

## AGENDA

	Item	Purpose	Papers	Owner
1.	<b>Apologies</b>			
2.	<b>Any Other Business</b> <ul style="list-style-type: none"> <li>• Business Case</li> <li>• Children's Reporter Grade Implementation</li> </ul>	Approval Info	Attached Attached	HE SD
3.	<b>Minute of the Last Meeting</b>	Approval	Attached	NH
4.	<b>Matters Arising</b>			
5.	<b>HR Team Structure</b>	Approval	Attached	SD
6.	<b>Learning KPI's</b>	Noting	Attached	SD
7.	<b>Financial Systems Business Case</b>	Approval	Attached	RMack
8.	<b>January Board Meeting</b> <ul style="list-style-type: none"> <li>a) Draft Agenda</li> <li>b) Locality Performance Reviews</li> <li>c) Strategic Risk Register</li> </ul>	Review Review Review	To follow Attached Attached	NH HE RMack
<b>Standing Items</b>				
9.	<b>Finance and Resource</b> <ul style="list-style-type: none"> <li>a) General Update</li> </ul>	Update	Verbal	RMack
10.	<b>Information Governance</b> <ul style="list-style-type: none"> <li>a) General Update</li> <li>b) September Breach Report</li> <li>c) October Breach Report</li> <li>d) November Breach Report</li> </ul>	Update Noting Noting Noting	Verbal Attached Attached Attached	AH AH AH AH
11.	<b>Practice and Policy</b> <ul style="list-style-type: none"> <li>a) General Update</li> </ul>	Update	Verbal	AH
12.	<b>Digital Programme</b>	Update	Verbal	DC
13.	<b>Programme Board</b>	Update	Verbal	LB
14.	<b>New Risks</b>	Discussion		
15.	<b>Forward Plan</b> <ul style="list-style-type: none"> <li>a) SCRA/SAIDOT AI Workshop 1 – 19/01</li> <li>b) Police Custody Meeting – 20/01</li> <li>c) Children's Hearing Redesign Board – 22/01</li> <li>d) SCRA/SAIDOT AI Workshop 2 – 22/01</li> <li>e) SCRA Board – 23/01</li> <li>f) SCRA/SG Sponsor Team Stress Test – 03/02</li> </ul>	Info		

	<b>Date of Next Meeting</b> Wednesday 04 February 2026, Location TBC			
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**Present**

Neil Hunter ( <b>NH</b> )	Principal Reporter/Chief Executive
Helen Etchells ( <b>HE</b> )	Senior Operational Manager (North)
Ross Mackenzie ( <b>RMackK</b> )	Head of Finance & Resources
Douglas Cameron ( <b>DC</b> )	Head of Digital
Lisa Bennett ( <b>LB</b> )	Head of Strategy & OD
Paul Mulvanny ( <b>PM</b> )	Senior Operational Manager (East & Central)
Alistair Hogg ( <b>AH</b> )	Head of Practice & Policy
Susan Deery ( <b>SD</b> )	Head of HR
Pamela Armstrong ( <b>PA</b> )	Governance Officer, Minute

	Item	Timescale	Owner
1.	<b>Apologies</b> None		
2.	<b>Any Other Business</b> No additional items were raised		
3.	<b>Minute of the Last Meeting</b> The November EMT minute was approved.		
4.	<b>Matters Arising</b> <ul style="list-style-type: none"> <li>• EMT reflected on recent Partnership Forum discussions with UNISON, noting constructive progress on change management dialogue and information flow.</li> <li>• The Board's governance model (more business via subcommittees, Board receiving escalations) requires careful sequencing; EMT will manage paper flow and escalation accordingly.</li> <li>• Feedback from the Audit &amp; Assurance Committee (A&amp;AC) was noted <ul style="list-style-type: none"> <li>○ Clarify what constitutes "mandatory training complete" (100% vs. a threshold such as 95%), and review the list of mandatory modules (especially Health &amp; Safety) with a promotion plan.</li> </ul> </li> </ul>		
5.	<b>MA Funding Extension</b>  <b>Issues arising during discussion:</b> <ul style="list-style-type: none"> <li>• The EMT recognised a decade of MA programme success (approx. 20 apprentices supported), and the additional support care-experienced young people often need when joining the workforce.</li> </ul>		

