



REGIONAL



PLAN



2010/11



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

East
Region
(FINAL)

1. Table of Contents

1. Table of Contents.....	2
2. Foreword.....	3
3. Introduction	4
4. Profile.....	5
4.1 Demographics of Local Authorities within the Region.....	6
4.2 Regional Management Structure & Regional Team Structure	7
4.3 Workload Information.....	7
4.4 Past Performance Information	8
National Targets	8
Regional Targets	9
5. Regional Plan 2009/10 – Summary of Progress	10
6. Objectives 2010/11	12
7. Budgetary Statement	12
8. Training Plan.....	13
9. Approval.....	13
10. Monitoring and Managing the Plan	14
10.1 Monitoring the Plan.....	14
10.2 Managing Risk.....	15
11. Regional Action Plan.....	16
Appendix 1 – East Region Structure Chart	24
Appendix 2 – Regional Risk Register.....	25
Appendix 3 – Summary of Team Plans.....	30
Appendix 4 – Detailed East Region Budget	33
Appendix 5 – Detailed East Region Training Plan	34

2. Foreword

This regional plan is presented at a time of very significant change and development for SCRA. Publication of the draft Children's Hearing Bill provides important detail of the likely shape of the CHS in the future and, in particular, the duties and accountabilities of the Principal Reporter.

Last year, East region produced some very important improvements in performance and practice, notably in management of delay. There remains of course much still to do – to deliver high quality of service to children and families whilst adapting our way of working to accommodate new technologies, modern business processes and the expectations of users and partners.

The death of baby P, and the serious and violent offences committed by a few children, are stark reminders of the need to ensure good and timely decision-making to ensure the safety of children and their communities

In practical terms then, we will strive to deliver improved training for staff, better facilities for all users of our premises and find better ways of listening to the needs and expectations of colleagues, partners and families. None of this will be simple and priorities may change as we go through the year and respond to broader issues such as the economy, and changes within partner agencies.

The Regional Management Team have already begun to progress many of the aspects of this new plan and the development of our Partnership Forum will allow a broader engagement with staff on the many exciting challenges to be addressed. I very much look forward to working with all my colleagues in East to meet and exceed the objectives we have set.

Tom Philliben

Reporter Manager, East Region
April 2010

3. Introduction

This plan has been produced with and for the managers of the East Region, with inputs and consultation from the following:

- East Regional Team
- Authority Reporters
- Authority Support Managers
- East Region Staff (through team meetings, see below)

It covers the period from 1 April 2010 to 31 March 2011.

In producing this plan, three planning meetings have been held with the above group of managers. The first two planning sessions have been based on undertaking a regional self-assessment against the European Quality Management Framework (EFQM) model, one in October 2009 and the second in February 2010. These meetings provided a framework for discussing the priorities and risks to be included in our Regional Plan for 2010-11.

The third planning meeting was held on 23rd March 2010. This meeting continued detailed discussions around changes in structure and delivery of services in the region, given the context of reduced staffing and changes in management structures throughout SCRA planned for the upcoming year.

In addition to regional self-assessment and planning days, all teams in the region have been undertaking their own operational-level self-assessments against the HMIe Quality Framework in the last half of 2009-10. These self-assessments have clarified the priorities for local teams, but have also informed a number of themes that have fed into our regional self-assessment.

At a corporate level, EFQM self assessment has also been used to inform our plans and goals for the upcoming year. A corporate Commitment to Excellence has been developed outlining the priority improvement areas to be actioned in the first half of 2010-11. The priority projects identified for improvement at a national level are:

- **Project 1:** Develop and implement a Staff Suggestion Scheme.
- **Project 2:** Create a structured and systematic approach to engaging with customers and partners.
- **Project 3:** Identify key organisational processes and sub-processes linked to SCRA outcomes.

These projects will be completed by Sept 2010.

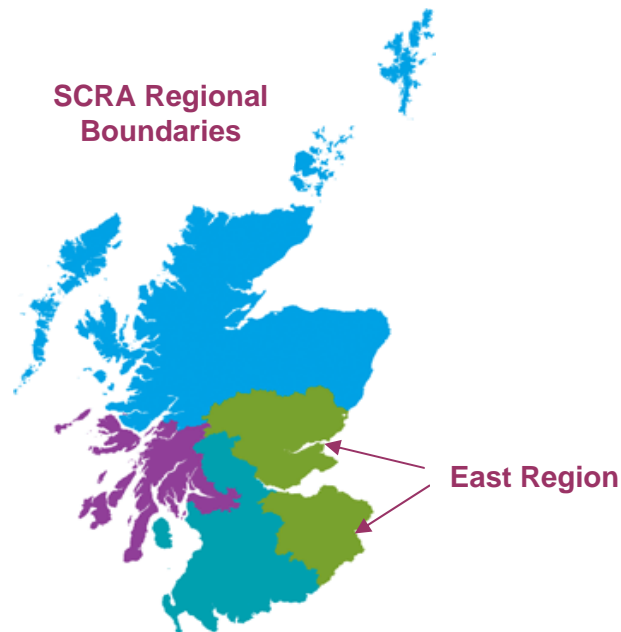
Underpinning our activities is a set of outcomes SCRA seeks to achieve. These outcomes feature in the 2010-11 SCRA Business plan, and link clearly to our regional objectives and priorities.

SCRA's desired outcomes are:

- The quality of our decision making has the best possible effect 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 Hearings System.
- Our service to children and young people, their families and the communities in which they live is efficient, responsive, inclusive and continually improving.

4. Profile

The East Region is one of four regions within SCRA. The map below shows the geographic area covered by region currently. (NOTE: This is subject to change early in 2010-11 as discussions regarding regional structures continue.)



The Region is currently composed of ten Local Authority Teams. These are:

- Angus (based in Arbroath)
- Dundee
- Perth and Kinross (based in Perth)
- Fife (based in Glenrothes)
- West Lothian (based in Livingston)
- Edinburgh A
- Edinburgh B
- Midlothian (conjoined team – based in Tranent)
- East Lothian (conjoined team – based in Tranent)
- Scottish Borders (based in Selkirk)

Currently, each of the above Local Authority teams are led and managed by an Authority Reporter and Authority Support Manager. Reporters, Support Assistants

and Receptionists are the roles within the team responsible for all aspects of processing referrals received by the reporter. As part of SCRA's Modernisation agenda, and in response to changes in staffing in 2009/10 as part of a Voluntary Early Retirement (VER) exercise, we anticipate changes to the structure of teams within the region and additional roles to be introduced over the coming year.

A Regional Team is currently based in Kittle Yards, Causewayside, Edinburgh. Change for this team is also likely early in 2009/10, due to the abovementioned changes in staffing and structure. In addition, options are being investigated as to the best location for this team, as the lease in Kittle Yards currently runs out in October 2010. Activities to review the location, role, and function of this team are underway. Currently, the Regional Team fulfils the following purposes:

- Prioritising activities and reinforcing compliance with practice standards
- Sharing good practice regionally and nationally
- Allocating resources so teams have the people needed to deliver services (within allocated budgets)
- Maintaining and communicating an overview of what's happening in the East
- Influencing national decisions and serve as a link between teams/HQ
- Setting the tone for the region

The above will be updated by the end of the June 2010 once more detail about future structure and function of regions across SCRA is completed.

