

**SCOTTISH CHILDREN'S REPORTER ADMINISTRATION**

**Business Planning 2015/16**

**Accountable Director:** Director of Support Services

**Date:** 9 January 2015

**Recommendation:**

1. To consider the content of the draft Business Plan 2015/16 and advise on any adjustments required to be incorporated in the final plan.

**Reason for Report:** For Approval

**Resource Implications:** Within approved budgets

**Strategy:** Within approved plans

**Equalities Duties:** An equalities impact assessment will be carried out for individual elements of the Plan.

**Consultation:** Executive Management Team

**Document Classification:** Not protectively marked

## **1 Introduction**

- 1.1 In November 2014 the Board was given sight of an early draft of the 2015/16 Business Plan, and an opportunity to offer comments and guidance for developing a more refined draft. This information has been acted on, and further planning activity by the Executive Management Team has taken place.

## **2 Background**

- 2.1 At the November Board meeting, the approach and direction adopted in preparing the plan was summarised as follows:

- The 2015/16 Business Plan provides a detailed picture of how SCRA will seek to deliver the second year of its 3 year Corporate Plan 2014/17.
- Planned activities fall into 2 main categories:
  1. Those we committed to in the 2014/17 Corporate Plan which did not fall into year 1. An example of this is publication of a Children's Hearing System digital strategy.
  2. Those in the current Business Plan which will not be completed by March 15, and which will carry forward. An example of this is delivering a national customer services training programme.
- Activities are grouped under our core strategies, along with a new heading of Infrastructure Maintenance & Development.
- The strategies are essentially those that featured in the 2014/17 Corporate Plan:
  - Sustainability
  - Improved quality & performance
  - Customer focus
  - Engagement

The only change is that Sustainability, Quality & Performance have merged into a single strategy, which is currently a key operational driver for the organisation.

## **3 Draft Business Plan 2015/16**

- 3.1 The draft business plan is as complete as it can be at this point, given that some elements of the planning process have yet to be completed. Key elements that remain outstanding are:

- Detailed planning to determine scheduling of activities.
- Staff engagement to enable cascading of plans and alignment with locality plans.
- Target setting, with operational aspects to be determined by a bottom up process taking account of local circumstances, and based on agreeing of locality targets that are stretching but achievable.
- Finalisation of Revenue and Capital Budgets

The Scottish Government Sponsor Team has provided helpful feedback on this initial draft and dialogue will continue through to March on the outstanding elements set out above.

- 3.2 Staff engagement and target setting will be addressed by the Performance & Improvement Network in January, and the Executive Management Team will address scheduling issues in early February, enabling completion of the plan. The draft plan was sent to the Scottish Government Sponsor Team in December, and consultation will take place during January.
- 3.3 The draft business plan is provided for consideration, subject to the above mentioned items that await completion. Some sections that have yet to be completed are shown in the format used 2014/15, and throughout the plan, those areas requiring updating/completion are highlighted in yellow. Once all sections have been completed, the design version of the business plan will be completed by the Communications Team.

#### **4 Recommendation**

- 4.1 To consider the content of the draft Business Plan 2015/16 and advise on any adjustments required to be incorporated in the final plan.

**SCRA**

**Draft Business Plan**

**2015/16**

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# Introduction

Welcome to the SCRA Business Plan for 2015/16, which sets out the key outcomes we intend to deliver and provides some insight into how we intend to do so. In March 2014, SCRA published its 3 year Corporate Plan for 2014/17, specifying five high level desired outcomes and describing core strategies by which we would address them. This Business Plan covers the second year within this 3 year cycle, and provides details of the key activities by which we will progress our core strategies during 2015/16 and what these are intended to achieve.

