



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Corporate Plan

2001-2002

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FOREWORD

In keeping with the Government's 'modernisation agenda', the Scottish Children's Reporter Administration (SCRA) embarked in 1999 on an ambitious three-year programme to 'deliver a modernised system of child welfare and juvenile justice through Children's Hearings'. This plan sets out our core objectives for the final year of that programme, adapted in the light of progress to date and the changing external context.

It is important to view the plan in its entirety, understanding the necessary co-dependence between our six core objectives. Four of these objectives remain unchanged, focusing on improving the quality and speed of casework, promoting services for children that meet their needs, providing good facilities for Children's Hearings and managing our service effectively. By introducing two new objectives, the plan makes more explicit the contribution of our staff and our desire to raise awareness of the value of the Children's Hearings System in its 30th Anniversary year.

The key performance measures set out in this plan and a more detailed Operational Plan are the basis for reporting on

organisational performance throughout the year. SCRA's budget for 2001-02 incorporates the priorities set out in this plan.

The plan reflects SCRA's determination to focus more clearly on the outcomes for children of their involvement within the system. This will be sharpened further through a strategic planning exercise starting in August 2001 which will feed into a Scottish Executive Review of SCRA's performance during its first five years. Some of our key performance measures will be developed further as part of this process.

Rising referral rates and increasing complexity of cases are currently putting pressure on SCRA and partner agencies involved in the Children's Hearings System. Concerns about the levels and effective deployment of resources for services to children and young people throughout Scotland continue and SCRA is keen to play its part in rigorous review and concerted action to deliver a more sustainable approach in the future.

**SALLY KUENSSBERG CBE
CHAIRMAN SCRA**

KEY PRINCIPLES

A number of key principles have informed the preparation and development of this Corporate Plan. These key principles are identified here to broaden an understanding of the main influences that have shaped the plan and to explain the factors that will have a major bearing on its successful implementation.

OUR FUNDAMENTAL PURPOSE

SCRA was established in 1996 under the Local Government etc (Scotland) Act 1994 and its fundamental purpose is rooted in the legislative framework of the Social Work (Scotland) Act 1968 and the Children's (Scotland) Act 1995.

*"To pursue with care and creativity
the best interests of children, within the framework of
Scotland's child welfare and justice systems."*

This plan strikes an important balance between our requirement as an Executive Non-departmental Public Body to carry out our statutory responsibilities on behalf of children and their families and the rightful expectation that we should identify and bring forward new service development initiatives that will impact positively on the execution of these statutory responsibilities. In the current environment of limited resources and increasing referral rates that balance is weighted, appropriately, in favour of carrying out our statutory responsibilities. It will be important to address the resource issues in a way that will allow a more comprehensive, more sustainable approach to be achieved in the future.

AN INTEGRATED APPROACH

Our ability to deliver care and justice for children and their families is contingent upon our co-ordinated effort across the six core objectives set out in this plan. An important co-dependence exists between each of the core objectives at the heart of this Corporate Plan.

WORKING IN PARTNERSHIP

The principle of integration extends well beyond our internal application of resources and effort. It is clear that greatest progress will be made where effective partnerships exist and it is equally apparent that a commitment to partnership is required at many different levels and in a range of different settings. SCRA's partnership with the Scottish Executive is key in this regard while the strength of our local partnerships with local authorities, members of Children's Panels and voluntary groups will determine the success of our joint efforts on behalf of Scotland's vulnerable children.

ACHIEVING BEST VALUE

SCRA is committed to delivering best value in the management of its finite resources. We recognise that effort to be both efficient and effective on behalf of children and their families will require us to continue prioritising resources to the front-line of our service. This plan reflects that emphasis while acknowledging the importance of providing critical support services such as IT, staff training and development as an effective longer-term strategy to deliver even greater effectiveness on the front-line.

MANAGING RISK

In response to the continuing trend of increased rates of referral and the changing profile of referrals received by the Reporter, SCRA has embraced a risk management approach that seeks to identify and prioritise resources against 'high risk- high likelihood' activities in our diverse programme of work. This Corporate Plan was informed by a risk management analysis facilitated by our internal auditors.