The region is composed of 103.56 full time equivalent (FTE) posts, and employs 128 people (as at 31 March 2010).

4.1 Demographics of Local Authorities within the Region

The following information is current as at March 2010. The General Register Office for Scotland (GROS) is due to publish updated population data for Scotland at the end of April 2010, at which point, this information will be updated.

Local Authority Team	Population*	Child Population (as a % of total population)	Expected growth/decline of child population to 2033	Deprivation levels**
Angus	110,310	19.26%	0.4%	4.2%
Dundee City	142,470	17.75%	-7.8%	30.7%
Perth & Kinross	144,180	18.61%	24.4%	4.0%
Fife	361,890	19.23%	1.6%	12.1%
Edinburgh City	471,650	15.97%	1.4%	10.6%
West Lothian	169,510	21.89%	16.2%	8.1%
East Lothian	96,100	20.95%	37.9%	2.5%
Mid Lothian	80,560	20.50%	-3.5%	3.6%
Scottish Borders	112,430	19.17%	8.7%	3.8%
Total: EAST REGION	1,689,100	19.26%	8.81%	8.84%

SOURCE: General Register Office for Scotland (mid-2008 population estimates), and *Scottish Index of Multiple Deprivation 2009: General Report*, published October 2009. Deprivation levels are based on the local share – percentage of data zones within the local authority that fall within the 15% most deprived areas in Scotland.

There are some significant changes expected in the region over the next several years in regards to population and numbers of children in different teams. Of particular note is:

- The largest population in the region is in **Edinburgh**, which exceeds the next largest (**Fife**) by over 100,000
- The largest percentage of children is in **the Lothians**, though there is marginal difference between all local authorities in the region (+/-4%)
- Only two authorities are predicted to have a decline in child population over the next several years (**Dundee**, and **Midlothian**)
- **East Lothian** (37.9%), **Perth** (24.4%), and **West Lothian** (16.2%) are expected to see significant increases in child population over the next 20 years
- **Dundee City** has by far the highest percentage of deprivation areas across the region, followed by **Fife** and **Edinburgh**. Other areas are of relatively low levels of deprivation.

4.2 Regional Management Structure & Regional Team Structure

As noted above, due to staffing changes within SCRA as a result of Voluntary Early Retirement in the previous year, the regional management structure and Regional Team structure are being revised. It is critical that our management structure is fit for purpose and can help us deliver the priorities and activities within this plan. Any changes to the regional structure will be included in this document by July 2010. The current regional structure is shown in Appendix 1.

4.3 Workload Information

Workloads in East Region continue to reduce, as has been the trend over the past three years (see Table 4.3.1 below).

The primary reason for changes in workloads in East Region is the focus on early intervention strategies in the local authorities in the east of Scotland. In most teams, this takes the form of pre-referral screening groups involving Police, Social Work, Health and other partners. The majority of screening focuses on offence referrals, but across the region, there is increasing activity to include non-offence referrals in screening activities. SCRA supports and encourages this approach to early intervention for children because we know that it improves the outcomes for children who need help, and allows us to focus our resources on those children most in need of compulsory supervision.

Although the number of children referred to teams within the East Region has been dropping steadily for some time, we expect this rate of decrease to end at some point in the first half of 2010-11 as screening practices embed in Fife and the Lothians – the areas responsible for most of the decreases over the past year.

There are however, some important areas of workload that have not been decreasing. Many of the areas of our work that are more time consuming and complex have either risen or remained the same over the past year. These areas of work include CPO's, hearings and court activities. (See Table 4.3.1 below.)

Table 4.3.1 – Trends in casework volumes for the last three years in East Region

Type of Casework	2007/08	2008/09	2009/10*	% Change since last year*
Referrals Received	19,797	19,246		Likely to decrease by 10%
Children received	11,485	10,971		Likely decreased by 1,000
Non offence referrals	11,996	12,636		Increased slightly
Offence referrals	7,817	6,623		Decreased significantly
CPOs	239	238		Increased – mainly due to big increases in Fife
Appeals	139	196		Increased – mainly due to volumes in Angus
Hearings	10,693	10,878		Remain steady
Supervision Requirements	1,215	1,098		Remain steady

*NOTE: Trends and estimates have been used due to lack of end of year data at April 2010. 2009/10 data will not be available until June 2010 when annual figures are produced.

4.4 Past Performance Information

National Targets

SCRA has a suite of quantitative performance targets, mainly based on Scottish Government's 2001 publication, "Blueprint for the Processing of Children's Hearings Cases (Interagency Code of Practice and National Standards)." Targets are set nationally in line with the targets in the Blueprint document and are largely focused on the time it takes to progress a referral from one stage in the process to the next. The Blueprint document applies to SCRA as well as other partners in the Children's Hearing System, such as social work, police, etc.

East Region's performance against SCRA national targets in 2009/10 is noted below:

Table 4.4.1 – East Region performance against SCRA targets in 2009/10

Key Performance Indicator	2009-10 SCRA Target	East Region Performance		
		08/09	09/10*	Expected outturn at year end
Percentage of hearings that take place within 20 working days from reporter decision	71%	73%	72%	Met
Percentage of hearings that take place within 30 working days of reporter decision	92%	92%	91%	Likely to be met
Percentage of decisions on referrals made within 50 working days of receipt	68%	65%	66%	Unmet
Written notifications of referral outcomes sent out to children and families within 5 working days (usually No Further Actions)	85%	79%	74%	Unmet

Key Performance Indicator	2009-10 SCRA Target	East Region Performance		
		08/09	09/10*	Expected outturn at year end
Written notifications of hearing decisions on referrals sent out to children and families within 5 working days	90%	94%	92%	Met
Percentage of non-offence applications established in court	94%	94%	91%	Unmet
Average days for referrals on offence grounds	67	59	64	Met
Average days for referrals on non-offence grounds	123	122	124	Likely to be met
Percentage of initial hearings proceeding to disposal	75%	77%	75%	Met

* year to date at end Feb 2010; source: SCRA Data Warehouse, YTD Organisational Performance Report

We are unlikely to meet three national targets by the end of 2009/10. The first of these (**making decisions within 50 working days of referral receipt**) reflects a great deal of activity to address backlogs and delays in the region. Currently, we are only missing this target by a small margin. We expect performance against this target to improve greatly in 2010/11 now that delay is well under control in the majority of teams in the region.

The second (**notification of referral outcomes sent within 5 working days**) is a result it being de-prioritised in relation to other targets with a greater impact on children. The majority of these referrals are to notify children and their families that no further action will be taken. Most teams in the region have very good performance against this target, but work will need to be undertaken across the region to better address this issue in certain teams where performance has been consistently under target by a significant margin.