The key themes of the 2014/17 Corporate Plan centre on enhancing SCRA's long term sustainability by consolidating on the significant programme of change and modernisation undertaken in recent years, driving further qualitative and quantitative improvements, reinforcing our customer focus and having meaningful engagement with service users, partners and our own staff. We approach 2015/16 with a sense of optimism, having made significant progress on these themes during 2014/15. Work on development and consistent delivery of new technology has provided a more stable working environment for staff, enabled increased electronic data exchange with partners and given a sound basis for further improvement. Customer journey mapping and development of a national customer services training programme has laid the foundations for rationalising our approach to customer relations management. A national sustainability, quality & performance programme has been initiated, with very positive impact realised in the initial phase. Further activity to fully exploit early successes in each of these areas is projected for 2015/16.

The strategic context in which we operate continues to be challenging, however, with a range of cost pressures that require to be managed. The 2015/16 Business Plan therefore has a range of measures by which we aim to address these. Workforce planning, property rationalisation and value for money initiatives including shared services arrangements will all contribute to our efforts to match resources with the need to continue to provide high quality services to children, young people and their families. To ensure that we maintain our focus on service quality, we will deliver a quality assurance programme that examines how well we deliver our core role and purpose, and we will operate a structured mechanism to capture customer feedback and monitor satisfaction with service provision. This will allow us to monitor the effects of our efforts to reduce costs and do things more quickly, and identify any adverse impact on service quality.

Neil Hunter,

Principal Reporter/Chief Executive

# Our Role & Purpose

Focused on children and young people most at risk, SCRA's role and purpose is to:

- Make effective decisions about a need to refer a child/young person to a Children's Hearing;
- Prepare for and participate in court proceedings where grounds for referral or Hearings findings are appealed, and ensure the wellbeing of children and young people – particularly vulnerable witnesses – are protected throughout the court process;
- Support Panel Members (though we are not involved in making Hearing decisions) and ensure fair process in Hearings;
- Enable children, young people and families to participate in Hearings;
- Disseminate information and data to influence and inform the wider Children's Services community;
- Provide premises for Hearings to take place;
- Work collaboratively with partners to support and facilitate the Getting It Right For Every Child (GIRFEC) agenda

SCRA also shares responsibility with other agencies for how the Hearings System performs, and actively works with these partners in support of better outcomes for children and young people.

