



REGIONAL



PLAN



2010/11

Central
West
Region



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1. Foreword

This Regional Plan for Central West Region is for the period April 2010 to March 2011.

The Plan has been developed to closely align activity at corporate, regional and authority team levels. It sets out the key objectives that Central West Region will pursue during 2010/2011, describes how these link to SCRA's national direction and outlines the main strands of activity by which the objectives will be pursued. This, in turn, will provide a framework for more detailed local planning by each authority team within the Region. Each authority team will develop a plan focussed on how they will work locally to address regional objectives, as well as addressing any local initiatives that they determine to be appropriate. Each of these plans will be signed off by the Reporter Manager.

The Regional plan addresses key areas of operational focus and provides the core objectives against which authority teams will align their activity. It also addresses areas to be co-ordinated by the Regional HQ management team, with teams managing local participation and involvement as appropriate.

During 2010/2011 within Central West Region we intend to continue to deliver sustained continuous improvement in performance across the range of Key Performance Indicators.

We will continue to focus, at all levels, on Management of Delay and IPS. There has been and will continue to be a significant level of change within the region and SCRA. The plan will provide a framework within which we will try to ensure a high level of performance is maintained and an excellent service is provided to children and families. Areas of activity which are particularly challenging include non disclosure and role of the reporter and we will continue to address these areas and support one another.

As SCRA moves through the transition process to the new arrangement for the Hearing System I am confident that the hard work and commitment of staff with the Region will enable us to provide an excellent service to children and families.

Brian Lister.
Reporter Manager.

2. Introduction

This plan covers the period from 1st April 2010 to 31st March 2011. It outlines the context within which Central West Region is currently operating, provides an overview of recent performance trends and the underlying factors behind these and provides clear direction and a framework for action for the period covered.

It was produced following dedicated planning sessions involving the regional management team and subsequent detailed planning by the Reporter Manager, Service Development Manager and Planning & Performance Manager. The regional management team planning sessions centred on self assessment against the framework of the European Foundation for Quality Management (EFQM)'s Excellence Model and on a regional risk assessment.

This plan will be supported by Team Plans for each authority team which provide a mechanism for aligning local activity with regional direction (and, in turn, with corporate direction). The timescale for completion of team plans for 2010/11 has been extended to permit inclusion of key improvement actions identified from self assessment exercises which are currently underway. Improvement actions will be integrated within the wider action plans for each team.

Self assessment at authority team level uses the HMle Quality Framework, which differs from the EFQM framework but was actually derived from it and covers a similar range of issues. This framework was selected for a number of reasons:

- it is very operationally focused;
- it was designed to promote joint self assessment with partners;
- it allows teams to be well prepared for inspection;
- it aligns with the approach recently adopted by SCRA's practice audit team.

Adoption of self assessment and continuous improvement planning across teams provides the basis for development of a light touch approach to audit, mirroring recent governmental developments to reduce the burden of audit and inspection following the Crerar Review. Common themes from self assessment are being identified, so that improvement actions for agreed priorities can be addressed at the most appropriate level (local, regional or national) in each case. This extends the approach already adopted for SCRA's application to Quality Scotland for accreditation to the Committed to Excellence standard.

It is anticipated that this plan will be subject to regular update throughout 2010/11 to reflect the significant level of change that the region will require to manage. The staffing reductions (related to VR/VER) introduction of new roles and changes in management structures throughout SCRA that are anticipated during this period are likely to impact on all teams across the region, and it will be necessary to update this plan to determine how best to deliver services in light of these changes. The objectives and actions within this plan and the supporting team plans, however, provide the direction and focus that is needed when considering these changes. The plan, and any subsequent updates, will provide the basis for monitoring activity and assessing performance at regular regional management team meetings, and the supporting team plans will perform a similar function for authority team meetings

3. Profile

3.1 Current Operating Context

Central West Region comprises eight teams providing services within nine local authority areas, with a regional HQ office providing devolved management and support services. The norm is for a single team to provide services within a single local authority area, but there are two exceptions to this as shown below:

Stirling & Clackmannan (conjoined team - based in Stirling)

Falkirk (based in Falkirk)

North Lanarkshire A (based in Hamilton)

North Lanarkshire B (based in Hamilton)

South Lanarkshire (based in Hamilton)

North Ayrshire (based in Irvine)

East Ayrshire (temporarily based in Ayr)

South Ayrshire (based in Ayr)

Dumfries & Galloway (based in Dumfries)

The above locations are subject to change, with a new property development in Kilmarnock well advanced. In May 2010, the North and East Ayrshire teams will co-locate in these new premises, and provision has been made for the South Ayrshire team to co-locate there in the longer term, with provision for local Hearing Centres in North and South Ayrshire continuing to be made. Rationalisation of Hearing Centres within North and South Lanarkshire following the relocation of 2 authority teams and the regional HQ team to Hamilton House has only been partially addressed to date, with the closure of the Rutherglen office producing an efficiency saving and capital receipt. Possible closure of the Airdrie Hearing Centre coupled with development of an enhanced Hearing Centre at Bellshill is currently under consideration.