The third unmet national target (**non-offence applications established at court**), reflects a significant volume of court activity within some teams in the region. As a target, it is somewhat out of our control, and low performance sometimes reflects *appropriate* practice of dropping some grounds for others more relevant to current circumstances. Therefore no direct action will be taken to address this target, and it has been recommended that this target be moved into a suite of management information, and used to monitor trends rather than as a performance measure.

Regional Targets

The 2009/10 East Regional Plan included a regional priority to reduce delays in casework in the region, which represented significant risks to children at the beginning of the year due to high volumes. ***Our strategy in 2009/10 was to focus on delay in initial processing and decision making***, with a resulting reduction in the volumes of referrals ending up on Management of Delay (MOD) and Interim Prioritisation Scheme (IPS) lists. Performance against the four regional targets set to help us monitor our progress towards this aim are noted below.

Table 4.4.2 – East Region performance against Regional targets in 2009/10

East Regional Key Performance Indicator	2009/10 Target	07/08	08/09	09/10*	Expected outturn at year end
Average number of days from referral receipt to registration	3 days	5.7	3.22	3.23	Likely to be met
Average number of days from registration of referral to registration confirmation	5 days	13.4	10.83	9.21	Unmet
Reduce children on MOD 101+ days lists by July 2009 and maintain throughout the year.	<200	256	215	109	Met
All teams to reduce numbers of children with open referrals on IPS lists	<10 average per team	187	130	56	Met

* YTD as at end Feb 2010. Source: SCRA Data Warehouse, Service Management report

We will continue to focus on reducing delay at initial decision making stages, but the performance noted in the table above indicates this is improving over the longer term in the region.

5. Regional Plan 2009/10 – Summary of Progress

Five objectives were identified in the East Regional Plan for 2009/10. These were prioritised in order to help us reduce delay and improve the management of casework in the region. Progress against each of these objectives is noted below:

Table 5.1 – East Region performance against 2009/10 Plan objectives

2009/10 Objectives	Objective Met/Not Met
1) Reduce risk to children and make a positive contribution to improving the lives of children in the East Region by reducing SCRA delay .	Met
2) Evidence that right children get to hearings when they need them because of quality decision making by reporters	Met
3) Staff will become more engaged with activities in the region and be will empowered to take action to identify and act on solutions to address team and regional issues.	Met
4) We will have assurance that there are consistent practices and processes across the region which are considered very best practice across the country.	Met
5) Progress property developments in Edinburgh, Fife, West Lothian, Perth, Borders and Midlothian to improve the facilities for children, families, our partners and staff	Part Met

Objective 5 has only been part met due to a corporate decision to move the Perth project into 2011/12. However, all other areas have had developments and improvements made to existing properties or have had new premises secured.

Key successes in East Region in 2009/10 include:

- Introduction of a revised **Management of Delay Strategy**, providing clarity in relation to expectations and actions in teams, resulting in clear focus on delay in all teams. Targets were exceeded and delay is well under control in the region as a result.
- **Regional Resourcing Model** was also revised and reintroduced, and its principles have become well imbedded in the region (e.g., working across geographical boundaries and sharing resource between teams).
- **Sickness and absence levels** have reduced significantly compared to the previous year
- A **joint training event** was held for managers with West Region on drugs misuse
- Audit self-assessment resulted in confirmation of **good decision making** throughout the region
- **Increased capacity** throughout the region to undertake complex work (namely, court work) through training and development activities
- Reduction in **temporary posts** to less than 10%
- High levels of **staff satisfaction** (as noted on the 2009 SCRA Staff Survey)
- **Establishment of a regional Partnership Forum and a number of working groups and team meetings** throughout the region to involve staff in local, regional and national developments
- **Self assessment activities** at team and regional levels against quality frameworks
- **Property developments** in Edinburgh, West Lothian, Borders, Midlothian, and Fife to help improve services and working environments for staff

Areas where we know we still have **challenges** to address include:

- Maintaining **low levels of delays** in decision making
- **Sharing knowledge and expertise** between teams across the region to improve, particularly in regards to systems/processes and capturing where things work well.
- **Involvement of managers (both AR's and ASM's) in decision making** and development of regional processes, policies, and strategies.
- **Regional decision making** is not always as transparent as it could be.
- Improved **evaluation of changes and improvements** we try to make through initiatives/changes to make sure they are adding value and improving services
- **Using feedback** (from "customers", staff, partners, etc.) to inform our plans and policies or to check that what we've done has been positive.
- **Engaging with partners** in a consistent and useful way
- **Listening to children** and using their feedback to improve our services

6. Objectives 2010/11

The following objectives have been agreed for East Region for 2010-11:

East Regional Objectives for 2010/11:	Linking to SCRA Corporate Outcomes:
1. Effectively lead the region through the upcoming period of significant organisational change.	<i>Our service to children and young people, their families and the communities in which they live is efficient, responsive, inclusive and continually improving</i>
2. Engage staff and stakeholders in the formation, implementation, and evaluation of policy and strategy	<i>Outcomes for children and young people are improved by working collaboratively with our partners involved in the Children's Hearings System</i>
3. Improve use of resources	<i>Our service to children and young people, their families and the communities in which they live is efficient, responsive, inclusive and continually improving</i>
4. Share best practice and improve consistency in practices and processes between teams	<i>The quality of our decision making has the best possible effect on the safety and protection of young people</i>

As can be seen above, our regional objectives are aligned to corporate outcomes. Team Plans will be developed in each of the Local Authority teams which will also align to these regional objectives, ensuring our plans are fully aligned to deliver the strategic priorities for SCRA in 2010/11.

7. Budgetary Statement

Budgetary provision for 2010/11 is still to be finalised and will be detailed in June's update. Draft budgets have been submitted and are summarised in Appendix 5.

Key points to note for our budget this year are:

- There has been a slight increase in staff costs despite the reduction in staff numbers. This is to meet the pay award due in April 2010.
- Almost £7K reduction in Travel and subsistence budget in line with national guidelines where a reduction in taxi and car use will be necessary to meet this target. Increased use of video-conferencing facilities has also been factored in.
- Property budget reduced by £22K with relocation of Regional Team.
- Budget for other operating charges decreased by £16K in line with national guidelines for budget-setting.

8. Training Plan

Due to the changes that are likely to come as a result of organisational changes as well as practice changes due to the Children's Services (Scotland) Bill, the training priorities in the region are likely to be largely mirrored in SCRA's corporate training plan. ***There is likely to be significant national practice training in relation to implementation of the bill in the last part of 2010-11 (i.e., Jan – March 2011)***, and we have therefore made allowances for this in terms of the amount of training planned and the timescales for this. The following training will be a focus at a national level:

- **RAD changes** – Legal Reps (April – June), Natset changes (June), Handing of offence recording and disposal notification (Sept), Sexual Offences (Scotland) Act 2009 (Oct)
- **Practice Instructions** – Contact Conditions (TBC), Visual recording of interviewing children (TBC), Sexual Offences Act (Sept – Oct), PGN2 – Identification and recording of referrals (April – June), Grounds for referral (December), Decision Making for children subject to a supervision requirement (April – June)

Our regional training priority for the upcoming year is to provide opportunities for development through increased cross-region sharing of practice. Regionally, we know that the way we deliver training is going to need to be reviewed due to the retirement of the Service Development Manager (who is normally responsible for regional training) in July 2010. Whilst discussions about regional structure are conducted to address this gap, the following areas will need to be progressed at a regional level in order to help us deliver this plan:

- Coaching and mentoring for managers
- Cross-regional Practice meetings (topics to be determined)
- Regional Reporter Practice Meetings – Schedule 1 offences
- Substance abuse training
- Support staff training days

Details of regional training can be found in Appendix 6 – East Region Training Plan.