# Our Outcomes

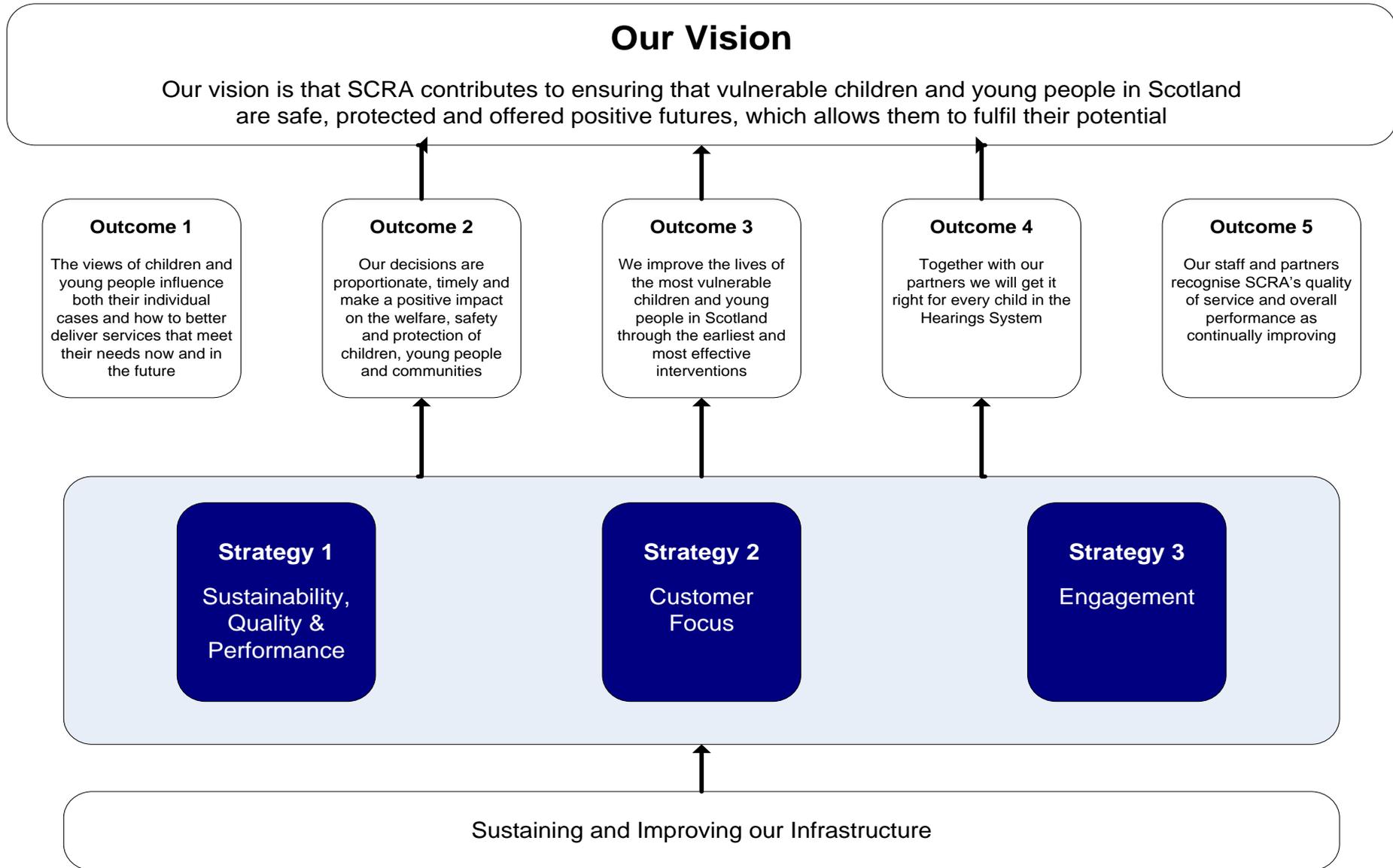
Our Corporate Plan for 2014/17 outlines our vision and strategic direction over those three years, based on achieving five outcomes:

- The views of children and young people influence both their individual cases and how to better deliver services that meet their needs now and in the future;
- Our decisions are proportionate, timely and make a positive impact on the welfare, safety and protection of children, young people and communities;
- We improve the lives of the most vulnerable children and young people in Scotland through the earliest and most effective interventions;
- Together with our partners we will get it right for every child in the Hearings System; and
- Our staff and partners recognise SCRA's quality of service and overall performance as continually improving.

These outcomes contribute directly to the delivery of the Scottish Government's National Performance Framework.

This Business Plan provides details of the specific activities we will be carrying out and detailed indicators of how well we are performing during 2015/16 in pursuit of these outcomes.

# Our Strategic Framework



## **Core Strategy – Sustainability, Quality & Performance**

Initially created as two separate strategies, one covering sustainability, the other improved quality & performance – these have now merged into a single integrated approach that underpins much of our development activity. It involves consolidating and building on the significant changes SCRA has put in place in recent years, and exploiting our new arrangements for lasting benefits. It also involves reinstating performance levels to those which predated our change programme, in a balanced way across our full range of services, by establishing stable and effective approaches that can be operated within our reduced resource base whilst minimising risk. Key elements of the strategy for delivery during 2015/16 include reducing the time taken to complete various elements of casework, operating a quality assurance programme to ensure that service quality is maintained, and using workload assessment to identify a sustainable level of workload for individuals and teams.