Each of the above teams is led and managed by posts of Authority Reporter and Authority Support Manager, with Reporter, Support Assistant and Support Assistant (Reception) being the other current roles. SCRA plans to introduce additional new roles, for example trainee reporter and assistant reporter, and flexible working during 2010/11 and, together with the need to respond to staffing changes resulting from a voluntary redundancy/voluntary early retirement scheme and other opportunities presented by the Modernisation Programme, the structure and composition of teams will be subject to review during the course of the year.

A regional HQ team is also based in Hamilton with a range of responsibilities including planning, management, co-ordination, resource allocation, maintenance of practice standards, budget monitoring, sharing of good practice and provision of central administrative support. Changes for this team are also anticipated early in 2010/11. for the same reasons as those mentioned above.

As of 31st March 2010, before the start of the phased implementation of VR/VER, the regional establishment comprised 117.86 full time equivalent posts.

3.2 Demographics of Local Authorities within the Region

Key population statistics for the region are shown in Table 1 below. Projected changes in child population, coupled with deprivation levels and workload trends and projections, will be of value in considering the future configuration of arrangements for service provision.

Table 1

Local Authority	Population	Child Population (as % of total)	Projected Change in Child Population	Deprivation Level
Stirling	88,350	18.5%	-6%	6.4%
Clackmannan	50,480	19.1%	+8%	2.0%
Falkirk	151,570	18.6%	+3%	10.2%
North Lanarkshire	325,520	19.4%	+1%	21.5%
South Lanarkshire	310,090	18.4%	0	13.1%
North Ayrshire	135,920	18.2%	-4%	25.1%
East Ayrshire	119,920	17.9%	-1%	19.5%
South Ayrshire	111,670	16.6%	-2%	12.9%
Dumfries & Galloway	148,540	16.9%	-4%	4.7%
Regional Total	1,442,060	18.3%	-0.5%	29.2%

SOURCE: General Register Office for Scotland and Scottish Index of Multiple Deprivation. Population figures published 2009, projected child population changes from 2008 – 2018, deprivation figures show LA share of the country's 15% most deprived data zones

3.3 Regional Management Structure & Regional Team Structure

The regional management structure as at 31st March 2010 is shown at Appendix A. It will be necessary to update this to take account of changes in staffing numbers and structures impacting across SCRA during 2010/11 but, until these changes are determined, the existing structure will continue to operate.

3.4 Workload Information

Reducing workload trends continue, as shown in Table 2 below, although the reductions are less than those experienced in other parts of the country, perhaps as a result of the variable level of development of pre-referral screening groups involving multiple partners, and the Early and Effective Intervention Policy. There are some time consuming areas of work, however, which have either risen or stayed at roughly the same level, including CPOs, Hearings and court activity.

Table 2

Type of Casework	2007/08	2008/09	2009/10		
			Apr 09 - Feb 10	Apr 09 - Mar 10	% change
			Actual	Projected	since 2008/09
Referrals received	33,468	32,083	26,679	29,104	- 9.3%
Children received	17,946	17,846	-	-	-
Non offence referrals	22,757	23,468	19,383	21,145	- 9.9%
Offence referrals	10,724	8,629	7,306	7,970	- 7.6%
CPOs	114	163	125	136	- 16.6%
Appeals	181	161	149	162	-
Hearings	11,992	11,904	11,002	12,002	+ 0.8%
Supervision Requirements	1,357	1,209	1,169	1,275	+ 5.4%

Note: Indicative full year projections for 2009/10 based on simple calculation of 11 month figures x ¹²/₁₁. Children received cannot be projected.

3.5 Recent Performance Trends

National Measures

For the past 3 years, Central West region has consistently performed at or above target level against most of SCRA's suite of key performance indicators, which focus primarily on timescales for process steps within the Children's Hearing System as set out in the Scottish Government's 2001 Blueprint document. Since 2007/08, improvement efforts have successfully been implemented to address the main area of under-performance – the scheduling of hearings within 20/30 days. Despite a temporary dip in overall performance during the second quarter of 2009/10, which should be viewed in the context of multiple national developments that impacted adversely on capacity at that time, year to date performance at the end of February 2010 had recovered strongly to sit at or above target level for 6 of the 9 operational performance measures, and within a single percentage point for a 7th measure. Details are shown in Table 3 below.

Table 3

Key Performance Measures	Apr 07 – Mar 08		Apr 08 – Mar 09		Apr 09 – Feb 10	
	Target	Perf	Target	Perf	Target	Perf
The percentage of Hearings scheduled to take place within 20 working days	73%	69%	70%	73%	71%	76%
The percentage of Hearings scheduled to take place within 30 working days	92%	90%	90%	90%	92%	93%
The % of written notifications of referral outcomes issued within 5 working days	62%	75%	70%	87%	85%	82%
The % of written notifications of Hearing decisions issued within 5 working days	88%	92%	89%	97%	90%	95%
The percentage of decisions on referrals made within 50 working days of receipt	66%	77%	67%	84%	68%	83%
The average no. of days for referrals on offence grounds (receipt to Hearing decision)	68 days	63 days	68 days	64 days	67 days	62 days
The average no. of days for referrals on non offence grounds (receipt to Hearing decision)	125 days	107 days	124 days	114 days	123 days	120 days
The percentage of non-offence applications established at court	93%	90%	93%	94%	94%	93%
% of initial Hearings proceeding to disposal	n/a	n/a	75%	74%	75%	73%

There is potential for all targets to be met by the year end although, for the percentage of written notifications of referral outcomes, this is unlikely since this area of support staff activity is actively de-prioritised by teams when under serious pressure. Performance is currently 3 percentage points below target level, and has been below target level since December 2009, so it is unlikely that this target will be met. The percentage of non-offence applications established at court currently sits at 1 percentage point below target level, and performance has recovered strongly over the period November 2009 to February 2010, so there is every chance that this target will be met. The percentage of initial Hearings proceeding to disposal currently sits at 2 percentage points below target level, and performance has been above target level during January and February 2010, so it is still possible that this target could be met.