9. Approval

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

Regional Plans

- ❖ Consultation with Regional Management Teams (RMTs) on first draft priorities and objectives in February
- ❖ First draft signed off by Reporter Manager by end February and circulated to managers for consultation
- ❖ Sign off final draft by Reporter Manager and RMT by end of April
- ❖ Sign off final draft by the Executive Management Team early May

Team plans are developed alongside the above process (from January to April) and are submitted to the Reporter Manager by end of April to help inform the final draft of this Regional Plan.

10. Monitoring and Managing the Plan

10.1 Monitoring the Plan

SCRA national key performance indicators will be agreed by SCRA senior managers, Board and the Scottish Government as per SCRA’s 2010/11 Business Plan. Details of quantitative targets can be found in Appendix 2: Key Performance Measures. These include:

SCRA National Key Performance Indicators	2009/10 Targets	2010/11 Targets
Percentage of Hearings scheduled to take place within 20 working days from reporter decision	71%	72%
The percentage of initial Hearings proceeding to disposal	75%	75%
Percentage of written notifications of referral outcomes sent to children and families from the Reporters within 5 working days.	85%	85%
Percentage of written notifications of Hearing decisions sent to children and families from the Reporters within 5 working days.	90%	93%
The percentage of decisions on referrals made within 50 working days of receipt	68%	70%

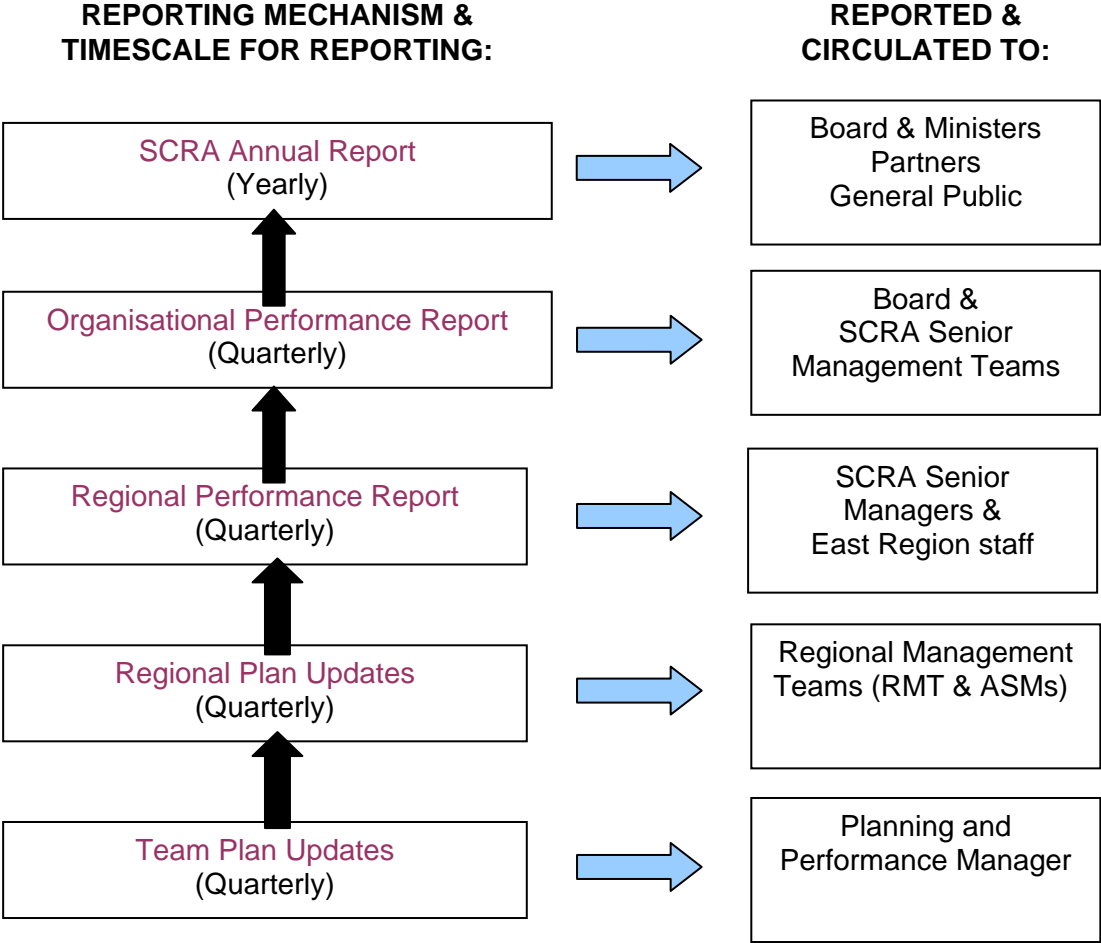
The following performance indicators were targets in 2009/10 but will now only be used as **management information**, and will be monitored alongside targets and other workload information:

- The average number of days for referrals on offence grounds from date of receipt of referral to Hearing decision
- The average number of days for referrals on non-offence grounds from date of receipt of referral to Hearing decision
- The percentage of non-offence applications established at court

In addition to national key performance indicators, the success of this plan will be measured by the following regional targets:

East Region Key Performance Indicators
1. Reduce to <100 children on MOD 101+ by end June 2010, and maintain throughout the year.
2. All teams to reduce numbers of children with open referrals on IPS lists to <10 by August 2010 and maintain throughout the year.
3. Average number of days for referral receipt to registration <3 days.
4. Average number of days for referral confirmation of registration <5 days.

The Regional Management of Delay Strategy will act as the key mechanism to identify and address any performance that falls below these targets for more than two cycles of list production (two months for MOD lists, 16 weeks for IPS lists). The mechanisms for monitoring this plan are noted below:



10.2 Managing Risk

Risks to the delivery of this plan and to the delivery of services at a local level have been developed as part of the planning processes. A full risk register has been developed and submitted to the Director of Finance as part of our corporate governance, to be monitored by the Operational Management Team and the Board. (See Appendix 3 – Regional Risk Register.)

Risks, and actions to mitigate them, will be reviewed and updated every quarter through discussions at RMT and ASM meetings. These inputs will be informed by regular discussions about risks at team level through team meetings led by Authority Reporters.

