**Scottish Children's Reporter Administration
Agenda of Executive Management Team
Meeting Held on Wednesday 07 August 2024
At Bell Street, Glasgow**

AGENDA

#	Item	Purpose	Paper	Action
1.	**Apologies**			
2.	**Any Other Business**			
3.	**Minute of Last Meeting – 3 July 2024**			
4.	**Matters Arising**			
5.	**Aberdeen Internal Refit**	Approval	Attached	RMacK
6.	**Defibrillator Provision Across SCRA**	To agree phased provision to SCRA offices	Attached	
7.	**UNCRC (Incorporation)(Scotland) Act 2024** a) Letter from Director General (Education and Justice) - 10 July 2024 b) Internal implementation arrangements c) Article 12 closure report d) Implications for retention policy e) Reporting arrangements **f)** Next steps	To note To note To note To note To discuss To discuss	Attached Attached Attached	
8.	**Public Services Reform** a) Ministerial Communication – 15 July b) Commissioning Framework return data	To note To note	Attached Attached	
9.	**SCRA Annual Report – pre- ARC draft**	To note	Attached	
10.	**Annual Procurement Report**	Approval	Attached	RMacK
11.	**EMT combined objectives 2024-27**	To note To agree next phase of development	Attached	
	Standing Items			
12.	**Finance and Resource** a) Indicative 24/25 forecasts b) Update to Schedule of Delegated Authority c) General Update	Update	Attached Attached Verbal	RMacK
13.	**Practice and Policy** a) General Update b) Childrens Hearings Redesign Consultation – internal arrangements c) Childrens (Care and Justice) (Scotland) Act 2024 • Implementation Arrangements • Implementation timetable	Update	Verbal Attached verbal	AH AH AH

	• Investment strategy			
14.	**Information Governance** a) General Update b) Breach Report c) Data sharing with National Convenor	Update Noting Noting	Verbal Attached Attached	AH AH
15.	**Digital Programme** a) General Update b) Digital Strategy Primer Paper	Update Noting	Verbal Attached	DC DC
16.	**Keeping the Promise** a) Hearings for Children b) Joint Redesign Board	Update Update To note	Verbal Minute	AH NH
11.	**New Risks**			
12.	**Forward Plan**			
13.	**Date of Next Meeting** Wednesday 04th September 2004, Paisely Office (TBC)			

Present

Alistair Hogg **(AH**)	Head of Practice & Policy
Douglas Cameron **(DC)**	Head of Digital
Paul Mulvanny (**PM**)	Senior Operational Manager (East & Central)
Susan Deery (**SD**)	Head of HR
Lisa Bennett (**LB**)	Head of Strategy & OD
Ross Mackenzie (RMack)	Acting Head of Finance & Resources
Pamela Armstrong (**PA**)	Governance Officer, Minute (By TEAMS)

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1.	**Apologies** Neil Hunter **(NH)** PR/CE, Heleb Etchells (**HE**) Senior Operational Manager (North & West)		
2.	**AOB** None		
3.	**Minute of Previous Meeting** Approved		
4.	**Matters Arising** Covered within the agenda.		
5.	**Programme and Children's Care and Justice Act Support Requirements** PM introduced the paper, requesting the recruitment of an additional group of assistant reporters to support the next stage of work in Programme Protect and to increase operational capacity for the implementation of the Children's Care and Justice Act (2024). Noted: • The next stage of Programme work will require the testing, at scale, of projects that will improve our service to children, families, and professionals. The projects focus on three areas: 'Child Friendly Scheduling,' consistency and effectiveness in scheduling hearings and finally supporting more effective case		

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	management through a more structured approach to Court Work.		
	• The project managers in the Protect Programme have been working on how to progress cases through Court more effectively and how we can better enable Child Friendly Scheduling by using a more effective and efficient approach to the arrangement and scheduling of hearings.		
	• To support the testing of these new approaches within localities that are undertaking 'business as usual' work it would be best undertaken with additional resourcing to support the tests of change. The resource best placed to achieve this would be additional Assistant Reporters.		
	• The projects will include an evaluation of the effectiveness of the new operational models. These will contribute directly to the development of the Target Operating Model.		
	• The recruitment of the assistants will require additional support from HR. Initial contracts should be till March 25, but it would be advantageous to provide at least a full year though this carries financial risk.		
	Issues arising during discussion:		
	• This work aligns with the direction of People Strategy.		
	• Contracts until March 25 is a challenge, consider extending the length of the contract to attract better quality applicants.		
	• Ensure alignment with digital capability , providing an opportunity to introduce new ways of working.		
	• Consider potential impact on LSA resource.		
	Agreed:		
	• To approve the recruitment of 6 additional assistant reporters.		
STANDING ITEMS			
6.	**Finance and Resource** RMack provided a verbal update. • Budget return is due next week - substantial underspend in head office.		
7.	**Practice and Policy** AH provided the following verbal update.		