The next section in this plan sets out the changing context in which SCRA is now operating. Taken together with the key principles identified here, they combine to deliver a challenging and realistic platform upon which this Corporate Plan has been built.

A CHANGING CONTEXT

This Corporate Plan is brought forward as SCRA prepares to undertake its first Quinquennial Review as an Executive NDPB. In many ways the timing of the Review will be extremely helpful as it occurs when the Children's Hearings System is facing some of the most significant changes in its 30-year history.

REFERRAL RATES

There has been a 50% increase in the number of referrals since the establishment of SCRA in 1996 and last year witnessed the highest rate of referral to Reporters. These increases reflect two important changes in SCRA's operating context. Firstly, there is now much greater awareness of incidents of domestic violence and its impact on children. Secondly, there is increasing confidence in SCRA's ability to manage complex cases, often involving lengthy court-work. The successful outcome of SCRA's In-Year Bid to the Scottish Executive for additional resources allows us to address the pressing demands on the service while continuing to manage this growing and increasingly complex range of casework.

A CHANGING LEGISLATIVE FRAMEWORK

The Human Rights Act 1998 came into force in October 2000 presenting all those involved in the Children's Hearings System with the opportunity to reinforce the rights of the children for whom we act. We have now received the judgements from the Court of Session Human Rights Appeal (S v Principal Reporter and Lord Advocate) and it is clear that changes will follow especially in the area of providing information to children and the provision in some cases of legal aid for children and their families.

A NEW POLICY FRAMEWORK

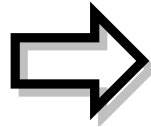
This plan has been developed to take cognisance of the evolving policy framework being developed by the Scottish Executive in the areas of social justice and youth crime. The Youth Crime Review identified new opportunities and new challenges for the Children's Hearings System and SCRA is committed to playing a full part in shaping the Scotland's national policy on youth offending.

MODERNISING GOVERNMENT

SCRA's IT driven approach, including the development of the innovative Referral Administration Database (RAD), is one example of our commitment to the Modernising Government programme. Also identified in this Corporate Plan are commitments to introduce a performance management scheme for all staff in SCRA as well as plans to modernise our pay scheme, including a move to performance related pay. We accept a need to embrace the principles of *Open Scotland* and demonstrate greater openness, accountability and transparency in our work on behalf of vulnerable children throughout Scotland.

FUNDAMENTAL PURPOSE

**“TO PURSUE WITH
CARE AND CREATIVITY
THE BEST INTERESTS
OF CHILDREN, WITHIN
THE FRAMEWORK OF
SCOTLAND’S CHILD
WELFARE AND JUSTICE
SYSTEMS.”**



SIX CORE OBJECTIVES

*Improving the Quality and Speed
of our Casework for Children*

*Developing Services for Children
that Meet their Needs*

*Managing our Staff to Deliver
for Children*

*Providing Good Quality Facilities
for Children’s Hearings*

*Delivering our Service Effectively
and Efficiently*

*Promoting the Value of the
Children’s Hearing System*

OBJECTIVE 1

**IMPROVING THE
QUALITY AND
SPEED OF
OUR
CASEWORK
FOR CHILDREN**



Key Strategic Actions for 2001/02

- Complete the full rollout of the Referral Administration Database (RAD) throughout all offices.
- Work with partners to address service delivery pressures in targeted areas.
- Work with partners to reduce time delay in the Children's Hearings System.
- Revise the collection, analysis and presentation of casework statistics.
- Secure support for SCRA's Business Case to join the ISCJIS¹ Community as a full participating member.
- Implement model case process (Case Process Manual).
- Implement case file retention and security policies.

1 Integration of Scottish Criminal Justice Information Systems



**Key
Performance
Measures**

- 1.1 Complete the rollout of the RAD throughout SCRA by 31 March 2002.
- 1.2 No Supervision Requirements to lapse.
- 1.3 60% of decisions on referrals to be made within 10 weeks.
- 1.4 80% of enquiries to the Practice Helpline answered within 24 hours.

