

AGENDA

#	Item	Purpose	Paper	Action
1.	Apologies			
2.	AOB			
3.	Minute of Previous Meeting	Approval	Attached	PA
4.	Matters Arising			
5.	Programme and Children's Care and Justice Act Support Requirements	Approval	Attached	SOM's
Standing Items				
6.	Finance and Resource a) General Update	Update	Verbal	RMack
7.	Practice and Policy a) General Update b) Childrens (Care and Justice) (Scotland) Bill o Stage 3 conclusion o Implementation timetable o Investment strategy	Update	Verbal	AH
8.	Information Governance a) General Update b) May Breach Report	Update Noting	Verbal Attached	AH AH
9.	Digital Programme a) General Update b) Digital Restructure	Update Approval	Verbal Attached	DC DC
10.	Keeping the Promise a) Hearings for Children b) Joint Redesign Board	Update Update	Verbal Minute	AH NH
11.	New Risks			
12.	Forward Plan a) Children's Hearing Redesign Board 30/06			
13.	Date of Next Meeting Wednesday 07 th August 2004, at Bell Street, Glasgow			

Present

Neil Hunter (NH)	PR/CE, Chair
Douglas Cameron (DC)	Head of Digital
Paul Mulvanny (PM)	Senior Operational Manager (East & Central)
Heleb Etchells (HE)	Senior Operational Manager (North & West)
Lisa Bennett (LB)	Head of Strategy & OD
Ross Mackenzie (RMack)	Acting Head of Finance & Resources
Patricia Stevenson (PS)	HR Manager
Pamela Armstrong (PA)	Governance Officer, Minute (By TEAMS)

The meeting was observed by,

Elizabeth Lloyd Kelly, LRM, Glasgow
John Cunningham, LRM Tayside & Fife,
Lisa Sutherland, LRM, Tayside & Fife

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1.	Apologies Susan Deery Alistair Hogg		
2.	AOB Additional First Aid Training <ul style="list-style-type: none"> Additional training, specifically naloxone administration was discussed. This will be further considered with the LRM and LSM networks. Access to defibrillators the SCRA estate to be discussed with the H&S officers. 		
3.	Minute of Previous Meeting Approved		
4.	Matters Arising Covered within the agenda.		
5.	Benchmarking Corporate Functions A Corporate Function Benchmarking exercise of devolved Scottish Public Bodies has been commissioned. The key outputs will be:		

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	<ul style="list-style-type: none"> • A consolidated, centrally held dataset on the costs of corporate functions for devolved Scottish Public Bodies in scope, for FY2022-23. • A data model to analyse the relative cost-effectiveness of Scottish devolved public bodies for FY2022-23. • A dashboard to visualise the benchmarking analysis, which will be accessible to organisations providing data, and enables self-serving benchmarking. <p>Key Dates:</p> <ul style="list-style-type: none"> • Return deadline: Tuesday 25th June. • Quality assurance period: mid-June to mid-July. • Dashboard release: end-July to mid-August. <p>Agreed: EMT to identify staff form relevant teams to begin to collate the date required, including.</p> <ul style="list-style-type: none"> • Posts and vacancies • Budget and spend • Contractor spend • Service model 		
6.	<p>OHOV Language Guide and SCRA Language guide support arrangements NH introduced the paper, providing detail on the launch of Articulate Animation by OHOV, the quality of its content and the power of its message.</p> <p>Noted:</p> <ul style="list-style-type: none"> • Keeping the Promise – SCRA’S Language That Cares Guide <ul style="list-style-type: none"> ○ Practice Direction and language ○ Who are the Language Leaders? ○ Why language matters? ○ Language and Hearings ○ Language Leaders Principles • SCRA is very proud of our relationship with OHOV and we were all blown away with the power and the clarity which sit behind the recent launch of their <u>Articulate Animation</u> video. Articulate Animation is a challenge to all of us to think clearly about the language and the approach we use with children and young people in all their dealings with the children’s hearings process. It’s based on real life experience and profound insight and reminds us of the 4 key principles being developed as part of the 		