	<ul style="list-style-type: none"> <li>Members expressed interest in broadening MA scope into digital user engagement/product design to strengthen co-design for Mission One and related programmes.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>To approve the extension of funding for a Modern Apprentice post in Dundee (offline approval now formally recorded).</li> <li>HR/Digital to scope an MA pathway aligned with digital service design/co-production with care-experienced young people.</li> <li>Include MA programme ambitions in the February 2026 Challenge Review planning.</li> </ul>		SD/DC
6.	<p><b>Public Service Reform - meeting with Director DCAF</b></p> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>SG asks include 0.5% headcount reduction per annum for five years and £1bn savings across the public sector. EMT reiterated that SCRA headcount is intrinsically linked to statutory delivery—especially the Care &amp; Justice Act 2024—and any reduction would risk service failures and non-compliance</li> <li>EMT highlighted the reform mindset and efficiency pipeline (digital automation, process redesign, information exchange) as the route to cashable savings without undermining frontline capacity.</li> <li>Risks: continued SG pressure for additional savings; upward budget pressure from recruitment and digital investment; political scrutiny given SCRA’s need to increase headcount for statutory programmes.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>To increase corporate savings offer to the Scottish Government from £60k to £85k per year for the first two years (indicatively ~£450k over 5 years), while holding firm that headcount cannot be reduced.</li> <li>NH to confirm the revised savings proposal with SG and reiterate the no-headcount-reduction position.</li> <li>Finance to map cashable savings sources and maintain flexibility to respond to any SG follow-ups without compromising operational staffing.</li> </ul>		NH  RMack
7.	<p><b>December Board Meeting</b> Draft Board agenda reviewed</p>		



<p>d)</p> <p>e)</p>	<p><b>Joint inspection report</b></p> <ul style="list-style-type: none"> <li>Inspectorate expanding to inspections of children looked after at home. EMT to maintain strategic engagement on definitions/methodology sensitivity to local context.</li> </ul> <p><b>OPR</b></p> <ul style="list-style-type: none"> <li>EMT reviewed the OPR ahead of the upcoming PPC.</li> </ul>		
<p>9.</p>	<p><b>Finance and Resource (RMack)</b></p> <p>a) General Update</p> <ul style="list-style-type: none"> <li>Forecast underspend in 2025/26 provides limited one-off scope to tidy year-end and absorb slippage. National Insurance pressures partially offset via SG; remaining impacts embedded in the financial strategy.</li> <li>Challenge Review planning to begin February 2026; SG budget confirmation may be late (March) due to parliamentary process; EMT acknowledged reliance on a rolling financial strategy.</li> </ul> <p>b) Schedule of Delegated Authority</p> <ul style="list-style-type: none"> <li>Schedule of Delegated Authority updated (job title corrections) – approved.</li> </ul> <p>c) PSRA statement</p> <ul style="list-style-type: none"> <li>PSR Transparency Statement (PR, consultancy, hospitality, overseas travel, etc.) noted for publication.</li> </ul>		
<p>10.</p> <p>a)</p>	<p><b>Information Governance (AH)</b></p> <p><b>General Update</b></p> <ul style="list-style-type: none"> <li>Non-Disclosure Redesign &amp; Automated Redaction Tool: Tests in Glasgow and Dumfries show the automated tool outperforms the legacy component. EMT supports moving to a single human check once safety/efficacy are evidenced. SharePoint deprecation by March 2026 is a useful catalyst.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>IG/Digital to complete testing and propose an implementation plan with clear go/no-go criteria for transitioning to single check; include training/support plan.</li> <li>Programme Board to track dependencies to avoid stacking changes in Q1.</li> </ul>		

