SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

SCRA Board Meeting

AGENDA

Thursday 24 September 2015 at 10.30 a.m.
Ochil House, Stirling

		Papers
1.1	AOB	
1.2	Apologies	
2.	Declarations of Interest	
3.	Updates	
4.	**Minutes**	
4.1	Minute of Meeting held on 25 June 2015 Board Action Log and Workplan Matters Arising	**Attached**
4.2	Nominations Committee • Draft Minute of 6 August 2015	**Attached**
4.3	Audit Committee • Draft Minute of 20 August 2015	**Attached**
	Reports	
5.	Programme of Meeting Dates	**Attached**
6.	Chief Executive's Report	**Attached**
7.	First Organisational Performance Report 2015/16	**Attached**
8.	Performance Management Framework	**Attached**
9.	Business Plan 2016/17	**Attached**
10.	Annual Report 2014/15*	**Attached**
11.	Draft 2014/15 Annual Accounts & Management Representation Letter	**Attached**
12.	Efficiency Plan and Procurement Update	**Attached**
13.	2015/16 Budget Monitoring	**Attached**
14.	Spending Review 2015	**Attached**
15.	Communications Strategy 2015-18	**Attached**
16.	Organisational Development Strategy	**Attached**
17.	Records Management Plan	**Attached**
18.	Health & Safety Update	**Attached**
19.	New Risks	
20.	**Date of Next Meeting:** **Board Development Day:** 5 November 2015 **Routine Board Meeting:** 10 December 2015	

*** Restricted until publication**

Board Action Log as at September 2015

Meeting Date/ Item	Action	Timescale	Owner	Comments	Status
25/9/14 Updates	Joint Business Meeting (SCRA/CHS) to be scheduled for Spring 2015	Aug 15	NH	Confirmed as 29 October 2015	Complete
11/12/14 Minute 25/9/14	Chair to confirm Board lead for partnership	~~Jan 15~~ By Autumn 15	CW	Chair planning to discuss with Board Members as part of annual appraisals - in the meantime links with Unison are being maintained through the Chair.	Progressing
22/1/15 Audit Minute	An overarching Communications Strategy to be prepared and scheduled for Board approval.	October 2015	NH	Report on agenda 24/9/15	Complete
26/3/15 Inspection Themes Annual Report	Timing to be confirmed for annual report		NH	Report being prepared for November Audit Committee	Underway
26/3/15 CE Report	Records Management Plan to be presented to September Board	Sept 15	MS	Report on agenda 25/9/15	Complete

Meeting Date/ Item	Action	Timescale	Owner	Comments	Status
26/3/15 Senior Operational Managers – Review and Development of Functions	Further report to September Board meeting	Sept 15	NH	Included in Performance Management Framework report on agenda 24/9/15	Complete
25/6/15 Workplan	Annual Workforce Plan to be scheduled for December Board meeting	Immediate	JMcD	Scheduled into workplan	Complete
26/6/15 Disposal of Gladstone Place, Stirling	Review of process to be undertaken to in terms of any lessons learned.	Sept 15	EM	Lessons from negotiations with 1st purchaser have influenced negotiations with 2nd purchaser	Underway. Complete by end Sep in line with deadline for negotiations with 2nd purchaser
26/6/15 Board Dev Day Note	Report to be prepared on SCRA's role as Corporate Parent – how SCRA will discharge duties and integrate into day to day work + how corporate parenting will work in relation to UNCRC.	Nov 15	MS	Scheduled into workplan	Not yet due
26/6/15 General	Arrangements to be made to meet with: Aileen Campbell, Minister (on her return) Olivia Macleod, Deputy Director Director General, Paul Johnston	 Oct 15 Oct 15 Oct 15	CW/NH/JMcD	 Dates awaited Meeting arranged.	Underway Complete Underway

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

SCRA(SEPT15)4.1

Scottish Children's Reporter Administration
Minutes of SCRA Board
held on Thursday 25 June 2015 at Ochil House, Stirling

