,183.16
27-Feb-24	Rent	WEST LOTHIAN COUNCIL	30,732.90
25-Apr-23	Lease renewal	AFFINITI RESPONSE	31,073.59
30-May-23	Non-domestic rates	ABERDEEN CITY COUNCIL	31,937.50
30-Apr-23	Estates	G. SIMPSON (BUILDERS)	32,328.56
12-Sep-23	ICT	LEIDOS	33,228.96
30-Apr-23	Non-domestic rates	DUNDEE CITY COUNCIL	33,521.60
18-Apr-23	ICT	LEIDOS	33,661.80
25-Apr-23	Non-domestic rates	SOUTH LANARKSHIRE COUNCIL	34,492.50
25-Apr-23	Non-domestic rates	EAST AYRSHIRE COUNCIL	36,354.00
14-Apr-23	Credit card settlement	MASTERCARD	37,772.19
07-Nov-23	Facilities management	FES FM	38,820.51
25-Apr-23	Non-domestic rates	STIRLING COUNCIL	38,946.40
22-Aug-23	Rent	ROBERTSON CAMPBELL INVESTMENTS	39,018.59
30-Apr-23	Rent	RYDEN LLP	39,019.20
17-Jan-24	Facilities management	FES FM	39,111.04
11-Oct-23	Facilities management	FES FM	40,586.32
26-Mar-24	Credit card settlement	MASTERCARD	42,605.56
13-Jun-23	Non-domestic rates	CITY OF EDINBURGH COUNCIL	46,449.90
12-Mar-24	Estates	ROSS & LAIDLAW & SONS	46,564.44
21-Nov-23	Rent	WORKMAN AND PARTNERS	47,924.95
06-Feb-24	Facilities management	FES FM	48,293.77
22-Aug-23	Rent	WORKMAN AND PARTNERS	49,385.13
06-Feb-24	Rent	WORKMAN AND PARTNERS	49,385.13
13-Jun-23	Facilities management	FES FM	50,400.82
25-Apr-23	ICT	LEIDOS	52,594.02
30-Apr-23	Rent	WORKMAN AND PARTNERS	52,818.04
31-Jul-23	Facilities management	FES FM	55,098.75
05-Sep-23	Facilities management	FES FM	55,392.66
25-Apr-23	Rent	KNIGHT FRANK LLP	55,923.15
13-Feb-24	Facilities management	FES FM	56,750.50
24-Jan-24	ICT	LEIDOS	59,195.76
12-Jul-23	Facilities management	FES FM	60,175.64
09-Jan-24	ICT	LEIDOS	60,290.33
05-Mar-24	Facilities management	FES FM	69,816.35
24-Jan-24	ICT	INSIGHT DIRECT (UK)	70,859.41