<p><b>b)</b></p>	<p><b>Internal Complaints report</b></p> <ul style="list-style-type: none"> <li>Complaints rose modestly (26 vs 21); none upheld; a young person’s Stage 1 complaint resolved via frontline resolution (welcome sign of accessibility). Trend of AI-styled complaints noted; response protocols to adapt while maintaining personalisation.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>IG/Comms to issue guidance on responding to templated/AI-styled complaints with empathy and clarity; share six-monthly analysis with PPC.</li> </ul>		
<p><b>11.</b> <b>a)</b></p> <p><b>b)</b></p>	<p><b>Practice and Policy (AH)</b></p> <p><b>General Update</b></p> <ul style="list-style-type: none"> <li>The Promise Bill (Care Experienced Services Plan): Stage One complete; Stage Two amendments anticipated early 2026.</li> <li>EMT discussed FGDM access (ensure not a barrier to referral) and proposals around infant safeguarders (prefer strengthening current safeguarders rather than mandating in all under-5 cases).</li> <li>Three-month grounds review by sheriffs (progress review focus) viewed as potentially positive.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>Policy/Legal to stand up a small advisory team to support Government queries on Stage Two Promise Bill amendments.</li> </ul> <p><b>Children (Care and Justice) (Scotland) Act 2024 – Letter from Director, Children and Families</b></p> <ul style="list-style-type: none"> <li>Care and Justice (Scotland) Act 2024: Government indicates age of referral increase no later than Q4 2026/27; phased implementation of other provisions may occur earlier.</li> <li>EMT to maintain recruitment momentum (assistants, senior practitioners, next-phase reporters), recognising 6–9 months induction for court work and complexity. Social work capacity variances persist across authorities.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>HR/Localities to continue staged recruitment/induction; maintain a national baseline of local authority readiness through engagement.</li> </ul>		

c)	<p><b>Mandatory Reporting</b></p> <ul style="list-style-type: none"> <li>• EMT considered work of the Sexual Abuse &amp; Exploitation subgroup (with Alexis Jay) amidst calls for a public inquiry. Broad support exists for some form of mandatory reporting, but key questions remain (scope, duty holders, harm definitions, recipient agencies, sanctions, historic allegations). Risks include workforce deterrence if criminalised; professional standards may be a proportionate route.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• Policy/Practice/Legal to convene an internal working group and develop SCRA's position on mandatory reporting (principles, risks, mitigations, implementation).</li> </ul>		
12.	<p><b>Digital Programme (DC)</b></p> <ul style="list-style-type: none"> <li>• CSAS support/maintenance retender scheduled for January 2026; documentation in approvals pipeline. Mission One (children &amp; families digital service) progressing to wireframes/prototypes with Q1 co-design; emphasis on simple access and actionable pathways.</li> <li>• Mission Two: deeper integration with partners (automation, reliable data exchanges). Joint investment profile with CHS forming; proposal for a secondment from CHS to accelerate data access/use.</li> <li>• External engagement with Social Work Scotland and COSLA digital directors to explore local authority integration standards.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• Mission One team to schedule co-design sessions in Q1 and bring early insights to PPC/Board.</li> </ul>		DC
13.	<p><b>Programme Board (LB)</b></p> <ul style="list-style-type: none"> <li>• Assurance review indicates positive governance and internal capability (training/building capacity over outsourcing). Family Centre Scheduling roll-out coordinated with non-disclosure timing (target completion by July).</li> <li>• Multi-agency planning groups active (SG, Social Work Scotland). Data workstream scope adjusted to plug gaps in the hearing system and support Mission Two.</li> <li>• Linkages with policing on exploitation definitions improving analytical capability for referral patterns and risk.</li> </ul>		

14.	<p><b>New Risks</b>  While no new risks were identified the following issues were discussed.</p> <ul style="list-style-type: none"> <li>• PSR negotiations – uncertainty over SG asks; EMT mitigates through cashable savings offers and firm headcount position.</li> <li>• Inspectorate methodology – ensure sensitivity to local realities (agency reliance, attendance pressures) to avoid blunt grading effects.</li> <li>• Social work capacity variance – potential impact on Care &amp; Justice implementation readiness across authorities.</li> <li>• Budget timing – late SG budget approval may compress planning windows.</li> </ul>	Discussion	
15.	<p><b>Forward Plan</b>  The Forward plan was reviewed.</p>		
	<p><b>Date of Next Meeting</b>  Wednesday 13 January. 1.30-4pm, by TEAMS</p>		



SCOTTISH  
**CHILDREN'S REPORTER**  
ADMINISTRATION

**Head of Service**            **Susan Deery, Head of HR**

**Date:**                        **14 January 2026**

**Report Author:**            **Eden Denham, Learning Officer**

**Recommendation:**

1. To note the Learning KPIs as at September 2025

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

**Resource Implications:**        *None*

**Strategy/ServicePlan  
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 2025 to 30 September 2025.

## 2. Learning KPI

### Learning Events

- 2.1 In 2025/26, as at 30 September 2025, staff attended 1342 learning events which equates to 5.3 events per employee. This exceeds the KPI of 4.0 by 1.3 events per employee.