Regional Measures

For some time now, Central West Region has successfully operated a Management of Delay Strategy at regional and authority team level. This was influenced partly by a desire to reduce the risks to children of high numbers of cases (over 900 in September 2005) involving delay of over 101 days, and partly because tight management of initial process steps upon receipt of referral would have a beneficial impact on all subsequent steps (and performance measures). In due course, as the Interim Prioritisation Scheme (IPS) was developed, this was incorporated into the regional approach. Each team was set a specific target for the maximum number of cases over 101 days, as well as being required to produce regular reports on their IPS position, and all teams were set a target of registering 95% of referrals within 10 days.

Efforts have also been directed towards influencing social work partners to improve their reporting times (time interval 3) because of the beneficial impact this will have on SCRA's performance. In light of our limited ability to influence this, no targets were set, but partner performance is monitored monthly and has been significantly improved over the past two years.

Details of performance are shown in Table 4 below.

Table 4

Key Performance Measures	Target	2009/10		
		2007/08	2008/09	(Feb 10)
The percentage of referrals registered with 10 working days	95%	99%	99%	98%
Management of delay (cases 101 + days)	< 150	81	53	28
TIWG3 – social work reports received within 20 working days	No target	38%	41%	48%

4. Regional Plan 2009/10 – Summary of Progress

Key Successes

Significant progress was made in implementing planned actions and delivering the key objectives in the Central West Regional Plan for 2009/10, as summarised below.

▪ **Regional Objective 1: *To sustain and consolidate performance in relation to key national, regional and team measures***

Performance featured as a standing agenda item at Regional Management Team Meetings, Regional Performance Review meetings and Team Meetings, focusing on both monthly trend analysis and year to date performance. Key enabling strategies included prioritising the prompt registration of referrals, operating a Management of Delay system and the Interim Prioritisation Scheme, and seeking to influence the promptness of reporting by partner agencies. All teams implemented these strategies, and their success is reflected in the performance results presented earlier in this report.

▪ **Regional Objective 2: *To adhere to practice guidance and work towards consistency of operational processes and systems***

Adherence to practice guidance continued to be actively addressed by all teams, through practice meetings and support staff meetings, and through the use of case sampling. Supervision meetings were also used to address emergent issues with individual members of staff. The practice audit self assessment exercise during the summer of 2009 focused attention on decision making, and the team self assessment programme currently underway continues this focus, prompting further consideration of consistent application of practice guidance.

▪ **Regional Objective 3: *To influence prompt return of TI3 reports by Social Work department***

All Authority Reporters established structured liaison arrangements with senior managers in their local Social Work departments, and worked closely with them to optimise joint working arrangements. Several teams operated local systems to identify late reports, in an attempt to minimise delay and reduce risk, and this led to significant improvement in some authorities. Joint activity between senior social work managers and the Authority Reporter in one particular authority delivered radical improvement, which formed the basis for a joint presentation to the Regional Management Team and social work partners in March 2010.

▪ **Regional Objective 4: *To develop and implement a regional induction and training programme for new staff***

A comprehensive induction pack was launched at the Regional Management Team meeting on 29th May 2009, and subsequently implemented by all teams. The pack was also favourably commented on by the Director of HR, who attended the meeting, and made available for application by other regions.

▪ **Regional Objective 5: *To plan and co-ordinate the local implementation of property developments, improvements and rationalisation, in liaison with colleagues in specialist departments***

New premises/Upgrades to existing premises

Detailed planning was undertaken for occupation of a new Ayrshire property development in Kilmarnock. From May 2010, North and East Ayrshire will operate from these premises, with provision made for future occupation by South Ayrshire, and continuing arrangements for local hearings facilities in each local authority area. The primary focus was on ensuring business continuity with minimal disruption to the work of the teams involved. A business case was also prepared on the merits of retaining limited connectivity at the Irvine office where hearings will continue to be held, on the basis that enhanced staff productivity and avoidance of an element of travel allowances would more than offset the IS costs involved. The business case was approved, and benefits realisation will be evaluated to inform future elements of SCRA's Modernisation Programme.

Similar planning took place in relation to a replacement property in Dumfries, with the team moving in April 2010 with minimal disruption.

Property upgrading and installation of a new bulk filing system successfully took place in the premises at Gladstone Place, Stirling, providing improved space utilisation and enhanced workflow.

Rationalisation of property needs

A pilot exercise to discontinue the use of the Outreach Hearing Centre in Rutherglen, transferring Hearings to either Hamilton or East Kilbride, was successfully completed, and a report recommending disposal of the premises and generating efficiency savings was approved.

Advance planning was undertaken for the refitting of the offices at Carrick Street, Ayr, for use by the South Ayrshire team, once these have been vacated by the East Ayrshire team moving to Kilmarnock. This will enable disposal of the property at Alloway Place, Ayr, generating a capital receipt.