Present:
Carole Wilkinson (Chair), Malcolm Dickson, Andrew Miller, Bernadette Docherty, Catherine Robertson, Anela Anwar, Douglas Yates

In attendance:
Neil Hunter (Principal Reporter/Chief Executive), Ed Morrison (Head of Finance & Resources), Elliot Jackson (Head of Planning & Strategy), Tom Philliben (Senior Operational Manager), Alistair Hogg (Senior Operational Manager), Susan Deery (HR Manager), Maryanne McIntyre (Communications Manager), Janis McDougall (Executive Officer) (Minutes)

Prior to the start of the meeting the Chair, on behalf of the Board, congratulated Elliot Jackson, Head of Planning & Strategy on his appointment as Depute Chief Executive, Children's Hearings Scotland.

The Chair also welcomed Maryanne Mcintyre, Press & Comms Manager to the meeting and advised that Maryanne will now routinely attend Board meetings.

		Timescale	Action
1.1	**AOB** There were no additional items of business.		
12.	**Apologies** Apologies were received from Andrew Menzies, (Board Member) who had submitted comments on the reports which the Chair fed into discussion during the meeting, Thekla Garland (Scottish Government), Joe McKeown (UNISON Branch Secretary) and Malcolm Schaffer (Head of Practice & Policy).		
2.	**Declarations of Interest** There were no declarations of interest.		
3.	**Updates** **Bernadette Docherty** • Attended Board Development Day and Audit Committee **Andrew Miller** • attended a Scotland's Urban Past Event - a skateboarding project involving young people from impoverished areas • Reappointed as Chair of Firefly Youth Theatre **Catherine Robertson** • Attendance at Audit Committee and Board Development Day • Visited Tranent and observed hearings.		

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		Timescale	Action
	Malcolm Dickson • Attended Board Development Day and Audit Committee • Along with the Head of Practice & Policy is maintaining contact with Police Scotland • Consulted on the Police Scotland Proposal for Concern Hubs via the Head of Practice & Policy • Reviewed a couple of health and safety incidents as Board lead • Met with SCRA Chair for annual appraisal • Visited the Livingston office – positive feedback from staff in relation to (1) performance management and accuracy and richness of the data now available to managers, (2) mutual assistance made possible by the Case Management System and (3) the recent CMS Improvement Programme. Locality Reporter Managers pointed out that they felt increasingly obliged to provide support to Reporters attending Court when faced with senior lawyers including QCs. **Anela Anwar** • Attendance at Board Development Day, Nominations Committee, Social Work Scotland Conference • Training – attended the "Essential Skills for Board Members" course **Douglas Yates** • Attendance at Board Development Day • Participated in a two day religious and anti-discrimination training course • Attended the Justice Leaders Network Event this month and Briefing Sessions on Fraud Action Plans run by the counter fraud service. **Carole Wilkinson** • Attendance at Board Development Day, Audit Committee and Social Work Scotland conference • Along with the Principal Reporter/Chief Executive attended the public sector pay policy seminar • Held a number of meetings with Sponsor Team colleagues • Conducted two Board Member appraisals • Appointments to Public Bodies – attended a Who Cares? event about young people and public bodies • Met with Evie McLaren, the Head of Public Appointments & Diversity, Scottish Government		

		Timescale	Action
4.1	**Minute of Meeting held on 26 March 2015** The minute was agreed subject to one amendment: • Apologies were noted from Andrew Menzies (not Andrew Miller). The action and workplan were reviewed. **Noted:** 1. The timing for the next CHS/SCRA Joint Board meeting will be September. 2. Going to A Hearing Film – positive feedback has been received on the film. 3. Annual Workforce Plan – to be scheduled for the December Board meeting. **Matter arising from the Minute** **Disposal of Gladstone Place** **Noted:** 1. The proposed purchaser has withdrawn and negotiations are on-going with the underbidder. The risk around the reduced price (difference of £10k) will be managed within existing plans. 2. A review of the process will be undertaken to learn any lessons about if the reason for the purchaser withdrawing could have been picked up earlier.	**Sept 15** **Immediate** **By Sept 15**	**JMcD** **JMcD** **EM**
4.2	**Minute of Board Development Day 16 April 2015** The minute was agreed as a correct record. **Issues arising during discussion:** • Risk Appetite - the recent meeting of the Risk Reference Group had some discussion on risk appetites and the need for a bottom up approach in relation to risk. This will be progressed as part of its work and feed into the Board's consideration of risk appetite. • SCRA's role as a Corporate Parent – SCRA will act alongside other corporate parents to act at all times in the best interests of children and young people. In the meantime detailed guidance is awaited from Scottish Government and SCRA's slightly different role as a corporate parent has been raised with the Government's Policy Team. This area of work – how SCRA will discharge its duties and integrate into day to day work and how corporate parenting will work in relation to UNCRC – is scheduled into the Board workplan.	**Nov 15**	**NH/MS**