## **Core Strategy – Customer Focus**

Focusing on the needs of service users provides clarity on the requirements for service design and delivery. Our customer focus strategy aims to deliver a more personalised experience for children and young people, and they can come to expect a high standard of customer care when they come into contact with us. Key elements of the strategy for delivery during 2015/16 include provision of a national customer services training programme, launching updated and simplified service standards, implementation of a systematic process to monitor satisfaction of service users and analysis of customer feedback to enable us to identify and act on improvement opportunities

## **Core Strategy – Engagement**

Our engagement strategy is the mechanism we use to make sure that we interact fully with everyone who has a part to play in making the Hearings System work for the benefit of children and young people passing through it. It allows us to identify the views, expectations, priorities and concerns of service users, staff and partners and use these to plan effectively. Key elements of the strategy for delivery during 2015/16 include conducting Children & Families and Staff Surveys and using these to set improvement targets and action plans, and conducting research for use by ourselves, partners and the Scottish Government to inform future policy, direction and priorities.

## **Sustaining & Improving Our Infrastructure**

Maintaining an efficient and effective support infrastructure that provides best value is central to successful delivery of our core strategies. Key developments for 2015/16 include implementing the new CMS development strategy, procuring and awarding new contracts for Finance and HR/Payroll systems, implementing revised network, hardware, telephony and hosting arrangements, building a multi-purpose portal for hosting SCRA data, completing several replacement properties to improve hearings facilities and completing the first 2 phases of our Outreach Hearings strategy.

# Governance Arrangements

Monitoring and Review - All plans within SCRA must support the delivery of the outcomes and priorities which are set out in SCRA's Corporate Plan 2014-17. The Business Plan outlines the detailed, high level actions requiring implementation in 2014/15. The diagram below demonstrates the various levels, governance and monitoring arrangements for all SCRA plans.



SCRA has three key groups who are accountable through EMT for the delivery of the activities contained within the Business Plan. They are the Locality Management Teams, the Operational Group and the Support Services Management Team. They monitor progress against their key areas within the Business Plan, lead out key pieces of work and report performance to the Executive Management team and SCRA's Board.

Monitoring and reporting arrangements for this plan take the form of; routine Locality performance reports against Locality plans, quarterly Organisational Performance Reports (OPRs) to the Operational Management Team, Executive Management Team and SCRA Board; and high level milestones reporting against the Business Plan to SCRA's Board.

# Delivering SCRA Outcomes

## Core Strategy 1: Sustainability, Quality & Performance

What we will achieve in 2015/16

No.	Actions	Lead	Timeline	
			Start	End
1	We will adjust our performance management framework to better link organisational, locality & individual planning, and to include accurate reporting, analysis & appraisal of locality performance	Ricky Mallon		
2	We will continue to operate workforce planning, with a focus on the following key areas: <ul style="list-style-type: none"> <li>• Using workload assessment to identify a sustainable level of work load for individuals and teams</li> <li>• Examining development of a workload measurement tool specifically for support roles to assist localities in managing workloads</li> <li>• Developing a formal Succession Planning Policy</li> <li>• Delivering an Equal Pay Audit in consultation with Unison, and ensuring that the outcomes and action plan are considered in the 2016/17 pay remit</li> </ul>	Susan Deery		
3	We will progress our plans for “paper-light” processes and associated efficiency gains by: <ul style="list-style-type: none"> <li>• Undertaking an eHearings paper pilot programme with CHS</li> <li>• Increasing the proportion of incoming email that we can import to CMS from 38% to 85%</li> </ul>	Lorna McNaughton		
4	We will improve service delivery by focusing on achieving sustainable reductions in cycle time for key process steps in the following areas: <ul style="list-style-type: none"> <li>• Receipt &amp; initial assessment of referrals</li> <li>• Investigation and decision on referrals</li> <li>• Scheduling Hearings and issuing notifications</li> <li>• Managing court activity</li> </ul>	Elliot Jackson		