Date	Subject matter	Supplier	£
12-Jul-23	Estates	G. SIMPSON (BUILDERS)	78,464.88
30-Apr-23	ICT	LEIDOS	79,855.49
14-Nov-23	Rent	BNP PARIBAS	81,143.05
06-Feb-24	Estates	INTERACT INTERIORS	84,337.20
29-Aug-23	Rent	BNP PARIBAS	85,135.35
18-Apr-23	Rent	BNP PARIBAS	94,542.49
30-Apr-23	Rent	BNP PARIBAS	95,301.55
22-Aug-23	ICT	LEIDOS	96,358.18
06-Feb-24	ICT	SOFTCAT	97,919.60
24-Jan-24	ICT	SCOTTISH GOVERNMENT	101,712.19
27-Feb-24	ICT	LEIDOS	104,266.80
12-Mar-24	ICT	LEIDOS	110,045.38
25-Apr-23	Non-domestic rates	GLASGOW CITY COUNCIL	112,672.50
30-Apr-23	Facilities management	FES FM	120,807.49
26-Sep-23	ICT	SCOTTISH GOVERNMENT	192,999.94
15-Aug-23	ICT	SCOTTISH GOVERNMENT	194,748.97
09-Jan-24	ICT	SCOTTISH GOVERNMENT	196,660.70
19-Mar-24	Estates	INTERACT INTERIORS	211,046.42
12-Dec-23	Facilities management	FES FM	236,588.08
14-Nov-23	ICT	SOFTCAT	252,783.23
15-Aug-23	Pension contributions	FALKIRK COUNCIL	363,298.63
12-Jul-23	Pension contributions	FALKIRK COUNCIL	367,051.61
11-Oct-23	Pension contributions	FALKIRK COUNCIL	369,352.19
13-Jun-23	Pension contributions	FALKIRK COUNCIL	371,258.12
17-Jan-24	Pension contributions	FALKIRK COUNCIL	374,181.53
14-Nov-23	Pension contributions	FALKIRK COUNCIL	377,369.99
12-Sep-23	Pension contributions	FALKIRK COUNCIL	382,336.31
12-Dec-23	Pension contributions	FALKIRK COUNCIL	387,997.08
30-Apr-23	Pension contributions	FALKIRK COUNCIL	391,979.35
12-Mar-24	Pension contributions	FALKIRK COUNCIL	398,925.70
15-Aug-23	Tax	HMRC	405,734.06
12-Jul-23	Tax	HMRC	418,713.22
13-Jun-23	Tax	HMRC	418,786.68
30-Apr-23	Tax	HMRC	419,213.25
11-Oct-23	Tax	HMRC	423,771.68
14-Nov-23	Tax	HMRC	424,781.09
12-Dec-23	Tax	HMRC	427,807.49
17-Jan-24	Tax	HMRC	431,023.15
12-Sep-23	Tax	HMRC	446,245.69
12-Mar-24	Tax	HMRC	454,094.71
13-Feb-24	Pension contributions	FALKIRK COUNCIL	516,173.39
11-Apr-23	Pension contributions	FALKIRK COUNCIL	623,176.14
13-Feb-24	Tax	HMRC	746,072.30
11-Apr-23	Tax	HMRC	876,943.77

Remuneration in excess of £150,000

No members of staff of SCRA received remuneration in excess of £150,000 in the financial year ended 31st March 2024.

Sustainable growth

The main activities carried out during the year were the fulfilment of the Principal Reporter/Chief Executive's statutory functions in respect of children referred to the Reporter. Statistical information on children referred and the statutory functions in respect of them are contained within SCRA's [Annual Report for 2023-24](#) and are available online at www.scra.gov.uk.

All SCRA's activity works towards achieving SCRA's vision, that children and young people in Scotland will be cared for, included, respected and safe with opportunities for a positive future, and the Scottish Government's National Outcomes. SCRA's [2024-2027 Corporate Plan](#) explains who we are, what we do, what we have achieved, what we're seeking to achieve and how we'll measure our performance. It also provides contextual information on the environments SCRA operates within, lays out our vision, mission, values and commitment, and our strategic aims over the period:

The Best Experience – *This will be delivered through our Care Programme*

We will influence and implement policy and practice that enables us to work in a way that is compassionate, rights based and inclusive.

Clear Communications – *This will be delivered through our Connect Programme*

Our systems, properties and communications will be designed to ensure safe interaction, clear understanding and be accessible to everyone who uses them.

The Best Service – *This will be delivered through our Protect Programme*

Children and young people will have the most effective and efficient route through the Hearings System. Our services will be fair, inclusive and informed.

People who Care, Connect, and Protect – *This will be delivered through our Workforce Plan*

A trauma informed workforce who are valued, skilled, and motivated to deliver the best service for children, young people and families.

In working to these aims, SCRA has a number of supporting strategies, covering Practice and Policy, Finance, People, Operational, Digital and Rights, Inclusion and Corporate Parenting. Key strategic risks tracked during 2023-24 included:

- IT security measures are insufficient to prevent a successful cyber-attack on SCRA case information which results in loss of data which cannot be recovered;
- SCRA does not maintain a skilled, motivated and flexible workforce which can meet current demands and future needs;
- Significant policy, legislative and reform/transformation change agenda impacts on SCRA's ability to deliver core services or necessary change programmes;
- 2023/24 Scottish Government budget does not deliver required level of revenue and capital resources with impact on ability to influence and respond to new legislative and policy pressures;
- Failure to progress Board-approved Environmental plan, and inability to accelerate plans to meet new targets; and
- The optimum model for digital system ownership and accountability, and a joint future partnership between SCRA and Children's Hearings Scotland (CHS), is not adequately defined and agreed.

More detail on SCRA's sustainable growth is available in the [Annual Accounts 2023/24](#).