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<p>Language Leaders programme across all key agencies involved in Children’s Hearings:-</p> <ul style="list-style-type: none"> ▪ Personalised ▪ Involved ▪ Non stigmatising ▪ Balance <ul style="list-style-type: none"> • SCRA are working on a delivery plan for this and other aspects of the wider <u>SCRA Language Guide</u> which is going to be one of the next important steps for the organisation to take in Keeping the Promise. <p>Agreed:</p> <ul style="list-style-type: none"> • To endorse and agree to promote the Language Leaders principles in SCRA. • To agree the initial programme of work to support the SCRA Language Guide launch programme prepared by the Programme Manager 		
<p>EMT Development & Supervision Framework PS introduced the report, introducing the revised Development and Supervision Framework and the proposed implementation of the Framework including the learning to be provided to managers and staff as part of the launch of the Framework.</p> <p>Noted:</p> <ul style="list-style-type: none"> • SCRA have undertaken a review of our Supervision Framework and Appraisal Policy updating our processes for supporting, developing, and managing our people ensuring these reflect our needs and aligns with best employment practice. • The review of this Policy aligns with SCRA People Strategy 2024 – 2027 which sets out how we want to be an employer that provides a positive employee experience, offers interesting and rewarding work, that respects and develops its employees and supports the health and wellbeing of our workforce. • The development of the new Development and Supervision Framework has sought to balance the key aims of the People Strategy along with providing a Framework which supports managers to manage development, performance and health and wellbeing by maintaining the key principles of the Supervision Framework and recognising the needs to support staff to maintain and develop their work performance. 		

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<ul style="list-style-type: none"> • The key change to the revised Development and Supervision framework, has been to incorporate a development meeting at the start of the annual Development and Supervision cycle. • The Development meeting provides the opportunity for the manager and employee to take some time to reflect on the previous year, to review and assess performance over this period and agree areas of development or performance for the year ahead. • The revised framework aims to place a greater emphasis on staff health & wellbeing by designating one Supervision meeting in the year to focus on health & wellbeing. • The Development meeting also includes the agreement of personal development objectives to be recorded on iTrent by staff. • The Framework also seeks to provide updated guidance for managers and staff on the purpose of development and supervision meetings and what to expect or cover at these meetings. • Following consideration of the Framework by the Senior Team the Framework will be circulated to all SCRA managers ahead of a launch of the Framework on Connect. Managers will be offered the opportunity to discuss the Framework at LMTs to that they are collectively clear on the expectations and their responsibilities regarding the Framework. 		
<p>Learning KPIs PS introduced the report, providing an update on the Learning & Development Key Performance Indicators for the period 1 April 2023 to 31 March 2024.</p> <p>Noted:</p> <ul style="list-style-type: none"> • In 2023/24 staff attended 2377 learning events which equates to 4.9 events per employee. This meets the annual KPI of 4 learning events per employee per year. • Compared with 2022/23, there has been an increase of 13% in the number of learning events completed. • The data shows that Staff attended events including mandatory GDPR sessions, e-Learning, Practice training, Professional Management Programme, Operational Development Training, Management 		

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	<p>Development and Inclusion and Diversity events. This data reflects the information held in iTrent and the e-learning system.</p> <ul style="list-style-type: none"> • Work is continuing to enable the provision of data to measure the level of satisfaction with learning & development events. Information on the percentage of staff who have completed Personal Development Plans will be possible after the roll out of the new Development & Supervision Framework. 		
	<p>Minor Works RMack Introduced the Minor Works Report.</p> <p>Noted:</p> <ul style="list-style-type: none"> • The Minor Works programme is focused on work that has been identified during repairs and maintenance activities and have been determined to require improvement, upgrading or replacement. • Every year several unplanned and urgent works will emerge that require attention and can involve significant spends. This includes works to failed air conditioning systems, heating systems, secure access systems, external repairs, and wilful damage. • The minor works programme/ budget needs to have some flexibility to respond to emerging pressures over the course of the financial year. Where possible, an unallocated sum is included to cover the cost of emerging minor works. • It is expected that the 2024/25 Minor Works budget will be fully spent across the programme of work prepared. • If the full carry forward is not available, a prioritisation exercise will be undertaken to focus on the highest priority items. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the Minor Works Programme 2024/25. 		