Work was started on rationalisation of hearing centres in North Lanarkshire including discussions with the Panel Chair. It is anticipated that this may lead to closure of the hearing centre at Airdrie, allowing considerable expenditure on property maintenance to be avoided, and possible transfer of hearings to an improved hearing centre with enhanced capacity at the existing Bellshill hearing centre. A business case is currently being prepared for this project which, if approved, is anticipated for completion in quarter 4 of 2010/11.

- **Regional Objective 8: To manage and deploy regional budgetary resources**

The Reporter Manager, in conjunction with the Regional Administration Manager, completed monthly budget monitoring reports and provided regular updates at Regional Management Team meetings. There was regular liaison with Finance, and very close budget monitoring took place. Adverse variance was progressively reduced over quarters 2 and 3 of 2009/10 and, at the end of period 10 it stood at £48.5k, although this amount will be reduced by £21.5k to leave a carry over figure of £27k.

- **Regional Objective 9: To develop Practice Guidance in relation to the Adoption and Children (Scotland) Act 2007 and Regulations**

Three Reporters from Central West Region and the Reporter Manager were members of a working group led by Gordon Irvine, Practice Reporter. The group developed Practice Instruction which was issued in draft for consultation, leading to a finalised Practice Instruction Note in advance of the main provisions of the Adoption and Children (Scotland) Act 2007 coming into force on 28th September 2009.

Areas With Scope For Improvement

The following regional objectives were not fully implemented, and require to be re-visited.:

- **Regional Objective 6: *To increase awareness of and compliance with key Health & Safety requirements.***

Managers were kept aware of health and safety issues, but work on developing an awareness training package fell behind schedule. This will be rescheduled in the Regional Plan 2010/11.

- **Regional Objective 7: To develop a regional approach to managing court preparation and practice**

Work was deferred due to other pressures, but this objective still has merit, and it will be carried over into the Regional Plan for 2010/11.

A further key priority within the SCRA Business Plan which requires activity across all regions, "*Improve communications with children and families at a local level*", was established following completion of the Regional and Team Plans. There has been insufficient capacity to address this priority until now, and it is planned to incorporate it within the Regional Plan 2010/11.

5. Objectives 2010/11

Regional objectives have been developed which enable local priorities and overall direction to be aligned with SCRA's corporate outcomes, as shown in Table 5 below. These emerged from dedicated RMT planning sessions followed by detailed development work by the Reporter Manager, Service Development Manager and Planning & Performance Manager

Table 5

SCRA Outcomes	Regional Objectives
The quality of our decision making has the best possible effect on the safety and protection of young people	To manage core service delivery with a central focus on the safety and protection of young people
Outcomes for children and young people are improved by working collaboratively with our partners involved in the Children's Hearing System	To work with partners to improve overall service delivery
Our service to children and young people, their families and the communities in which they live is efficient, responsive, inclusive and continually improving	To drive continuous improvement in the planning and management of service delivery and resource deployment

The key actions by which these objectives will be progressed are shown in section 11 of this plan.

6. Budgetary Statement

A draft budget for 2010/11 has been prepared, and this is shown at Appendix C

7. Training Plan

Training needs identified from analysis of appraisal and supervision processes, and covered by the existing SCRA course list, are as follows:

- Advocacy Skills 4 places
- Advocacy skills Refresher 6 places
- Children's Hearing Court Proceedings 16 places
- Assertiveness at Work 1 place
- Absence Management 1 place
- Conflict Handling 12 places
- Health & Safety 13 places
- Deaf Awareness 6 places
- Microsoft Outlook 4 places
- Valuing Diversity 10 places

There have also been 2 expressions of interest in the Diploma in Public Services Leadership

There have also been several expressions of interest in courses which are not included in the current SCRA course list, as follows:

- Discipline and Grievance 4 places
- First Aid 2 places

Other general requirements identified include general court related training, management preparation and training, motivational training and child development training. In addition to these formal training needs, other staff development needs have been identified in some teams, and arrangements made to address these by involvement in a range of partnership activities.

Beyond the above training needs identified from appraisal and supervision, training priorities within the region are likely to be driven largely by SCRA's corporate training plan, with significant national practice training anticipated in the 4th quarter of 2010/11 in response to the Children's Services (Scotland) Bill.

8. Approval

The approval process for this Regional Plan was as follows:-

- Draft objectives and key actions (based on those agreed during RMT planning sessions) agreed by Reporter Manager in February
- Details notified to RMT members to permit alignment of draft team plans with regional direction
- Action plan and risk assessment signed off by Reporter Manager in March
- Final draft plan signed off by RMT in April
- Final draft plan signed off by Reporter Manager in April
- Final draft plan signed off by EMT on 4th May

Team plans are developed alongside the above process and, although normally completed by the end of March, an extended timescale is operating this year to permit integration of self assessment with team planning. The timescale varies for each team, dependent on phasing of self assessment which, in itself, is linked to phasing of the HMle inspection programme.