11. Regional Action Plan

The Regional Action Plan summarises the key actions which will be undertaken to deliver our objectives in 2010/11. Owners for these actions and the methodology for delivering the work will be agreed by the RMT early in the year.

Team Plan objectives are outlined for each of the Local Authority Teams in Appendix 4. Each team will have a similar detailed action plan, which will be monitored through team meetings and reported against on a quarterly basis.

The following national activities will have an impact on our activities throughout the year:

National Activities	Timescales
Practice	
Implementing RAD changes (see training plan)	April to September
Rolling out revised practice instructions (see training plan)	April to March 2011
Roll out electronic sharing of information of 16/17 year olds on SR	June to Sept
Implementation of electronic notifications of offence disposals to all Scottish Police forces	October to March 2011
Hearing room laptops available to: <ul style="list-style-type: none"> • all SCRA office-based hearing centres • Outreach centres 	April – June Sept – March 2011
Develop, pilot and implement and review a national case sampling or handling tool	April – November

Source: *Head Office Action Plan final draft (28th April 2010)*

Objective 1 - Effectively lead the region through the upcoming period of significant organisational change

Reference & Priority	Action	Key Tasks/Milestones	Timeline	Lead	Anticipated Outcome	Outcome Measure
1.1	Develop a regional "vision"	Regional "vision" developed with managers Consultation with staff and finalize vision Communication of regional vision to all staff	By end Sept 2010 Oct 2010 Nov 2010		<ul style="list-style-type: none"> Increased cohesion in the region Establishment of a regional "identity" which is recognizable to staff More joined up working across the region due to a shared sense of purpose and direction 	<ul style="list-style-type: none"> Staff motivation Staff involvement in working groups, identifying solutions to regional issues Staff clarity of purpose and direction (staff survey)
1.2	Revise the regional structure to ensure it is fit for purpose (to deliver the vision), including management structures	RMT working group to examine viability of "hubs" Review regional structure and revise as appropriate Establish mechanisms for regional communication Revise RMT and ASM meetings so that they focus more on policy development and decision making, and integrate Partnership Forum with existing management forums	May 2010 Sept 2010 Oct 2010 Oct 2010		<ul style="list-style-type: none"> Continued service delivery Minimal impact of reductions in staffing More effective management meetings Managers more involved in development of policy and making decisions regarding its implementation Improved communications throughout the region Consistent communication 	<ul style="list-style-type: none"> KPI's achieved despite reductions in staff during structure changes Management feedback as to the usefulness of management meetings

Objective 1 - Effectively lead the region through the upcoming period of significant organisational change

Reference & Priority	Action	Key Tasks/Milestones	Timeline	Lead	Anticipated Outcome	Outcome Measure
1.3	Evaluate and measure the impact of changes and feed this back into policy decisions	<p>Revise Regional Resource Model to ensure it is adding value and process is fit for purpose</p> <p>Accountable “owners” named in teams for major change initiatives (regional and corporate)</p> <p>Facilitation of regional and team focus groups</p>	<p>May 2010</p> <p>Sept 2010</p> <p>Sept 2010</p>	Alistair Hogg	<ul style="list-style-type: none"> Staff engagement in all regional and corporate change initiatives Unison involvement Early evaluation of changes so that changes can add value as soon as possible (and corrected if necessary) Ability to communicate impact and importance of changes to staff 	<ul style="list-style-type: none"> Maintained high staff motivation during change period Reduced stress Feed back from staff on their understanding of activities and impact of these is viewed positively (staff survey?)

Objective 2 - Engage staff and stakeholders in the formation, implementation, and evaluation of policy and strategy

Reference & Priority	Action	Key Tasks/Milestones	Timeline	Lead	Anticipated Outcome	Outcome Measure
2.1	Embed a culture of continuous improvement by making time for staff to identify and address improvements	Guidance for team meetings developed including tips for engaging staff through these to generate ideas for improvements	Oct 2010		<ul style="list-style-type: none"> Increased use of team meetings for generating ideas for improvements from staff 	<ul style="list-style-type: none"> Feedback from staff on engagement and effectiveness of team meetings

Objective 2 - *Engage staff and stakeholders in the formation, implementation, and evaluation of policy and strategy*

Reference & Priority	Action	Key Tasks/Milestones	Timeline	Lead	Anticipated Outcome	Outcome Measure
2.2	Engage stakeholders (including staff) more in identifying and measuring the impact of changes/improvements	<p>Evaluation/assessment throughout the region of staff ideas that have made an improvement in teams.</p> <p>Share success throughout region of any staff ideas that have resulted in improvements.</p> <p>Mechanism (including feedback loop) put in place for staff to feed back success or issues with changes introduced (regional and corporate)</p>	<p>Oct 2010</p> <p>Dec 2010</p> <p>March 2011</p>		<ul style="list-style-type: none"> • Success of staff ideas communicated and celebrated throughout the region • Increased understanding of the impact of changes being implemented, both regionally and nationally 	<ul style="list-style-type: none"> • Increased number of staff ideas suggested and implemented in teams.
2.3	Use the Regional Partnership Forum as a vehicle for involving staff in policy	<p>Involve Regional Partnership Forum in budget discussions and decisions</p> <p>Use Regional Partnership Forum as a mechanism to develop and deliver messages to staff (simple and relevant communications)</p> <p>Consult with partnership forum in regards to better utilizing property across the region.</p>	<p>Nov 2010</p> <p>Ongoing throughout the year</p> <p>Dec 2010</p>		<ul style="list-style-type: none"> • Regional Partnership Forum established as the main vehicle for engaging staff in policy • Improved communications to staff • Better informed decision making 	<ul style="list-style-type: none"> •

Objective 2 - *Engage staff and stakeholders in the formation, implementation, and evaluation of policy and strategy*

Reference & Priority	Action	Key Tasks/Milestones	Timeline	Lead	Anticipated Outcome	Outcome Measure
2.4	Undertake Partnership Development Initiatives in teams	<p>Define the best mechanism for engaging partners in policy and planning in teams and communicate this</p> <p>Define priority teams for Partnership Development initiatives</p> <p>Undertake Partnership Development Initiatives in priority teams.</p>	<p>Sept 2010</p> <p>Sept 2010</p> <p>March 2011</p>	<p>Paul Mulvanny</p> <p>Rebecca Macfarlane</p> <p>Rebecca Macfarlane</p>	<ul style="list-style-type: none"> Standards for partnership working Engagement and consultation with partners 	<ul style="list-style-type: none">