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	<p>Glasgow Hearing Centre Refurbishment RMack Introduced the Glasgow Hearing Room Improvements Report.</p> <p>Noted:</p> <ul style="list-style-type: none"> • SCRA’s Hearing Room Improvements Project has been running for over 8 years. Through this programme of work we have upgraded 42 hearing rooms, removing large tables, and introducing soft furnishings and a variety of decoration design themes. • Glasgow’s hearing centre is the largest facility in SCRA’s property estate, at over 600sqm and is spread over two floors. There are 7 hearing rooms with 6 of the rooms having been decorated and refurnished at various stages during the 8-year programme of improvements. • The benefits of refurbishing the Glasgow Hearing Centre have allowed us to include several key considerations coming out of the Promise, Hearing System Redesign, and future legislative changes. <p>Agreed:</p> <ul style="list-style-type: none"> • To appoint the current design team to proceed to Phase 2 of the Glasgow project. This will allow for further design development and more robust budget costing before taking the project through tendering and site operations. • To approve an increased budget to take forward Option 1 - Proceed (with amendments), as set out in Section 5.3 of this report. Further reports will be brought forward at each stage as budget costs develop. • To approve additional spend on Glenrothes to complete work to the tenanted areas and bring forward the Greenock and Inverness projects from 25/26 into this year, with potential to spend from the expected 24/25 programme underspend. 		
11. a)	<p>SCRA Board Update on Chair and Member appointments. Recruitment has concluded. Awaiting formal appointment confirmation from SG. Outlook for commencement of appointments is 17th June for the Chair and one member with a further member appointed from November 2024.</p>		

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b)	<p>Induction arrangements Induction arrangements are in hand and will be discussed further with the new Chair and Members. The arrangements include a series of meetings with key SCRA staff, to be arranged by PA.</p>		
c)	<p>Agenda – June 2024 The agenda and draft reports were reviewed. Final versions to be issued to PA by Monday 10th June.</p>		
STANDING ITEMS			
7.	<p>Finance and Resource RMack provided a verbal update.</p> <ul style="list-style-type: none"> • The accounts audit commences on 17th June. Preparation is ongoing. • 2024/25 budget monitoring has not yet commenced. Potential underspend will be the focus of the first round. 		
8.	<p>Practice and Policy AH provided the following verbal update.</p> <p>Childrens (Care and Justice) (Scotland) Bill Stage 3 has been passed by Parliament and we are awaiting the timetable for Royal Assent and implementation.</p> <p>A working group has been created, focusing on anti-social behaviour. A key area for consideration is the sharing of information with victims. The Practice Team are considering any implications. Updated will be provided as available.</p> <p>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. Organizational comms to be issued once aware of implementation timetable.</p> <p>Bairns Hoose Pathfinder activity will be extended for a further year. The Lord Advocate will conduct review of guidelines. This will determine any joint agreement.</p>		