	Learning Events	Events per employee
<b>2022/23</b>	2095	4.4
<b>2023/24</b>	2377	4.9
<b>2024/25</b>	2917	6.0
<b>Q2 2025/26</b>	1342	5.3

- 2.2 The top 5 areas of training provided this quarter are:

Type of Training	% of Learning Events
Trauma Training	30.41%
Health & Safety	17.82%
Practice	14.71%
Operational Development	11.03%
Equalities, Inclusion & Diversity	6.08%
<b>Grand Total</b>	<b>100.00%</b>

Trauma Training remains top of the list as rollout to localities concludes. New courses offered in Q2 include, Change Management for Managers, Conflict Resolution as well as the beginning of a series of Understanding Poverty webinars. A full breakdown of the training undertaken so far this year can be seen at Appendix 1 and 2.

- 2.3 The breakdown of Learning events attended by Locality/Head Office staff is noted in the table below. This shows that Head Office, Central and North Strathclyde account for over half of all learning undertaken, although a large proportion of that is Trauma Training, Operational Development and Practice training. South East, Glasgow and LDG have the lowest level of learning recorded in the Quarter.

Locality	% of Learning Events
HEAD OFFICE	24.47%
CENTRAL	15.56%
NORTH STRATHCLYDE	13.72%
GRAMPIAN	8.06%
TAYSIDE & FIFE	8.06%
AYRSHIRE	7.92%
HIGHLANDS AND ISLANDS	6.65%
SOUTH EAST	6.22%
GLASGOW	5.94%
LDG	3.39%
<b>Grand Total</b>	<b>100.00%</b>

- 2.4 147 people attended training in Q2 and a breakdown of the number of courses undertaken by these staff can be seen below.

No of Courses Undertaken	No of Staff
10 or more	7
Between 5 and 9	8
Between 2 and 4	37
1 Course	95
<b>Total number of staff</b>	<b>147</b>

Note: staff undertaking 10 or more courses tend to be new staff completing their induction on Learning Nexus.

- 2.5 The table below details the Mandatory Health & Safety training completed since August 2022. This training is delivered via Learning Nexus.

Mandatory Course	No of Staff Completed	Completion Rate
An Introduction to Basic First Aid	224	45%
Display Screen Equipment Risk Assessment	64	13%
Handling Violence and Aggression at Work	107	21%
RoSPA: An Introduction to Health & Safety at Work	262	52%
RoSPA: Fire Safety and Evacuation	99	20%
RoSPA: Safe Manual Handling	98	20%
RoSPA: Slips Trips and Falls	94	19%
Staying Safe with DSE - An Overview	150	30%
<b>Grand Total</b>	<b>1098</b>	<b>27%</b>

- 2.6 This data shows a low rate of completion across the Mandatory Health & Safety courses and the Head of Human Resources will explore this in more detail with the Health & Safety Advisor with the aim of increasing the completion rates. It should be noted that Learning Nexus has been updated to support certification of mandatory training and this may have had an impact of the levels recorded.