5	We will improve consistency of service provision by implementing and demonstrating adoption of all standard processes across all of the above areas	Tricia Morris		
6	We will ensure consistent application of practice instruction by all staff by operating a Quality Assurance Programme centred on case sampling	Kirsty McDiarmid		
7	We will improve information and records management by: <ul style="list-style-type: none"> <li>• implementing all aspects of the information governance action plan</li> <li>• Implementing the SCRA records management policy for all over 18s</li> </ul>	Gillian Henderson		
8	We will develop a staff recognition scheme for exceptional performance, achievement or suggestions that improve services	Maryanne McIntyre		
9	We will ensure alignment of strategy by mapping: <ul style="list-style-type: none"> <li>• the Hearings System against the principles of GIRFEC</li> <li>• SCRA outcomes against the SHANARRI wellbeing indicators</li> </ul>	Neil Hunter		
10	We will continue to build capacity and capability through improving workforce and financial planning, equitable resource modelling information and assessment of changing business needs	Susan Deery		
11	We will develop SCRA's and the Principal Reporter's joint Records Management Plan for submission to The Keeper of the National Records of Scotland as required by Part 1 of The Public Records (Scotland) Act 2011.	Gillian Henderson	April 2015	November 2015

# Delivering SCRA Outcomes

## Core Strategy 2: Customer Focus

What we will achieve in 2015/16

No.	Actions	Lead	Timeline	
			Start	End
1	To drive improved accessibility of information, we will publish a Children's Hearings System digital strategy	Lorna McNaughton		
2	We will improve our arrangements for customer relations management by: <ul style="list-style-type: none"> <li>• Updating and simplifying our standards and commitments to service users</li> <li>• Implementing a systematic process to monitor satisfaction of service users</li> <li>• Analysing service user feedback for improvement opportunities and acting on these</li> </ul>	Maryanne McIntyre		
3	We will support and equip staff with the knowledge, skills and awareness required to deliver effective customer services across the organisation by delivering a national customer services training programme	Joe Rafferty		
4	We will manage equalities outcomes by implementing SCRA's Equalities Action Plan <i>To enable us to deliver our statutory duties</i>	Neil Murdoch		
5	We will improve support and orientation of children and young people to the Hearing Centre environment, enhance their quality of experience and understanding, and reduce stress by: <ul style="list-style-type: none"> <li>• Providing an opportunity for a pre-hearing visit for all children and young people attending their first hearing</li> <li>• Improving scheduling of hearings</li> <li>• Implementing the finding of the Review of Hearings management</li> </ul>	Malcolm Schaffer		
6	We will work with Police Scotland to develop common standards of information sharing and communication	Lorna McNaughton		

# Delivering SCRA Outcomes

## Core Strategy 3: Engagement

What we will achieve in 2015/16

No.	Actions	Lead	Timeline	
			Start	End
1	We will update the information on the views of service users by which we plan and manage service delivery, by conducting a Children & Families Survey	Gillian Henderson		
2	We will update the information on the views of staff by which we plan and manage service delivery, by conducting a Staff Survey	Susan Deery		
3	We will set improvement targets in key areas using the baselines provided by the above surveys	Elliot Jackson		
4	We will enhance provision for service users and partner agencies by introducing WiFi to all available SCRA centres	Douglas Cameron		
5	We will promote national (GIRFEC) guidance to improve understanding and practice among all agencies of when to refer a child or young person to the reporter	Malcolm Schaffer		
6	We will publish an organisational development strategy and implement the first phase	Joe Rafferty		
7	We will recruit a third cohort of Modern Apprentices	Maggie McManus		
8	We will implement any findings from permanence research currently in progress which have relevance for our practice	Malcolm Schaffer		
9	We will conduct wellbeing research of looked after children to <i>better understand their needs and to develop measures of SHANARI</i>	Gillian Henderson		

11	We will conduct research into assessment and support of the sibling relationships of long term fostered and adopted children through a joint project with Edinburgh University (externally funded)	Gillian Henderson		
12	We will improve the experience of the Hearings System for children, young people and parents with disabilities through work with partners to review our data, information provision, processes and decision making	Elliot Jackson		