Objective 3 - Improve use of resources

Reference & Priority	Action	Key Tasks/Milestones	Timeline	Lead	Anticipated Outcome	Outcome Measure
3.1	Assess the value of excellent partnership working	DPSL coursework	Sept 2010	Paul Mulvanny	<ul style="list-style-type: none"> Clarity of what works and adds value and what does not 	<ul style="list-style-type: none"> Report produced to inform partnership model
3.2	Establish and implement a consistent model for partnership working across the region	DPSL coursework	Oct 2010	Paul Mulvanny	<ul style="list-style-type: none"> Cohesive Children's Planning in Local Authorities Obtain and listen to children's views Outreach hearing centres meet the needs of children, families and other stakeholders 	<ul style="list-style-type: none"> Improved provision and quality of social work reports Higher quality writing of reasons (less upheld appeals) Feedback from partners
3.3	Better, more transparent sharing of management information (particularly budget information and stock being held by teams)	<p>Define who we should share management information with and what to share</p> <p>Evaluate sharing of management information</p> <p>Develop a mechanism for sharing budget information with staff</p> <p>Assess the value of a regional stock monitoring function/mechanism and put in place if deemed useful.</p>	<p>Oct 2010</p> <p>Dec 2010</p> <p>Oct 2010</p> <p>Dec 2010</p>		<ul style="list-style-type: none"> Staff understanding of budgets and processes used to manage them Staff ability to input into budget decision making improved Better use of stock in East Region 	<ul style="list-style-type: none"> Feedback and input from staff into budget decisions, either on a local or regional level Reduction in supply costs due to less wastage of stock

Objective 3 - Improve use of resources

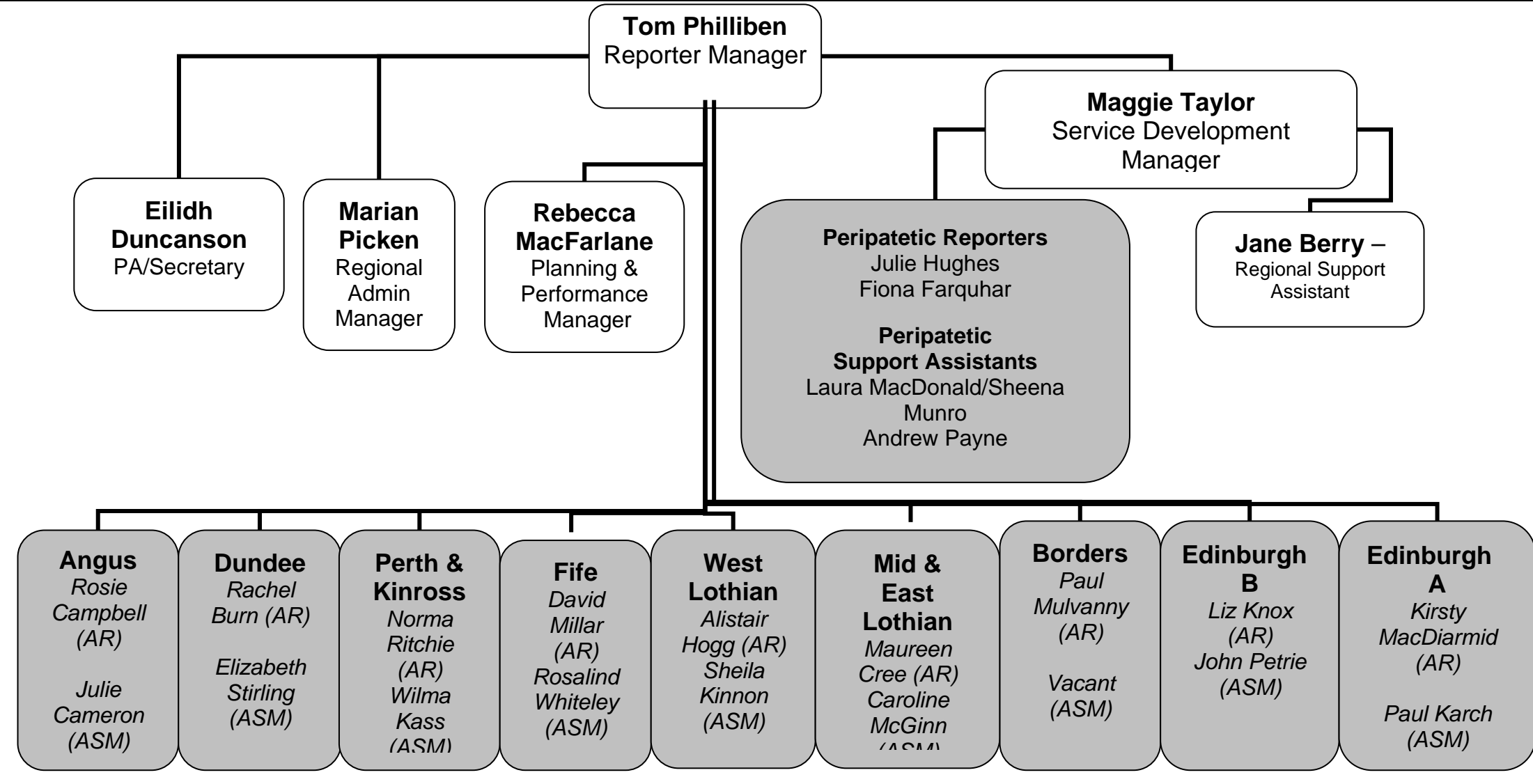
Reference & Priority	Action	Key Tasks/Milestones	Timeline	Lead	Anticipated Outcome	Outcome Measure
		Evaluate impact of regional stock model	March 2011			
3.4	Review and revise how we manage court	<p>Liaise with West Court projects to see what can be learned to inform our own work</p> <p>Consult with managers/staff on how best to revise court management</p> <p>Implement new ways of managing court</p> <p>Review effectiveness</p>	<p>May 2010</p> <p>June 2010</p> <p>Sept 2010</p> <p>March 2011</p>	Tom Philliben	<ul style="list-style-type: none"> • More effective management of court • Experiences and skills of staff are better utilized 	<ul style="list-style-type: none"> • Performance indicators
3.5	Reduce unnecessary paperwork/processes	<p>Review SCRA internal processes and recommend areas that can be stopped or changed to make them less burdensome.</p> <p>Implement changes</p>	<p>May 2010</p> <p>Dec 2010</p>	Rosalind Whiteley	<ul style="list-style-type: none"> • Less time spent by staff and managers filling in internal paperwork 	<ul style="list-style-type: none"> • Feedback from staff and managers
3.6	Implement new roles and responsibilities	National activity resulting in new roles being defined and implemented in teams as appropriate to revised structures (see Obj 1)	April – June 2010	HR – Neil Murdoch	<ul style="list-style-type: none"> • Better use of staffing resource 	<ul style="list-style-type: none"> • Staff feedback
3.7	Implement RAD changes	National activity to implement priority changes	June – Sept 2010		<ul style="list-style-type: none"> • User group priorities will be addressed 	<ul style="list-style-type: none"> • Feedback from users on efficiency

Objective 4 – Share best practice and address inconsistency in practices and processes between teams

Reference & Priority	Action	Key Tasks/Milestones	Timeli ne	Lead	Anticipated Outcome	Outcome Measure
4.1	Set up a system of “buddying” and peer review to establish what works and share best practice	A mechanism or system for management “buddying” developed and initiated. Buddying system evaluated for effectiveness	Oct 2010 March 2011		<ul style="list-style-type: none"> Management consistency in terms of use of team meetings and delegation Managers focused on managing and leading teams (not doing casework) Increased long term planning 	<ul style="list-style-type: none"> Improved performance against targets Staff motivation and feedback on leadership in teams
4.2	Establish a regional repository for practices, processes, and knowledge	Consultation with managers and staff to establish the most useful method and mechanism Implement repository and communicate with staff Evaluate effectiveness of repository	Oct 2010 Dec 2010 March 2011		<ul style="list-style-type: none"> Improved sharing of information and experience between teams 	<ul style="list-style-type: none"> Staff feedback on effectiveness and ease of use
4.3	Undertake reporter and support practice meetings (2 practice meetings, 2 reporter practice meetings)-	Define topics with managers (Schedule 1 offences, etc.) Organize max. of 2 reporter practice meetings and 2 practice meetings Undertake meetings and evaluate effectiveness	July 2010 July 2010 March 2011		<ul style="list-style-type: none"> Opportunities given to share practice across the region 	<ul style="list-style-type: none"> Staff feedback

NOTE: Leads for all the above actions will be identified by end June 2010 through the RMT and Partnership Forum.