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		Timescale	Action
	• **Young People's Engagement** – the potential to link into the Police Scotland Youth Volunteers network was noted.		
4.3	**Audit Committee Minute 21 May 2015** Malcolm Dickson, Audit Committee Chair spoke in detail to the business conducted at its recent meeting. **Noted:** 1. **CMS –** a closure report on the CMS User Interface Programme will be presented to the August Audit Committee. 2. **Information Governance** – there continues to be a focus on information governance issues and steady progress is being made. Research has been undertaken on Non-Disclosure Orders and Rule 16 and the report is due to be completed by end June 2015. 3. **Case Sampling on Deferred on Hearings** a. Reviewers concluded that in almost 85% of hearings, there was no action that SCRA could have taken that may have prevented the hearing from being deferred. b. There was some poor recording in relation to the purpose(s), decision(s) and reasons to defer the hearing. c. The findings of the exercise will be shared with all Reporters in local practice meetings to ensure compliance with Practice Direction and statute. 4. **VAT** – The Head of Finance and Resources provided an update – the technical enquiry form being submitted to HMRC now includes secondments to Guernsey and the Youth Justice posts (as well as the original issue - Shared Services). 5. **Corporate Governance Failures** – the internal and external auditors will assist the Committee to source material in relation to reviewing corporate governance failures. 6. **Internal Audit Follow-up Review** - Good progress has been made on implementing recommendations and provision of evidence.		

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		Timescale	Action
	7. **Localities Review: Tayside & Fife** – the management response indicated the two low level recommendations were accepted and will be taken forward within the timescales detailed in the Management Action Plan. There was also a general discussion around category of recommendations in reports. 8. **Internal Audit Plan 2015/16** – the plan includes all relevant business areas and is aligned to the risk registers. 9. **Risk Registers** – the registers were reviewed. The internal auditors have facilitated a risk workshop for the Risk Reference Group. 10. **Organisational Performance Report** – there was discussion on some further amendments to the format of the report. **Issues arising during discussion:** • Deferred Hearings – the potential to save money by reducing the number of deferred hearings • Audit Committee – to consider changing the name of the committee to Audit and Risk Committee to reflect its role in relation to risk. **Agreed:** To change the name of the Audit Committee to Audit and Risk Committee. **Audit Committee Annual Report** Malcolm Dickson, SCRA Audit Committee Chair spoke to the Audit Committee's Annual Report for 2014/15. **Noted:** 1. The report supports the preparation of the Governance Statement for the organisation and also provides an assurance to the Board that the Audit Committee is fulfilling its duties on their behalf. 2. Throughout the year, as well as routine business there was a particular focus on information governance, quality assurance and case management. 3. As part of the Audit Committee annual self-assessment exercise, areas identified where the Committee could improve upon its current level of effectiveness have been implemented and in particular the need to keep non-Audit Committee members informed.		