# Delivering SCRA Outcomes

## Sustaining & Developing Our Infrastructure

What we will achieve in 2015/16

No.	Actions	Lead	Timeline	
			Start	End
1	<p><b>Information &amp; Communications Technology</b></p> <p>We will use ICT as an enabler of sustainability, quality, performance and value for money by:</p> <ul style="list-style-type: none"> <li>• Developing and publishing a 5 year ICT strategy</li> <li>• Implementing the CMS development strategy</li> <li>• Procuring and awarding new contracts for Finance and HR/Payroll systems</li> <li>• Implementing revised network, hardware, telephony and hosting arrangements</li> <li>• Building a multi-purpose portal for hosting SCRA data</li> <li>• Improving CMS data quality</li> </ul>	Ed Morrison		
2	<p><b>Property</b></p> <p>We will continue to improve our hearings facilities by:</p> <ul style="list-style-type: none"> <li>• Having our new Stornoway office completed, occupied and delivering services</li> <li>• Having our new Lerwick office completed, occupied and delivering services</li> <li>• Having our new Inverness office completed, occupied and delivering services</li> <li>• Having our new Perth office completed, occupied and delivering services</li> <li>• We will complete phases 1 and 2 of our Outreach Hearings Strategy</li> </ul>	Ian Allan		
3	<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>• We will contribute to the 2015 Scottish Government spending review</li> </ul>	Ed Morrison		

To be updated for 2015/16, incorporating segment 1 & 2 targets built bottom up through locality inputs and PIN discussion, and 3% absence management target

Business Plan 2013-14 v7.pdf - Adobe Reader

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13 / 15 68.6%

Sign Comment

## Monitoring & Managing Performance

During 2014/15, as part of our core strategy to improve quality and performance, our approach to target setting and performance monitoring will be adjusted within our refreshed performance management framework. This will allow us to more closely link inputs, outputs and outcomes to all of our core strategies, enhancing our ability to focus on critical success factors and monitor and manage performance at all levels of the organisation. Target setting for 2015/16 and 2016/17 will be incorporated within this exercise, informed by an assessment of the degree of sustainability being realised during 2014/15. This exercise will be influenced by key research currently being undertaken on decision making by Reporters.

Targets for 2014/15 are shown below.

Outcomes for Children and Families	Target 2013/14	Performance 2013/14*	Target 2014/15
The percentage of Hearings scheduled to take place within 20 working days	74%	72%	74%
The percentage of decisions on referrals made within 50 working days of receipt	98%	59%	75%
Outcomes for Panel Members, Partners and Staff			
The degree to which SCRA core properties comply with SCRA property standards	86%	85%	90%
The percentage of initial Hearings proceeding to disposal	77%	n/a	77%
Organisational Efficiency Outcomes			
Variance in annual revenue spends as a percentage of the available	Within 5%	2.0%	Within 5%
Variance in annual capital spends as a percentage of the available capital budget	Within 10%	15.5%	Within 10%
The Scottish Government efficiency savings target will be met.	Meet Target	Meet Target	Meet Target
The percentage of revenue savings achieved in the year	2%	4%	3%

\* Financial and property based performance figures are forecasts for the year. All other figures are year-to-date up to the beginning of March 2014.

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To be updated for 2015/16

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Sign Comment

## SCRA Resources

The 2014/15 Revenue and Capital Budgets are shown below and are aligned with the budget provided by the Scottish Government plus capital carry over from 2013/14. The revenue plans are based on the existing organisation structure and workforce and incorporate a 3.1% savings target. The capital plans include resources for development of the Case Management System, implementation of Benefits Realisation Programmes and initial works on property projects in Inverness and Perth.

Revenue Budget 2014/15	£
Staff Costs	15,749.00
Property Costs	2,776,000
Travel & Subsistence	198,000
Supplies & Services	2,372,000
Unfunded Pensions	200,000
Income	495,000
<b>Total</b>	<b>20,800,000</b>

Capital Budget 2014/15	£
IT and Benefits Realisation	250,000
Property Programme	495,000
Fit For Us Programme	45,000
Property Disposals	125,000
<b>Total</b>	<b>665,000</b>

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