### Personal Development Plan Completion

- 2.7 As at 30 September 2025, 28.5% of staff have uploaded Learning or Development Objectives to iTrent, a slight increase of 4.4% from Q1. Further details on the number of staff who have completed Personal Development Plans is attached at Appendix 3.
- 2.8 This is an increase in the numbers reported at March 2025. It is recommended that the Senior Team remind managers at Supervision of the importance of staff recording Personal Learning Plans and agreeing learning objectives with their direct reports as part of the Development meeting

## Evaluation of Learning Events

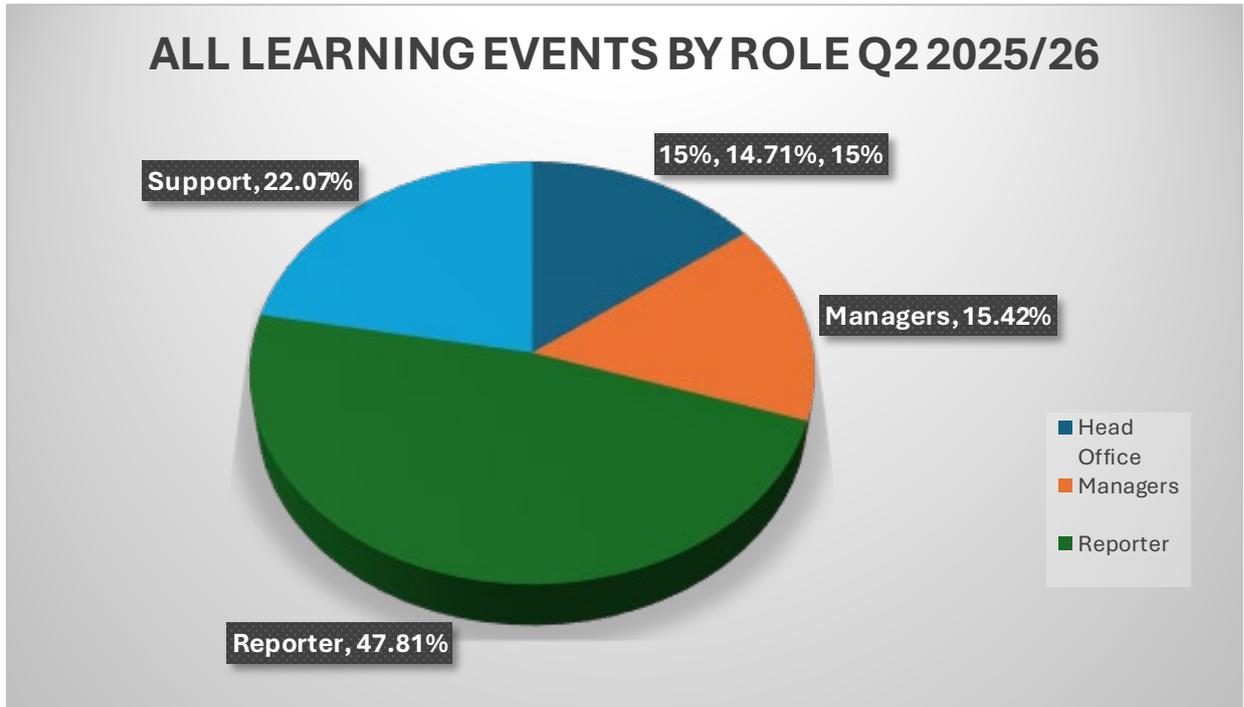
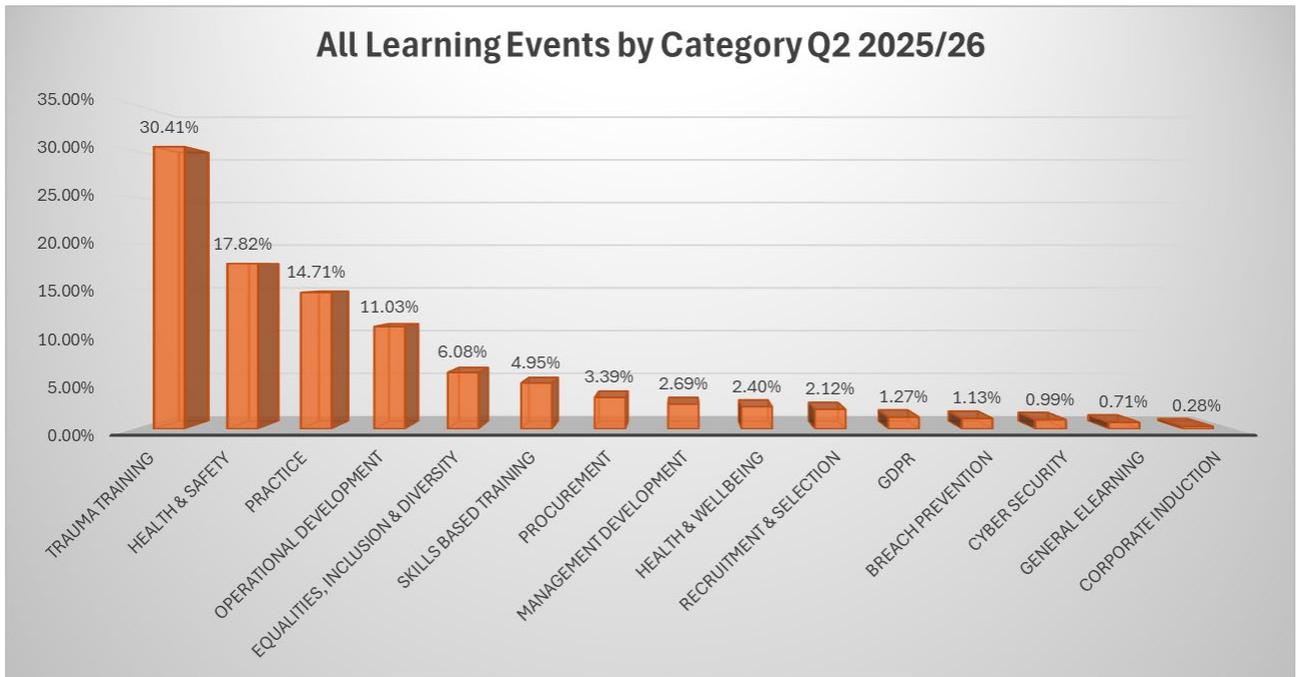
2.9 The overall assessment of the evaluations completed, which includes evaluations on iTrent and for Practice Training, is detailed below:

Excellent	70%
Satisfactory	17%
Mostly Satisfactory	11%
Partially Satisfactory	3%
	<b>100%</b>

2.10 With 87% of staff satisfied with learning, the KPI of 80% has been met.

### 3. Recommendation

3.1 It is recommended that EMT note the Learning KPI Data for Q2 2025/26 as at 30 September 2025 and the maintained level of training provided by Head Office and Operational Teams.



## Appendix 2

### All Training Events – April 2025 – September 2025

Type of Training	No of Staff	% of Events
<b>Trauma Training</b>	<b>215</b>	<b>30.41%</b>
<b>Health &amp; Safety</b>	<b>126</b>	<b>17.82%</b>
An Introduction to Basic First Aid (Mandatory/C)	17	2.40%
Conflict Resolution Training	20	2.83%
Display Screen Equipment Risk Assessment (Mandatory)	3	0.42%
Handling Violence and Aggression at Work (Mandatory/C)	14	1.98%
RoSPA: An Introduction to Health & Safety at Work (Mandatory/C)	15	2.12%
RoSPA: Fire Safety and Evacuation (Mandatory/C)	12	1.70%
RoSPA: Safe Manual Handling (Mandatory/C)	12	1.70%
RoSPA: Slips Trips and Falls (Mandatory/C)	12	1.70%
Slips, Trips and Falls Risk Assessment	1	0.14%
Staying Safe with DSE - An Overview (Mandatory/C)	19	2.69%
Staying Safe with DSE - Fixed Workstations	1	0.14%
<b>Practice</b>	<b>104</b>	<b>14.71%</b>
Practice Training: Appeals	5	0.71%
Practice Training: Child Development	7	0.99%
Practice Training: Children's Hearings	7	0.99%
Practice Training: Criminal Law	11	1.56%
Practice Training: Enhanced Court Training: Boast Your Confidence	12	1.70%
Practice Training: Ethos and Procedure	5	0.71%
PRACTICE TRAINING: Evidence	4	0.57%
Practice Training: Good Decision Making	8	1.13%
PRACTICE TRAINING: Harmful Sexual Behaviour	9	1.27%
PRACTICE TRAINING: LSA training	7	0.99%
Practice Training: Practical Issues	6	0.85%
Practice Training: Preparation for Proof	5	0.71%
Practice Training: Principles and Structure	7	0.99%
Practice Training: Section 67 Grounds training	6	0.85%
Practice Training: Statement of Grounds - decision making and drafting	5	0.71%
<b>Operational Development</b>	<b>78</b>	<b>11.03%</b>
OD Court Training – Reporters	7	0.99%
OD Court Training - Support Staff	8	1.13%
OD Hearings/PHPs - Reporters & Asst Reporters	2	0.28%
OD Hearings/PHPs - Support staff	2	0.28%
OD Induction Training - Assistant Reporters	1	0.14%
OD Induction Training - Locality Support Administrators	1	0.14%
OD Induction Training - Reporters	3	0.42%
OD Non Disclosure Training - LSA	24	3.39%
OD Non Disclosure Training - Reporters	23	3.25%
OD Referrals – Reporters	2	0.28%
OD Referrals - Support Staff	5	0.71%
<b>Equalities, Inclusion &amp; Diversity</b>	<b>43</b>	<b>6.08%</b>
Diversity, Equality and Discrimination (Mandatory)	5	0.71%
Race and Racism	24	3.39%
Understanding Poverty - Child Poverty in Scotland	14	1.98%
<b>Skills Based Training</b>	<b>35</b>	<b>4.95%</b>
BSL Training (20 week block)	14	1.98%
Handling Difficult Conversations	8	1.13%
Train the Trainer	13	1.84%
<b>Procurement</b>	<b>24</b>	<b>3.39%</b>
Contract Management Training	24	3.39%