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		Timescale	Action
	4. The Audit Committee terms of reference were reviewed and minor changes have been proposed for approval by the Board. **Issue arising during discussion:** • The terminology at section 3.2 of the report in relation to financial reporting was written in finance technical terms – it would be helpful to review this for the next annual report to make it easier to read and understand. **Agreed:** 1. To approve the Audit Committee Annual Report for 2014/15 for submission to the Board. 2. To approve the revised Audit and Risk Committee Terms of Reference.		
4.4	**Nominations Committee Minutes** • **18 March 2015** • **6 May 2015** Carole Wilkinson, SCRA Chair spoke to the minutes. **Noted:** 1. The range of work underway in relation to taking a different approach to the next Board member recruitment round. 2. The Board skills matrix had been updated at the Board Development Day in April. 3. Consultation has been undertaken with the Public Appointments Team on the revised approach. 4. The next meeting in August will focus on discussion of the draft information pack. **Issues arising during discussion:** • All areas of the recruitment process are being reviewed – not just the application form. The aim is to make the process as friendly as possible. • Other organisations are interested in SCRA's approach and the SCRA Chair is due to meet with the Fire Authority to talk about the work of the Committee		

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		Timescale	Action
	General Arrangements will be made to meet with: • Aileen Campbell, Minister (on her return) • The new Deputy Director (Olivia Macleod) • The new Director General (Paul Johnston)	**By Oct 15**	**NH/CW**
5.	**Chief Executive's Report** The Principal Reporter/Chief Executive spoke to the update report which detailed the wide range of activity across the organisation. **Noted:** 1. The constructive relationship with UNISON continues and the recent National Partnership Development built upon this. 2. Financial Resources: • Sponsor Team has indicated that the revenue budget cuts over the Spending Review period are likely to be in double digits. • This will have significant implications and will require strategic direction from Board in relation to the organisational response to budget cuts particularly around any activities which it is deemed can no longer be undertaken/sustainable. • Meetings will be held with Sponsor over the summer looking at budget scenarios. 3. Tom Philliben, Senior Operational Manager is the youth justice lead. 4. The Children's Hearings Improvement Partnership (CHIP) • continues to develop positively and the Law Society were helpfully represented at the recent meeting. • the SCRA Communications Team was responsible for developing the CHIP brand which has been universally welcomed by members. • The creation of a joint digital strategy board with lines of accountability to CHIP to ensure the correct level of partnership engagement, buy in and oversight. 5. Justice Board – SCRA's contribution is to focus on ensuring that children and young people's issues are given prominence.		

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		Timescale	Action
	6. Lerwick Reporter took part in a pre-recorded BBC Radio Shetland programme where young people discuss topics of interest (this one on the Hearings System). 7. Recruitment is underway for three Modern Apprentices who will be based in Kilmarnock, Inverness and Stirling (Head Office). 8. Young People's Board – there will be a temporary internal secondment sought to support this area of work. 9. SCRA's Publication Scheme – the revised scheme has been submitted for approval (on time) and all relevant information uploaded to the website. 10. Research completed: • Child Protection Orders • Permanence Planning & Decision-Making for Looked After Children in Scotland: Adoption and Children (Scotland) Act 2007 11. The 2015 Children & Families Survey will be produced by end June. 12. Locality Devolution and Empowerment – recommendations of the 13/14 assessment are being fulfilled, a new managers' network is now in place and the business partner arrangements continue to work well. 13. The Senior Operational Managers are reporting a sense of increasing stability across the country. **Issues arising during discussion:** • Children & Families Survey – responses were lower than the previous survey and the team will consider different ways of conducting the next survey taking account of lessons learned. It would also be good to consider how to encourage more responses from young people. • The Board welcomed the dispersed model for MA recruitment. • Early contact will be made with new Chair of the COSLA Children and Young People's Group • The projected budget cuts will be challenging for the organisation particularly given 80% of costs are staff. There will be significant impacts on quality and level of service. • Data and information are now part of SCRA's core service, reflected in the Framework Document. • Shared services across the public sector landscape may assist organisations with efficiency savings		