9. Monitoring, Reporting and Updating the Plan

9.1 Monitoring and Managing Delivery

Monitoring of the plan, and its effectiveness, will involve the following key elements:

- Implementation will be monitored by discussing progress against each element of the action plan at RMT meetings. This will be a standing agenda item and will provide a central focus for RMT meetings, with the minutes reflecting progress in delivery of key actions.
- Effectiveness will be evaluated by reference to performance information, involving both monthly trend analysis and year to date performance, alongside key items of contextual information
- Both of these steps will also operate at team level, with implementation and effectiveness of teams plans being regularly assessed.
- Emerging areas of concern will be subject to detailed discussion to determine whether remedial action or adjustments to strategy are required. Dependent on scope, these discussions may either take place at RMT level or between regional HQ and team managers

Reporting will involve the following key elements:

- Quarterly Regional Performance Reports
- Quarterly Team Performance Reports

Updating of the plan will be undertaken as new demands that require a planned response, but were unclear when the plan was prepared, become apparent. Examples of such possible demands include changes in response to the Children's Hearings (Scotland) Bill, organisational staffing and structure changes, and arrangements for local implementation of improvements driven by SCRA's modernisation programme. It may also become necessary to reconsider planned actions if they prove not to deliver the anticipated results.

9.2 Managing Risk

A structured risk management exercise was conducted at RMT level, informed in turn by discussions at team level. A full risk register was subsequently developed and submitted to the Director of Finance for consideration along with other regional risk assessments by the Operational Management Team. This risk register has been included in this plan, and is shown at Appendix D. Risks and associated mitigating actions will be reviewed and updated quarterly at RMT meetings, with discussion informed by risk discussions led by Authority Reporters at team meetings.

10. Regional Action Plan

The key actions by which the regional objectives will be delivered are shown below, with details of indicative timescales and person responsible for leading in each case. Anticipated outcomes and measures are shown where appropriate.

It is also necessary to anticipate the impact that the SCRA Head Office plan will have on regional activity and capacity, and ensure that teams are aware of the projected impact and link this to their own plans. Details of the key likely impacts are shown at Appendix E, and these will be considered at both RMT meetings and team meetings to ensure that local implementation of these developments can proceed smoothly.

The regional action plan is ambitious, particularly in light of the wider environment currently facing SCRA, but it will be addressed by the RMT taking joint responsibility for overall delivery and individual ARs and HQ team members leading on specific areas of activity.

Objective 1 – To manage core service delivery with a central focus on the safety and protection of children and young people

Reference & Priority	Action	Key Tasks/Milestones	Timeline	Responsible Person	Anticipated Outcome	Outcome Measure
1.1	<ul style="list-style-type: none"> To manage and lead the region through a period of significant organisational change 	<ul style="list-style-type: none"> Consider options for change and develop vision of new regional structure Plan and deliver phased implementation of new structure 	<p>June '10 – Aug '10</p> <p>Sept '10 – March '11</p>	<p>RM PPM SDM</p> <p>In liaison with head office</p>	<ul style="list-style-type: none"> Shared sense of purpose, direction and ownership 	<ul style="list-style-type: none"> Staff motivation, participation and involvement (survey to measure)
1.2	<ul style="list-style-type: none"> To sustain and consolidate performance in relation to key national, regional and team measures, and focus improvement activity on areas of under-performance 	<ul style="list-style-type: none"> Monthly analysis – KPIs & context RMT discussions on key issues Team meetings to consider locally Continue to use prompt registration of referrals and Management of Delay as enabling strategies 	<p>Continuous at regular intervals</p>	<p>RM SDM ARs PPM</p>	<ul style="list-style-type: none"> Sustained performance at or above target level 	<ul style="list-style-type: none"> National and regional KPIs
1.3	<ul style="list-style-type: none"> To continue to focus on management of delay and the Interim Prioritisation Scheme to ensure that cases are dealt with as expeditiously as possible and risk is minimised 	<ul style="list-style-type: none"> Continue to manage prompt registration of referrals in each team Continue to operate Management of Delay systems in each team Continue to operate Interim Prioritisation Scheme in each team 	<p>Continuous with evaluation at regular intervals</p>	<p>SDM ARs</p>	<ul style="list-style-type: none"> Sustained excellent performance 	<ul style="list-style-type: none"> Regional performance measures
1.4	<ul style="list-style-type: none"> To develop a regional approach to managing court preparation and practice 	<ul style="list-style-type: none"> Establish working group, agree scope and terms of reference Develop proposals, consult and refine Implement new approach 	<p>May '10</p> <p>June '10 – Oct '10</p> <p>Nov '10</p>	<p>SDM L. Baillie</p>	<ul style="list-style-type: none"> Enhanced consistency Broadening of skills base 	<ul style="list-style-type: none"> The range of tools and supports available to staff engaged in court work

Objective 2 – To work with partners to improve overall service delivery

Reference & Priority	Action	Key Tasks/Milestones	Timeline	Responsible Person	Anticipated Outcome	Outcome Measure
2.1	<ul style="list-style-type: none"> To enhance engagement with partners 	<ul style="list-style-type: none"> Determine current arrangements – nature, extent and variability Evaluate effectiveness of current arrangements Identify overall SCRA direction Determine desired future arrangements, taking account of capacity and partner expectations Implement new arrangements 	<ul style="list-style-type: none"> } June '10 } – Aug '10 } Sept '10 Oct '10 – Nov '10 Dec '10 	PPM J. Hamilton I. Mitchell	<ul style="list-style-type: none"> Focused partnership activity Clarity of purpose 	<ul style="list-style-type: none"> Partner satisfaction