<b>Management Development</b>	<b>19</b>	<b>2.69%</b>
Change Management for Managers	12	1.70%
Senior Manager Development	7	0.99%
<b>Health &amp; Wellbeing</b>	<b>17</b>	<b>2.40%</b>
Andy's Man Club	17	2.40%
<b>Recruitment &amp; Selection</b>	<b>15</b>	<b>2.12%</b>
<b>GDPR</b>	<b>9</b>	<b>1.27%</b>
GDPR Refresher (Mandatory)	4	0.57%
New Start Induction to GDPR (Mandatory)	5	0.71%
<b>Breach Prevention</b>	<b>8</b>	<b>1.13%</b>
Breach Prevention Training (Mandatory)	8	1.13%
<b>Cyber Security</b>	<b>7</b>	<b>0.99%</b>
Cyber Security (Mandatory)	7	0.99%
<b>General eLearning</b>	<b>5</b>	<b>0.71%</b>
An Introduction To Mentor4Managers	1	0.14%
An Introduction to Time Management	1	0.14%
M4M: Job Seekers	1	0.14%
Time Management: Deciding the Priorities	1	0.14%
Time Management: Managing Disruption and Keeping Focused	1	0.14%
<b>Corporate Induction</b>	<b>2</b>	<b>0.28%</b>
Corporate Induction	2	0.28%
<b>Grand Total</b>	<b>707</b>	<b>100.00%</b>

## Personal Development Plans

Performance Objective	Personal Learning Objective		Sum:
39	44	176	259
11	5	86	102
22	33	125	180
<b>72</b>	<b>82</b>	<b>387</b>	<b>541</b>

## EAST AND CENTRAL SCOTLAND

	Performance Objective	Personal Learning Objective		Sum:
AYRSHIRE			39	39
CENTRAL		1	37	38
LANARKSHIRE	11	11	43	65
SOUTH EAST	8	10	32	50
TAYSIDE	20	22	25	67
	<b>39</b>	<b>44</b>	<b>176</b>	<b>259</b>

## HEAD OFFICE

	Performance Objective	Personal Learning Objective		Sum:
EXECUTIVE			1	1
PRACTICE & POLICY			24	24
SUPPORT SERVICES	11	5	61	77
	<b>11</b>	<b>5</b>	<b>86</b>	<b>102</b>

## NORTH WEST

	Performance Objective	Personal Learning Objective		Sum:
GLASGOW		4	47	51
GRAMPIAN	13	19	10	42
HIGHLANDS AND ISLANDS		1	25	26
STRATHCLYDE NORTH	9	9	43	61
	<b>22</b>	<b>33</b>	<b>125</b>	<b>180</b>