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9.	<p>Information Governance</p> <p>AH provided the following general update.</p> <ul style="list-style-type: none"> • Review of breach reporting form agreed with IG leads team. The proposal includes the name of person responsible for breach. There are strong views on this being problematic however this is primarily a supportive move and allows for more robust reporting. This will be discussed further at the HR Subgroup, NPF and offline with EMT. • The April Breach Report was noted. 		
10. a)	<p>Digital Programme</p> <p>General Update</p> <p>DC provided the following update.</p> <ul style="list-style-type: none"> • Work Package 5 deployed without issue – focused on Joint Reports, SPR and CPO process amongst other features. • Progress continues towards elaboration and development of: <ul style="list-style-type: none"> ○ Work Package 6 – July – Article 12 ○ Work Package 7 – September • Proofs of concept/tests of change: <ul style="list-style-type: none"> ○ Calendar App – Lanarkshire, Dumfries, and Galloway – final iteration of requirements is in development, progressing towards business roll-out plans in summer. ○ FlexiPack App – Tayside and Fife - feedback from locality - useful for court ○ Folding Space Redaction Manager – concluding security work and non-disclosure inputs specification. Glasgow team engagement continues, testing to start. ○ Virtual Hearing Platform Pilot to share papers with Children and Families – Paisley – development within Virtual Hearing Platform well in-hand. ○ Police Concern Reports – TBD. ○ Case Transfer – TBD. • Other legislative discovery and development activity: <ul style="list-style-type: none"> ○ Care and Justice Bill e.g. victim information and other preparation in line with progress through parliament. ○ Article 12 implementation digital capability by summer e.g. recording decisions in relation to seeking child views. • Other CSAS Developments in the pipeline: 		

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b)	<ul style="list-style-type: none"> ○ Lean Analysis – review CSAS efficiency and effectiveness – focus currently on architecture improvements to reduce business transactions. ○ SharePoint Strategy – maintenance and up-dating of child document repository in a sustainable model – discovery and elaboration underway. ○ Documents Core Pack – Letter generation workflow – revised hearing notification progressing into production as of June (Ayrshire, Glasgow & LDG). Outcome and other letters to follow. Automation later in the year. ○ Move Standard Operating Model support and training materials into CSAS i.e. to make online help ‘context sensitive’ – in discovery. ● Other Digital development activity that will involve business change i.e. impact on local teams: <ul style="list-style-type: none"> ○ Audio Visual equipment upgrades – Kilmarnock & Inverness initial feedback positive – formal review and business case prepared – proposed roll-out to 20 rooms in September. ○ Public folder decommissioning – Summer '24. ○ Windows 11 – end of year. ● In partnership with Scottish Police, COPFS and SCTS we will be developing an instance of the Digital Evidence Sharing Capability (DESC) environment in '24/25 – TBD. <p>Next Generation Audio Visual Hearing Room Technology DC introduced the Next Generation Audio Visual Hearing Room Technology Implementation 24/5 Phase 1 (20 Rooms) business case.</p> <p>Noted:</p> <ul style="list-style-type: none"> ● Definition of objectives ● Consideration of options ● Identification and quantification of costs, benefits, risks for each option ● Future evaluation criteria and timescale ● Financial Evaluation ● This Business Case is fully aligned to the Corporate Plan, Programme objectives and the 		

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	<p>goals of Hearings for Children. It is a fully costed and budgeted case, to be implemented by the SCRA Digital Service in partnership with the vendor nuVideo, who have delivered on the previous Discovery and Pilot phases.</p> <ul style="list-style-type: none"> • Substantial business benefits include improving efficiency, effectiveness, user experience, partner, and public perception, addressing legacy and deprecation risk, but principally improving the experience and quality of service delivery to children and families. • A Phase 1, implementation of next generation Hearing Room Audio Visual equipment will be prioritised in 20 SCRA Hearing Rooms in September/October 2024. <p>Agreed:</p> <ul style="list-style-type: none"> • To progress with the otherwise established Digital plans and in accordance with the approved budget. 		
11.	<p>Keeping the Promise AH advised an anniversary meeting is to be arranged for publication of the report.</p>		
12.	<p>New Risks No new risks were identified.</p>		
13.	<p>Forward Plan The forward plan was reviewed.</p>		
	<p>Date of Next Meeting 5 June 2024, location tbc</p>		