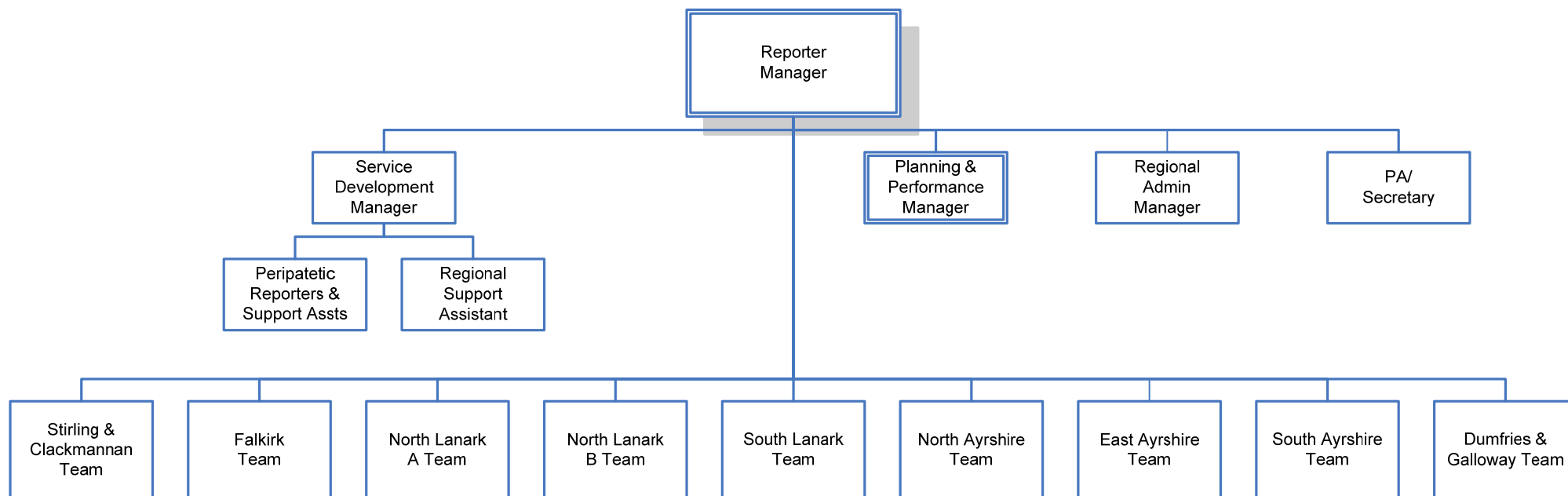
Objective 3 – To drive continuous improvement in the planning and management of service delivery and resource deployment

Reference & Priority	Action	Key Tasks/Milestones	Timeline	Responsible Person	Anticipated Outcome	Outcome Measure
3.1	<ul style="list-style-type: none"> To drive improvement in service delivery by standardizing operational processes and sharing good practice 	<ul style="list-style-type: none"> Develop regional good practice directory using self assessment reports Determine key focus areas at RMT Develop partnering arrangements for teams to share approaches Address issues via team meetings Consider setting up ASM forum 	<ul style="list-style-type: none"> } July '10 – Aug '10 } Sept '10 } Oct '10 – Mar '11 	PPM SDM	<ul style="list-style-type: none"> Wider deployment of good practice across teams Enhanced efficiency 	<ul style="list-style-type: none"> Changes in strengths/AFIs from self assessment
3.2	<ul style="list-style-type: none"> To establish mechanisms within teams to enhance communication, including opportunities for staff feedback 	<ul style="list-style-type: none"> Specific planning slot at an RMT meeting to develop & agree template, following consideration of current arrangements Implement arrangements at regional and team level The local Partnership Forum is an important mechanism to progress this action 	<ul style="list-style-type: none"> June '10 July '10 – Aug '10 	D. Jones P. Stevenson Partnership Forum	<ul style="list-style-type: none"> Improved staff awareness & understanding Greater sense of staff involvement 	<ul style="list-style-type: none"> Staff survey
3.3	<ul style="list-style-type: none"> To increase awareness of and compliance with key Health & Safety requirements 	<ul style="list-style-type: none"> Identify key issues to be addressed Establish regional H&S Forum Agree arrangements to be operated Implement new arrangements and establish monitoring mechanism 	<ul style="list-style-type: none"> May–Jun '10 } June '10 } August '10 	RM RAM	<ul style="list-style-type: none"> Improved awareness and compliance 	<ul style="list-style-type: none">

Objective 3 – To drive continuous improvement in the planning and management of service delivery and resource deployment