OBJECTIVE 2

**DEVELOPING
SERVICES
FOR
CHILDREN
THAT MEET
THEIR NEEDS**



Key Strategic Actions for 2001/02

- Support the implementation of the Scottish Executive's Youth Offending Strategy and Domestic Violence initiatives.
- Participate in local partnership programmes to address service needs effectively.
- Promote further the rights of the child under European and UN Conventions.
- Establish and promote an SCRA Research Programme.
- Develop and introduce a customer consultation process.
- Develop and disseminate public information.
- Modernise SCRA's Service Charter and revise and publish SCRA's complaints procedure.
- Enhance the content and use of the ChRIS² Repository.

2 Children's Reporter Information Systems



**Key
Performance
Measures**

- 2.1 Identification of "outcome for children" measures as a basis for measurement in subsequent years.
- 2.2 Participation in the development of all 32 local authority Children's Services Plans
- 2.3 Reporting growing participation in local inter-agency projects and initiatives.
- 2.4 90% of Complaints to be resolved by Stage 2 of the formal complaints process.

OBJECTIVE 3

**MANAGING
OUR STAFF
TO
DELIVER
FOR
CHILDREN**



Key Strategic Actions for 2001/02

- Implement a Staff Training and Development Programme.
- Implement Stage 1 of the revised Performance Management Scheme and facilitate training for Stage 2 involving all staff.
- Establish a progressive partnership approach with UNISON.
- Negotiate an effective link between pay and performance for all staff in SCRA.
- Develop an accredited in-service/pre-service qualification for Reporters
- Review and strengthen internal communications.
- Implement a comprehensive Staff Survey.
- Develop options for an Occupational Health Scheme.



**Key
Performance
Measures**

- 3.1 All staff in SCRA participating in the revised Performance Management Scheme by 31 March 2002.
- 3.2 All staff in SCRA subject to Performance Related Pay by 31 March 2003.
- 3.3 Reporting progress on the management of sickness absence, year on year.

(a benchmark target to be identified in 2001/02)

OBJECTIVE 4

**PROVIDING
GOOD
QUALITY
FACILITIES
FOR
CHILDREN'S
HEARINGS**



Key Strategic Actions for 2001/02

- Complete new Office/Hearings Centre in Tranent (Mid & East Lothian).
- Complete new Office/Hearings Centre in Falkirk.
- Determine and progress options for Elgin and Arbroath.
- Determine and plan our requirements to comply with the Disability Discrimination Act 1995.
- Confirm long-term Property Strategy for SCRA.
- Develop an Environmental Policy for SCRA.



**Key
Performance
Measures**

- 4.1 70% of Hearings Centres to comply with property standards.
- 4.2 Complete all planned capital developments on time and to specification.

OBJECTIVE 5

**DELIVERING
OUR
SERVICE
EFFECTIVELY
AND
EFFICIENTLY**



Key Strategic Actions for 2001/02

- Make effective use of management information throughout SCRA.
- Finalise and implement Data Protection Policy throughout SCRA.
- Develop and implement an Annual Efficiency Plan for SCRA.
- Introduce a ChRIS Effectiveness and Efficiency Plan.
- Manage the Service Performance of Logica UK Ltd.
- Undertake an internal strategy review process in tandem with the planned Quinquennial Review.
- Introduce an effective Organisational Performance reporting process.



Key Performance Measures

- 5.1 Cash Expenditure to be within 98% to 100% of budget.
- 5.2 Demonstrate progress against agreed ChRIS Effectiveness and Efficiency Plan.
- 5.3 Complete full Service Reviews of each of the systems in ChRIS.

OBJECTIVE 6

**PROMOTING
THE VALUE
OF THE
CHILDREN'S
HEARING
SYSTEM**



Key Strategic Actions for 2001/02

- Develop and implement a comprehensive Communications and Media Strategy.
- Promote the 30th Anniversary of the Children's Hearings System.
- Establish effective links with MSPs and the Scottish Parliament.
- Participate in wider child welfare and criminal justice networks.
- Facilitate ongoing visits from the international community interested in the work of Scotland's Children's Hearings system.
- Improve the quality and accessibility of information held by SCRA.