Appendix 1 – East Region Structure Chart



NOTE: Shaded positions are not based at Kittle Yards, but are located within various local teams throughout the region.

Appendix 2 – Regional Risk Register

Operational Risk Register – EAST REGION (last updated 14/04/10)

Reference & link to Regional Plan (RP) and Business Plan (BP)	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 ?
1.0 - Lead the region through significant organisational change (RP)	People	Risk of reduced capacity to effectively manage casework and deliver services due to loss of staffing complement through VER/VR.	80	Increasing	Regional Resource Model used to assess and move work and/or staff across teams to address short term gaps in staffing. Management consultation exercise to develop a workable solution (March 2010)	Management review of processes and case management in teams affected (i.e., intake systems). Potential reallocation of management resource across team boundaries	TP		June 2010	N
1.1 Lead the region through significant organisational change (RP)	Operational People	Risk that new ways of working are not sufficient or developed in time to address gaps in staffing levels. Operations may be severely affected if teams are expected to do the same amount of work in the same way as historically, but with much fewer staff.	80	Static	High level of pre-referral screening and partnership work to keep volumes of work from increasing. Introduction of new roles through recycling of released funds from VER Modernisation programme links Series of RMT meetings in place to agree options for short	Ongoing By end of Summer 2010 Ongoing Beginning in March 2010	TP		June 2010	Y

Reference & link to Regional Plan (RP) and Business Plan (BP)	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 ?
					and long term Deployment of per staff Activities to be ceased to be identified by managers.	Every 2 months Beginning March 2010				
4.0 – Service Delivery (BP)	Operational	Not enough panel members to effectively run the service or meet targets for hearings due to employers ceasing to allow employees time off to be panel members (i.e., Dundee)	64	Increasing	Local partnership links with panel chairs	Take steps (if required) to use panel members from different areas.	TP		June 2010	N
5.0 – Service Delivery – (BP)	Operational	Risk of reduced capacity for children’s services in local authorities due to budget cuts. May impact on SCRA’s ability to receive timely reports and delay decision making. May increase risks to children.	60	Increasing	Partnership links in local authorities Case prioritisation	Continue to review through RMT	TP		June 2010	N
7.0 – Improve use of Resources (RP)	Financial	Budgets for paper costs may be exceeded due to electronic transfer of reports increasing paper usage substantially.	60	increasing	Budget setting processes	Raise issue with Finance	TP		June 2010	Y

Risk Assessment Template

East Regional Plan 2010/11 FINAL (April 2010)

Reference & link to Business Plan/Group Plan/Programme/Project objective	Risk Type	Description of Risk	Likelihood	Severity	Management Controls	Overall Score	Open or Closed
1.0 - Lead the region through significant organisational change (RP)	People	Risk of reduced capacity to effectively manage casework and deliver services due to loss of staffing complement through VER/VR.	5	4	4	80	OPEN
1.1 Lead the region through significant organisational change (RP)	Operational People	Risk that new ways of working are not sufficient or developed in time to address gaps in staffing levels. Operations may be severely affected if teams are expected to do the same amount of work in the same way as historically, but with much fewer staff.	5	4	4	80	OPEN
1.2 Lead the region through significant organisational change (RP)	People	Risk of loss of experienced high quality staff due to uncertainty around temporary contracts due to complete by end March 2010. (Local impact)	3	1	1	3	CLOSED
1.3 Lead the region through significant organisational change (RP)	People	Staff may become increasingly anxious and demotivated, increasing resistance to change and not engage with changes.	3	3	2	18	OPEN
1.4 Lead the region through significant organisational change (RP)	Operational	Risk of reduced capacity and disruption to conduct hearings in Edinburgh due to significant property developments	2	4	1	8	CLOSED
2.0 Service Delivery (BP)	Operational	Risks to children (including those not referred to SCRA) requires significant input from Authority Reporters (significant case reviews, enquiries, etc.) which takes them away from managing changes and service provision.	1	3	5	15	OPEN
2.1 Service Delivery (BP)	Reputational Operational	Loss of externally funded SA post. May have an impact on increasing volumes of referrals due to lack of pre-referral screening capacity, as well as reputational risk with partners.	2	5	4	40	CLOSED
3.0 Service Delivery (BP)	Reputational	Quality of current premises in specific locations is not adequate due to lack of maintenance/upgrades resulting from budget cuts. (Namely Dalkeith, Perth offices)	4	2	2	16	OPEN
4.0 – Service Delivery (BP)	Operational	Not enough panel members to effectively run the service or meet targets for hearings due to employers ceasing to allow employees time off to be panel members (Dundee)	3	5	4	60	OPEN
5.0 – Service Delivery –	Operational	Risk of reduced capacity for children’s services in	4	4	4	64	OPEN

Reference & link to Business Plan/Group Plan/Programme/Project objective	Risk Type	Description of Risk	Likelihood	Severity	Management Controls	Overall Score	Open or Closed
(BP)		local authorities due to budget cuts. May impact on SCRA's ability to receive timely reports and delay decision making. May increase risks to children.					
5.1 Service Delivery (BP)	Regulatory	Risk that panel decisions won't stand up in court due to poor quality of written reasons as a result of refined role of the reporter in hearings	4	1	1	4	OPEN
5.2 Address inconsistency between teams (RP)	Regulatory	Risk from differing practices (such as non-disclosure) causing difficulties if work is transferred between teams using new ways of working and increased flexibility. Also an issue of disagreement/inconsistency in applying New Adoption and Permanence Orders.	3	3	2	18	OPEN
6.0 Service Delivery (BP)	Operational	Changes to Looked After Children Regulations may result in an increase in continued hearings, having an impact on capacity to schedule hearings.	1	3	1	3	OPEN
7.0 – Improve use of Resources (RP)	Financial	Budgets for paper costs may be exceeded due to electronic transfer of reports increasing paper usage substantially.	5	3	4	60	OPEN
8.0 – Engage staff and stakeholders in formation, implementation and evaluation of policy and strategy	Reputational	Poor communications and engagement with staff and partners due to emphasis on operations	4	4	3	36	OPEN
8.1 – Regional Plan (all objectives)	Reputational Operational	HQ initiatives (such as casework reviews, changes in practice) may conflict with regional priorities, or may result in too many priorities, making it difficult to progress our plans.	4	3	2	24	OPEN

Definitions for risk ratings:

Likelihood

Score	Frequency	Definition
5	Almost certain	The event will occur in most circumstances
4	Likely	The event will probably occur at least once
3	Possible	The event might occur at some time
2	Unlikely	The event is not expected to occur
1	Exceptional	The event will only incur in exceptional circumstances

Severity

Score	Impact	Definition
5	Catastrophic	Catastrophic effect on service provision.
4	Major	Significant impact on the achievement of the objective or service provision.
3	Moderate	Low impact on achievement of the objective or service provision.
2	Minor	Little impact on achievement of the objective or service provision.
1	Insignificant	No impact on achievement of the objective or service provision.