Reference & Priority	Action	Key Tasks/Milestones	Timeline	Responsible Person	Anticipated Outcome	Outcome Measure
3.4	<ul style="list-style-type: none"> To develop and implement a regional induction and training programme for new support staff 	<ul style="list-style-type: none"> Establish working group, agree scope and terms of reference Develop proposals, consult and refine Implement new arrangements 	<p>Sept '10</p> <p>Oct '10 – Dec '10</p> <p>Jan '11</p>	SDM	<ul style="list-style-type: none"> Structured, consistent approach 	<ul style="list-style-type: none">
3.5	<ul style="list-style-type: none"> To plan and co-ordinate the local implementation of property developments, improvements and rationalisation, in liaison with relevant colleagues and partners 	<ul style="list-style-type: none"> Manage business continuity through advance planning, liaison with colleagues in specialist departments and ad hoc troubleshooting during relocation of 3 Ayrshire teams and Dumfries team to new offices Develop business case for Carrick Street refit and disposal of Alloway Place Develop business case for Irvine refit Develop business case for development of Bellshill premises and disposal of Airdrie Manage partner relations to progress rationalisation of North Lanarkshire Hearing facilities Manage business continuity through advance planning, liaison with colleagues in specialist departments and ad hoc troubleshooting during rationalisation of North Lanarkshire Hearing facilities 	<p>Apr '10 – Mar '11</p> <p>May '10 – June '10</p> <p>May '10</p> <p>May '10 – June '10</p> <p>Apr '10 – June '10</p> <p>May '10 – Mar '11</p>	<p>RM</p> <p>PPM</p> <p>Relevant ARs</p>	<ul style="list-style-type: none"> Smooth transition during relocation No adverse impact on service delivery Enhanced hearing facilities Efficiency savings 	<ul style="list-style-type: none"> Post move evaluation reports Efficiency savings/cost avoidance resulting from rationalisation
3.6	<ul style="list-style-type: none"> To manage and deploy regional budgetary resources to best effect, and explore potential areas where efficiency savings might be realised 	<ul style="list-style-type: none"> Manage the regional budget, monitor performance and prepare monthly variance reports Specific planning slot at an RMT meeting to identify potential areas for efficiencies Research identified areas for efficiencies, develop proposals, consult and refine Implement new arrangements 	<p>Continuous</p> <p>June '10</p> <p>July '10 – Sept '10</p> <p>Oct '10 – Mar '11</p>	<p>RM</p> <p>PPM</p> <p>SDM</p> <p>RAM</p>	<ul style="list-style-type: none"> Efficiency savings – some of which may be recycled to front line activity 	<ul style="list-style-type: none"> % of budget realized as efficiency savings

Regional Management Structure



Performance Measures

Performance for Central West Region, and for each team, will be measured in relation to the information shown below. Targets will mirror those set nationally, with additional local targets adopted at regional and team levels, and additional measures will be monitored to provide context for meaningful analysis. Performance will be examined at regional and team levels on a monthly basis, using historical monthly performance report figures for trend analysis and year to date figures to inform on overall performance.

Regional Priority Measures		Target
1	The percentage of referrals registered within 10 working days	95%
2	The number of open referrals over 101 days old	< 150
3	The percentage of social work reports received within 20 working days	No target set
Key National Indicators		Target
4	The percentage of Hearings scheduled to take place within 20 working days from Reporter decision	72%
5	The percentage of written notifications of referral outcomes sent to children and families from the Reporter within 5 working days	85%
6	The percentage of written notifications of Hearing decisions sent to children and families from the Reporter within 5 working days	90%
7	The percentage of decisions on referrals made within 50 working days of receipt	68%
8	The percentage of initial Hearings proceeding to disposal.	75%
Additional Performance Information		Target
9	The percentage of non-offence applications established at court	No target set
10	The percentage of Hearings scheduled to take place within 30 working days from Reporter decision	No target set
11	The average number of days for referrals on offence grounds from date of receipt of referral to Hearing decision	No target set
12	The average number of days for referrals on non-offence grounds from date of receipt of referral to Hearing decision	No target set
Organisational Efficiency Outcomes		Target
13	Variance in annual revenue spend as a percentage of the available revenue budget.	< 5%
14	The percentage of staff turnover savings achieved in the year	4.66%
15	The percentage of efficiency savings achieved in the year and re-invested in frontline services	1.5%
16	The percentage of revenue savings achieved in the year	2%
Operational Context		
15	The number of referrals to the Reporter	No target set
16	The number of children referred	No target set
17	The number of children with SR's at period end	No target set
18	The number of Children's Hearings held	No target set
19	Workload compared to national average (based on core plus temp staffing figures)	No target set

Draft Regional Budgetary Statement

CENTRAL WEST BUDGET 2010/11

Actual 2008/09	NARRATIVE	Approved Budget 2009/10	Draft Budget 2010/11
3,698,952	Staff Salaries	3,676,908	3,880,499
0	Board Salaries	0	0
5,484	Training	6,000	3,500
19,259	Allowances	19,358	18,464
35,837	Other Staff Costs	36,516	29,372
3,759,532	Staff Costs	3,738,782	3,931,835
0	Repairs and Maintenance	0	0
68,723	Energy Costs	52,505	60,882
275,502	Rents	329,453	337,910
181,876	Rates	191,197	197,590
43,253	Water Rates	35,268	42,856
86,016	Shared Costs	99,767	98,119
92,542	Contract Services	92,130	99,902
6,415	Other Property Costs	6,050	24,400
754,327	Property Costs	806,370	861,659
8,284	Other Travel inc. car hire and misc. transport	8,584	5,067
61,662	Car Mileage	54,064	52,665
3,068	Subsistence	1,768	4,121
73,014	Travel & Subsistence	64,416	61,853
5,393	Equipment and Furniture	5,000	3,000
6,095	Maint. Contracts & Leases	8,082	12,402
337	Printing	910	630
34,948	Stationery	34,721	34,250
23,247	Photocopying	31,931	30,057
5,423	Books and Publications	2,800	100
145,118	Postages	151,590	150,280
28,399	Telephones	29,390	26,395
0	IT	0	0
0	Scots	0	0
0	Legal Expenses	0	0
37,642	Hearing Costs	34,300	51,050
20,170	Other Supplies & Services	3,700	5,300
0	Other Corporate Expenses	0	0
0	Interest	0	0
0	Revenue Implications of Capital Projects	0	0
306,772	Supplies and Services	302,424	313,464
72,735	Income	75,198	79,279
4,820,910	TOTAL	4,836,794	5,089,533