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		Timescale	Action
	• The importance of listening to families, children and young people and partners about what their needs are and focus on that to move the organisation forward in the most efficient way. Digital transformation will assist that process. • The need for early engagement with the Minister around choices for the organisation in the face of budget reductions.		
6.	**CHS/SCRA Joint Work Programme Update** The Principal Reporter/Chief Executive introduced the report which provided an update on progress on the agreed work programme and set out headline areas for the next joint session of the CHS/SCRA Boards **Noted:** 1. The progress on the following programmes: • Digital Strategy for the Hearings System • Property Strategy for the Hearings System • Voice of the Child • Strategic Influencing and Partnership • Information Governance • Feedback Loop – Reporting Obligations • Joint Risks. 2. Much has been achieved during this initial phase of the organisations' joint work. Issues that were initially developmental and speculative have now developed into high impact, visible, business as usual programmes. 3. An Autumn joint session of the two Boards is planned. **Issues arising during discussion:** • Voice of the Child – CHIP is focused and committed to develop the strength of the voice of the child – the digital strategy offers opportunities to develop this balanced against technology not dictating how things are done but rather enabling what needs to be done. • Panel Members, Social Workers and SCRA need to work together to create the environment for young people which allows their voice to be heard.		

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		Timescale	Action
	• SCRA has been linking in with SSSC on their work reviewing the social work degree • SCRA Board has a role to play in influencing Ministers and Government to drive forward improvements which will lead to better outcomes for children, young people and families • The need to focus on what happens next rather than concentrating on looking back. • The issue of the need for respect has been raised - respect of each other in the hearing room, for the Chair of the hearing and respect between professionals. **Agreed:** 1. The programmes as detailed above remain relevant and significant for both organisations and will be the headline areas for the next joint Board session in Autumn 2015. 2. To remove the Information Governance programme and incorporate into business as usual given the strong focus and commitment which has been evidenced.		
7.	**Shared Services Proposal** The Head of Planning & Strategy spoke to the report which sought approval of the provision of shared services to Children's Hearings Scotland for the period between 1 July 2015 and 31 March 2018. **Noted:** 1. SCRA has delivered shared services to CHS since 2011. The services that are delivered broadly fall into the four main categories of Finance and Accounting; HR and Payroll; Health and Safety; and Business Support. 2. Under the recommended model going forward, CHS pay a reduced core charge, only covering accounts payable, payroll, learning and development, health and safety and business support. Strategic finance, operational finance and Human Resources will be provided through a "joint post" arrangement whereby CHS reimburse SCRA for a proportion of individuals' staff costs in return for agreed services. 3. Human Resources, Finance and IT have been identified as areas where a joint post arrangement would add value and deliver economies of scale to both organisations.		

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		Timescale	Action
	4. The Scottish Government's Remuneration Group have commended SCRA and CHS for the innovative use of joint posts. 5. CHS Board has asked SCRA to provide strategic financial advice on a 1-day per week basis. The purpose of the role would be to attend the Board, Audit Committee and the monthly Senior Team, providing key input from a governance, assurance and financial sustainability perspective. 6. The Shared Service charges are subject to final agreement with CHS. 7. The Shared Services agreement will be in the form of a Memorandum of Understanding (MOU) which will be signed by both Chief Executives/Accountable Officers. There are robust governance arrangements in place which are set out within the MOU. **Issue arising during discussion**: • Confirmation was sought that SCRA can afford the level of commitment being offered in relation to the strategic finance element of the shared services agreement. The Principal Reporter/Chief Executive assured Board members that he has set out clear parameters around this with the National Convener. It is not diluting the CHS Accountable Officer – it is an advisory role. Arrangements will be kept under review and if there are capacity issues this will be addressed by for example looking at a different model of support. **Agreed**: To approve the agreement to provide shared services to CHS for the period between 1 July 2015 and 31 March 2018.		
8.	**Children's Hearings System Digital Strategy** The Head of Planning & Strategy spoke to the report which provided an updated on the development of the Digital Strategy for the Children's Hearings System.		