Efficiency, economy and effectiveness

The Public Services Reform (Scotland) Act 2010, section 32(1)(b) requires listed public bodies to publish a statement in relation to efficiency, effectiveness and economy as soon as possible after the end of the financial year.

SCRA's efficiency target for 2023-24 was £150k, being 0.6% of 2022-23 published revenue grant in aid of £25,160k. This target was projected to be met through a combination of procurement savings, vacant space savings, Head Office staff savings and locality initiatives. The Budget Efficiencies Group, Business Managers and Finance Manager focus on ensuring Locality efficiencies (both cash and time releasing) are tracked and captured for inclusion in efficiency reports.

The Procurement Team regularly records savings from SCRA procurement exercises. For regulated and non-regulated procurements, the accumulated savings, largely based on the difference between the average of all tenders and the winning bid, amount to around £220k across nine procurement exercises, including Edinburgh, Glasgow and Glenrothes property projects, internal audit services, security accreditation services, water coolers, winter gritting and website hosting and maintenance.

Scottish Government Procurement notifies SCRA each quarter of savings achieved by using Scottish Government Frameworks. Savings in excess of £40k were confirmed during 2023-24, with the largest savings on legal services, utilities, translation and equipment. It should be noted that these are not savings which reduce SCRA's costs or help SCRA to operate within the approved level of grant in aid, so they are not counted as efficiency savings.

Additionally:

- SCRA continues to improve the use of its digital casework management system ("CSAS") and develop a Target Operating Model to improve workload processing efficiencies within operational teams.
- SCRA has adopted a qualitative Key Performance Indicator (KPI) to measure the efficiency of how estates are used and SCRA's estates' cost-effectiveness.
- SCRA's estate is equipped with guest wi-fi access, creating a much more digitally friendly and flexible working space for external visitors (including all stakeholders such as panel members) to hearing facilities.
- SCRA continues to provide shared services to Children's Hearings Scotland, including the production of its statutory financial statements, and an Accounts Payable function and payroll services. As well as sharing finance and HR systems, CHS and SCRA also share usage of CSAS.
- SCRA uses Scottish Government procurement frameworks whenever available in order to minimise costs, e.g. gas/electric provision and banking services.

SCRA Board Meeting

Agenda
Tuesday 17th June 2025 at 10:30am
Edinburgh

	Item	Papers	Purpose		Lead
1.1	AOB				
1.2	Apologies				
2.	Declarations of Interest			All	
3.	Board Member Updates			Board Members	
4.	Minutes/Committees				
4.1	<ul style="list-style-type: none"> Draft Minute of the meeting held on 20th March Board Board Workplan Matters Arising 	Attached Attached	Approval Noting	Chair of Board	
4.2	Audit & Risk Committee			Chair of Audit and Risk Committee	
4.2.1	<ul style="list-style-type: none"> Draft Minute of Meeting held on 	Attached	Noting		JE
4.2.2	<ul style="list-style-type: none"> Audit & Risk Committee Annual Report 	Attached	Approval		JE
4.3	Planning & Performance Committee				
	<ul style="list-style-type: none"> Draft minute of the last meeting 				
4.4	Remuneration and Nominations Committee				
	<ul style="list-style-type: none"> Draft minute of the last meeting 				
4.5	Public access to Board Meetings – Update				
5	Accountable Officer				
5.1	Chief Executive's Report		Noting	PR/CE	NH
	Reports				
6.	Organisational Performance Report & introduction to official statistics		Approval	Head of Strategy and OD	LB
8.	2023/24 Draft Budget Outturn		Approval	Head of Finance and Resources	RMack
9.	Property Strategy – Update		Approval	Head of Finance and Resources	RMack
10.	Review of the Reporter Job Description - Update		Noting	Head of HR	SD
11.	Digital Strategy - Update		Noting	Head of Digital	DC
12.	Annual Complaints Report		Noting	Head of Practice and Policy	AH
13.	Corporate Plan 2024-27 - Update		Noting	Head of Strategy and OD	LB
14.	Communications Strategy		Approval	Press and Communications Manager	MMcl
15.	Influencing Report 01 June 2023 to 01 June 2025		Noting	Head of Practice and Policy	AH
16.	Risk			Head of Finance and Resources	
16.1	Risk Management Policy		Approval		RMack
16.2	Strategic Risk Register		Approval		
16.3	New Risks				
	Date of Next Meeting:				