Management Controls

Score	Strength	Definition
5	No controls	There are no controls in place that enable the risk to be constrained.
4	Significant control gaps	There are control weaknesses that have a significant impact on the ability to mitigate the risk
3	Moderate level of control	There are control weaknesses that have a low impact on the ability to mitigate the risk
2	Minor weaknesses	There are control weaknesses but they do not impact on the ability to mitigate the risk
1	No improvement required	There are no control improvements which can be made.

Appendix 3 – Summary of Team Plans

Team	Summary of objectives and priorities to March 2011
Edinburgh (Team A and B)	<p>Service delivery –</p> <ul style="list-style-type: none"> • SMARTER, sharper decision making • Improve timescales in relation to complete ref reg/initial decision making by reporters <p>Modernisation –</p> <ul style="list-style-type: none"> • Better ways of working and more proactive approach to finding improved ways of working • Improving processes in casework and in relation to hearings • Dealing with cover for absence better <p>Management –</p> <ul style="list-style-type: none"> • Established and accountable management within the office where structure and roles are clear • Better communication of service priorities • Better ways of communicating and reviewing our activities • Finding better ways of saying thank you and acknowledging success <p>Development of staff –</p> <ul style="list-style-type: none"> • Improved training and development and supervision of staff • More training on practice guidance • Better use of skills and experience within the office (and organisation) <p>Customer feedback/involvement of children –</p> <ul style="list-style-type: none"> • Building in customer feedback to our service locally • Maximise children's attendance and input at hearings • Better measurement of outcomes and linking to the impact of our intervention
Perth and Kinross	<ul style="list-style-type: none"> • Improve on current performance • Comply with practice and operational guidance • Improve service delivery • Team Plan to be used as an operational management tool • Support the Regional Team to make budget and environmental savings • Staff will be afforded opportunities for development

Team	Summary of objectives and priorities to March 2011
Scottish Borders	<ul style="list-style-type: none"> • Maintain good performance including quality of decision making to ensure the right children get to hearings when they need them and share good practice with other SCRA teams as appropriate. • Prepare for and adapt to Organisational Change. • Work with partners to improve children's services in the Scottish Borders, ensure processes are aligned and pre-referral screening is used appropriately. • Implement changes from national developments and ensure staff are engaged in and informed of SCRA's programmes in particular the Modernisation and Transition programme.
Fife	<ul style="list-style-type: none"> • Review processes within the team to improve efficiency and service delivery including a review of patches, intake, etc. to reduce delay and improve servicing of court. • Develop staff in relation to court activities to improve their confidence and court practices • Examine the recent increase in CPO's with local authority partners and respond to these increases as appropriate (both in terms of managing volumes and working with partners to reduce volumes if possible) • Participate in regional structural discussions and decision making, particularly around evaluating options for "hubs" • Introduce electronic submission of reports, including cause for concern reports from police • Prepare and plan for a move to new facilities, participating with HQ and regional teams to ensure a smooth transfer for staff, partners, and children and families in early 2011.
Dundee	<ul style="list-style-type: none"> • To meet and exceed all performance standards: Eliminate delay, maximise outcomes for children • To take advantage of all opportunities: Changing roles and structures, changing legislation and processes • To listen, reflect and respond: To children and their families, to our partners and to each other.
West Lothian	<ul style="list-style-type: none"> • Effectively manage organisational change whilst continuing to provide an efficient service to families and partners • Maintain and improve MOD figures • Ensure good communications and support to staff in respect of the modernisation and transition projects • Build on the partnership links set up since the move to Livingston • Encourage good team working at all levels (local, regional and national) and maintain good morale

Team	Summary of objectives and priorities to March 2011
Mid Lothian & East Lothian	<ul style="list-style-type: none"> • Maintain good performance particularly in light of reduction of staff numbers as a result of maternity leave and VER • Make changes to working practices to ensure more efficient and equitable working in the team • Manage changes in SCRA as they affect the team during the transition and modernisation agenda • Manage introduction of case management system • Ensure staff members are supported through all of the changes ahead • Progress plans for alternative venue for Midlothian hearings
Angus	<ul style="list-style-type: none"> • To contribute to and implement changes in SCRA structures and case handling • To implement and adhere to practice direction and changes in legislation • To strengthen supports to staff to enable them to work effectively • To engage stakeholders in evaluating and guiding service provision

Appendix 4 – Detailed East Region Budget

EAST REGION 2010/11 DRAFT BUDGET – *to be updated once budget is approved, with more detail provided by June 2010*

	Draft Budget 2010/11	Budget allocation 2009/10	Increase/decrease
Staff costs	£3,524,502	£3,332,735	+ £191,767
T&S	£42,812	£49,808	- £6,996
Property costs	£459,560	£481,898	- £22,338
Other Operating Charges	£202,242	£218,453	- £16,211

Appendix 5 – Detailed East Region Training Plan

Regional Objective	Type of training	No. & type of staff involved	Source	Cost	Duration/ Timescale
Obj 1 – Lead the organisation through change	Coaching and mentoring	Up to 5 managers	Internal	Travel only	6-8 1-hour coaching sessions for each manager over several months.
Obj 4 – Share practice and improve consistency of practice in the region	Cross-regional Practice Meetings (topic specific, as identified by AR's and ASM's)	All reporters and Support Staff (not mandatory)	Internal	Travel only	Max of 2 per year, 2 hours long
Obj 4 – Share practice and improve consistency of practice in the region	Regional Reporter Practice Meetings – Schedule 1 offences	All reporters (not mandatory)	Internal – Led by David Millar and Alistair Hogg	Travel only	2 sessions, 2 hours long
Obj 4 – Share practice and improve consistency of practice in the region	Substance abuse training (may be nationally rolled out, or done jointly with West Region)	All reporters	Internal	Travel only	
Obj 4 – Share practice and improve consistency of practice in the region	Support Staff training days	All new support staff	Internal	Travel only	
Obj 2 – Engage staff and stakeholders in policy and strategy	Attendance at conferences	All staff	External	Travel and fees	Ad hoc