**Key
Performance
Measures**

- 6.1 Reporting increased awareness, with key audiences, of the role and contribution of the Children's Reporter.
- 6.2 Reporting a year on year increase in the level of enquiries received by SCRA.

Forward Budget Summary

At its meeting on 8 March 2001 the Board agreed SCRA's budget for 2001/02.

Our planned spend of £14.64m in 2001/02 has been augmented by is allocated as follows:

Planned Expenditure	2001/02 £m	Additional In-Year Resources
Staff Costs	9.10	
Property	1.53	
Transport	0.20	
Supplies and Services	2.31	
Capital Financing	0.45	
Capital	1.08	
Income	(0.03)	
TOTAL	14.64	

Staff in Post as at 31 March 2001

Location	Staff in Post (FTE)
Central West	80
East Region	71
West Region	90
North Region	40
Headquarters	41
TOTAL	322

Category of Staff	Headquarters	Regions	Totals
Senior Managers	5	4	9
Function Managers/ Authority Reporters	5	32	37
Reporters	2	96	98
Administrative and Support Staff	26	152	178
TOTAL	38	284	322

SCRA Board Members

Chairman

Sally Kuenssberg CBE

Sheriff J. Douglas Allan

Professor Christine Hallett

Dr Patricia Jackson

Deputy Chairman

Vacant

Councillor Harry McGuigan

Mr Ian Smith

Principal Reporter

Alan D. Miller (ex officio)

Contact Numbers

WEST REGION

Reporter Manager

Tom Philliben

0141 567 7970

Authority Reporters

Glasgow East

Lia Constanda

0141 567 7909

Glasgow South

Jim Doherty

0141 567 7947

Glasgow North

Anne Colquhoun

0141 567 7928

Argyll and Bute

Stephen Hunter

01546 606937

Renfrewshire and
East Renfrewshire

Lesley King/Caroline Welsh

0141 889 9171

Inverclyde

Kenneth Ritchie

01475 720221

West Dunbartonshire

Chris Docherty

01389 764268

CENTRAL WEST REGION**Reporter Manager**

Brian Lister

01698 281903

Authority Reporters

Dumfries and Galloway

Miller Caldwell

01387 255734

East/South Ayrshire

Joe Scanlon

01563 555838

North Ayrshire

Iain Mitchell

01294 278151

South Lanarkshire

David Jones

0135523 2145/1914

East Dunbartonshire

Margaret Small

0141 567 7957

North Lanarkshire

Paul J. Harkness

01698 746771

Stirling and Clackmannanshire

Pauline Proudfoot

01786 476400

Falkirk

Ewen Cameron

01786 476419

EAST REGION**Reporter Manager**

Malcolm Schaffer

0131 667 0284

Authority Reporters

City of Edinburgh East	Gordon Bell	0131 667 9431
City of Edinburgh West	Marian Martin	0131 667 9431
Mid and East Lothian	Margaret Taylor	0131 663 8594
West Lothian	Alison Wright	01506 632741
Scottish Borders	Pauline Walker	01750 20372
Dundee and Angus	Rachel Burn	01382 433420
Perth and Kinross	Norma Ritchie	01738 620950
Fife	Stuart Lynch	01592 414919

NORTH REGION**Reporter Manager**

Evelyn Grant		01463 245307
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Authority Reporters

Highland	David Millar	01463 245310
City of Aberdeen	Elizabeth Templeton	01224 654114
Aberdeenshire	David Walker	01224 654105

Moray	John Hammond	01343 550015
Orkney	Moyra Gordon	01856 873238
Shetland	Sandy Cluness	01595 692436
Western Isles	Susan Marshall	01851 706317

HQ Contact Numbers

Headquarters

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Depute Principal Reporter

Margaret Cox

Tel: 01786 459502

Director of Finance

Ed Morrison

Tel: 01786 459510

Director of Human Resources

Liz Wrathmell

Tel: 01786 459513

Head of Corporate Services

Eddie McConnell

Tel: 01786 459509

Head of Casework Services

Norman Macleod

Tel: 01786 459506

Head of Operational Support

Gillian Crompton

Tel: 01786 459530

Board Secretary

Robert Berry

Tel: 01786 459531