Operational Risk Register Central West Region March 2010

Reference & link to Business Plan/Group Plan/Programme/Project objective	Risk Type	Description of Risk	Assessment	Trend	Controls in place/Assessment of Operation/Validation Performed	Action Plan & Timescales	Owner	Progress against Action Plan at last review date	Next Review Date	Escalation Required?
RP Objective 1 BP Outcome 1	OPERATIONAL	Inadequate capacity – sustained level of workload within context of reducing staffing levels leading to reduced performance in relation to operation of Interim Prioritisation Scheme, Management of Delay and reduced level of processing accuracy.	16	NEW	<ul style="list-style-type: none"> ▪ Regular monitoring of performance already in place ▪ Balancing of resource across teams following assessment of capacity already actively managed 	<ul style="list-style-type: none"> ▪ Regular close monitoring of performance against KPIs, MoD and IPS, as reports become available. ▪ Focus on these issues during Regional Performance Review meetings and AR supervision meetings 	J. Scanlon		June 10	NO
RP Objective 1 BP Outcome 1	OPERATIONAL	Qualitative aspects of service provision being adversely affected by combination of reduced capacity and poor staff morale	16	NEW	<ul style="list-style-type: none"> ▪ Qualitative aspects of service delivery are monitored through case sampling and regularly discussed at team meetings, with a central focus on adherence to practice instruction 	<ul style="list-style-type: none"> ▪ Monitoring delivery of improvement actions (derived from team self assessment) in Team Plans ▪ Manage outcomes from practice audit reports and ensure follow through on agreed improvement actions ▪ Planned utilisation of peripatetic staff 	B. LISTER		June 10	NO
RP Objective 3 BP Outcome 3	STRATEGIC	Failure to synchronise the modernisation and transition agendas with organisational downsizing, with the result that the former do not occur early enough to enable the latter	16	NEW	<ul style="list-style-type: none"> ▪ Operation of Modernisation & Transition programmes with focus on timescales and deliverables 	<ul style="list-style-type: none"> ▪ Monitor progress of Modernisation & Transition Programmes ▪ Monitor workload trends ▪ Monitor & analyse casework trends 	R MALLON		June 10	NO

Reference & link to Business Plan/Group Plan/Programme/Project objective	Risk Type	Description of Risk	Assessment	Trend	Controls in place/Assessment of Operation/Validation Performed	Action Plan & Timescales	Owner	Progress against Action Plan at last review date	Next Review Date	Escalation Required?
RP Objective 2 BP Outcome 2	OPERATIONAL	Pressure on partner's resources impacting adversely on their ability to service our needs	16	NEW	<ul style="list-style-type: none"> Regular AR liaison with key partner agencies is in place 	<ul style="list-style-type: none"> Identify areas of concern which are impacting on SCRA Quarterly report for each authority team and HQ team, using standard template 	D JONES J HAMILTON		June 10	NO
RP Objective 1 RP Objective 3 BP Outcome 1 BP Outcome 3	STRATEGIC	Failure to proportionately balance the demands of corporate governance and standards against the demands of operational capacity	16	NEW	<ul style="list-style-type: none"> Corporate self assessment designed to anticipate inspection demands and permit move towards "light touch" approach to practice audit 	<ul style="list-style-type: none"> Integration of plans, and regular review through the Operational Management Group to agree flexible delivery 	B. LISTER J. SCANLON R MALLON		June 10	NO

Projected Impact of Planned Head Office Developments

Planned Head Office Activities	Timescales
Practice	
Implementation of RAD changes	April 2010 – September 2010
Rolling out of revised practice instructions	April 2010 – March 2011
Rolling out of electronic sharing of information on 16/17 year olds on SR	June 2010 – September 2010
Implementation of electronic notifications of offence disposals to all Scottish police forces	October 2010 – March 2011
Hearing room laptops available to: <ul style="list-style-type: none"> ▪ All SCRA office based hearing centres ▪ Outreach hearing centres 	April 2010 – June 2010 September 2010 – March 2011
Develop, pilot, implement & review a national case sampling tool	April 2010 – November 2010
Planned Head Office Activities	Timescales
Review of roles and responsibilities: Reporter; Support Assistant; Assistant & Trainee Reporter; Authority Reporter; Authority Support Manager	March 2010 – October 2010
Develop competency framework to flow from review of roles	June 2010 – December 2010
Develop workforce planning model including an element to address “appropriate” workloads	June 2010 – March 2011
Develop an effective succession planning approach	June 2010 – March 2011
Develop aflexible working strategy linked to the Property Strategy	June 2010 – March 2011

SOURCE: Head Office Plan April 2010 and Modernisation Strategy – People Plan April 2010

NOTE: Dates may be subject to change