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	Childrens (Care and Justice) (Scotland) Bill • An internal Audit will be undertaken to assess SCRA's legislative readiness. • Multi agency group will reconvene in August. • Work on ongoing around victim provisions, suggesting ongoing requirement to provide information in certain circumstances. Consideration will be given to the structure of the internal victim team. Communications with victims will require consideration. Ensure tie in with Digital team. **UNCRC** • A meeting will be arranged with SG to discuss the positive output of the recent self-assessment exercise. The practice Team is preparing for implementation and being ready for any challenge. This will include a full analysis, prioritising victims. Outlook for implementation is end of 2025. Significant investment is required around support administration and a focus on investment around reporters. Organiational comms to be issued once aware of implementation timetable. **Bairns Hoose** • Pathfinder pilot underway. Extended for 2 years due to feedback on previous shorter time scale causing difficulty in terms of resourcing and collection of data.	.	
8.	**Information Governance** AH provided the following general update. • Breach reporting form – Amended proposal has been accepted. Pilot underway. • The May Breach Report was noted. The increase in breaches will be monitored.		
9. a)	**Digital Programme** **General Update** DC provided the following update. • Cyber Security – Event held last Friday focused on incident management. The plan is to run drills and provide assurance to the Board and wider organisation. • Digital Evidence Sharing Capability – Potential outlook for implementation is 6 months and provided improvements in areas such as		

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b)	handling medical evidence. Other information exchanges will be considered. DC introduced the paper, recommending the EMT note and approve the new model for the Digital Team and the revised team structure. **Noted:** • The current SCRA Digital Team structure was blueprinted in 2017/18 into two 'halves', one organised around 'Systems' (principally CSAS development, maintenance, and user support) and the other around 'Services' (mainly providing services in support of the business and implementing Business-as-Usual (BAU) infrastructure change). In June 2022 this was revised to formalise the establishment of Digital Panning, Programme and Engagement practices and related roles. • The Systems/Services (CSAS/the-rest) is a divide that constrains IT operations and has narrowed front-line roles around line-management areas of accountability, creating unintended levels of specialism and reduced resilience. We have found the Digital Service operates best when cross-skilling is promoted, with a multi-functional pool of resource but there continues to be some siloed practices at the expense of Digital staff opportunities, insufficient partnership with Localities, and too few points of integration with Business Programme activity. • Informal reshaping of the Digital Team has taken place throughout the last year in order to address the constraints set out in the Introduction, to more consistently work within the Standards, and in particular to evolve the Digital Service as an enabler to SCRA's Business Programmes, as principal provider/facilitator of Digital capabilities to meet business need. There is a degree of flexibility and agility the team has embraced and adapted to, within the scope of the existing structure and job descriptions but not least due to vacancy management, it is time to formalise and further progress these gains. • A key objective of the team re-design is to map Digital Service job titles and descriptions against the UK Government Digital and Data Profession		

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	Capability Framework, DDaT (i.e. formerly Digital, Data and Technology). • This paper sets out the limitations of the structure of the Digital Service establishment, not least in relation to integration with the Business Programme and progress toward a Target Operating Model. Best practices for the Service are determined to be the Service oriented IT Infrastructure Library (ITIL), the Business driven Open Group Architecture Framework (TOGAF); and in terms of standardisation of job descriptions to industry and sector standards, the DDaT Framework **Agreed:** • Approval given in principle. EMT to provide DC any further feedback.		
10.	**Keeping the Promise** LB provided the following verbal update. • A meeting with the SG Sponsor Team has been arranged to discuss headlines in the consultation outlook for the launch is towards the end of Jul. The policy and Public Affairs Manager is working on a plan for internal response to the consultation. • A "one year on" meeting was held with Sheriff Mackie, the Promise team and CHS last week. • Data – CHS have provided a paper with requests and are now considering the SCRA response.		
11.	**New Risks** No new risks were identified.		
12.	**Forward Plan** The forward plan was reviewed.		
	Date of Next Meeting 07th August 2024, Glasgow Locality, Bell Street		