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		Timescale	Action
	Noted: 1. The Children's Hearings Digital Strategy has been created to align with the Justice Digital Strategy in Scotland which in turn supports the Scottish Government public service reform programme. It will also support Scotland's Digital Future and will work together with Partners across other sectors to improve outcomes for children and young people in Scotland. 2. Public bodies in Scotland are collaborating to ensure that services are joined up to meet the needs of service users in Scotland. Both SCRA and CHS are committed to collaborating with each other to improve the children's hearings system. The CHIP is committed to delivering better outcomes for children across the Children's Hearings System and will provide a channel to engage Partners to adopt a digital first approach. 3. The investment required to support and enable the aspirations within the digital strategy cannot be met from existing budgets. With the support of the Scottish Government, SCRA and CHS submitted an initial assessment of revenue and capital costs in February 2015. This initial assessment for likely investment totalled just under £9m for the financial years 2016/17 and 2017/18. This bid will be considered within the fuller context of the proposed spending review. A detailed business case will be developed alongside the strategy. 4. The strategy sets out a clear direction of travel and a strong basis to conclude the wider consultation with and engagement in delivery of CHIP partners. 5. A joint Programme Board structure has been agreed by the CHIP with direct reporting lines to the Partnership and ongoing accountability to the respective CHS and SCRA Boards via the Chief Executives who will sit on the Joint Programme Board. The Joint Programme Board remit will be drafted over the course of the summer and will commence its business cycle in August. 6. The PR/CE will report regularly to the Board on progress. 7. It is intended to appoint a joint Head of IT which will be overseen by both Chief Executive Officers (SCRA/CHS) in a combined governance arrangement, but will be employed by CHS.		

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		Timescale	Action
	Issues arising during discussion: • The Board welcomed the key focus on improving services to children, young people and families and potential to increase participation through the future creative use of digital technology. • Voice of the Child - the need to reference that these solutions are not exclusive and that they sit within a menu of options to meet the needs as appropriate to individual children, young people and families. • The issue of information security needs to be explicitly referenced in the document. • In relation to consultation, the need to ensure that this takes place with children and young people at all stages and that this is visible within the document. • The document as currently drafted is not intended to be a full "strategy" at this stage – further work needs to be undertaken to ensure it incorporates a costed implementation plan. However the key vision and principles in the current document are the starting point for this. **Agreed:** 1. Subject to inclusion of the points noted above, to approve the draft Digital Strategy document for further discussion with partners within the Children's Hearings Improvement Partnership (CHIP). 2. To approve SCRA's involvement in the Joint Programme Board for the Digital Strategy.		**NH/EJ**
9.	**2014/15 Budget Outturn and 2015/16 Budget Pressures** The Head of Finance & Resources introduced the report which provided a summary of SCRA's draft financial position for the year to March 2015 and an update on emerging budget pressures in 2015/16. **Noted:** 1. The 2014/15 revenue budget is currently £75k overspent, subject to conclusion of the annual accounts audit. As this overspend is lower than the £100k cap in place in 2014/15 no carry forward will be required. 2. The 2014/15 capital budget is currently £91k underspent, again subject to conclusion of the annual accounts audit.		

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		Timescale	Action
	3. The latest assessment of the cost implications for SCRA of implementation of the Children's Hearings (Scotland) Act 2011. These have been absorbed in SCRA's budget planning process. 4. A number of revenue budget pressures have emerged in the first two months of 2015/16. Finance and HR budget holders will work closely with Locality and HO budget holders to produce a first set of revenue expenditure forecasts based on the Q1 results. Detailed work is already underway analysing April and May 2015 staff expenditure to gain comfort that this most significant area of the SCRA revenue budget will stay within approved budget levels. 5. Close attention will also be paid to the budget pressures. EMT will consider options to either reverse potential overspends or divert resources to cover them. **Issues arising during discussion:** • Cost implications arising from the Children's Hearings (Scotland) Act 2011 – the need to add a reference to explain that reduction in the number of referrals and hearings related to wider policy issues/intent. • Translation and Interpretation costs o work is underway to clarify Practice Direction. The starting point will always be what is best for the child, young person and family but there needs to be dialogue with partner agencies around responsibilities for this area of work. SCRA currently pays for the majority of translation and interpretation. The forum for progressing this issue is via CHIP. o There is a need for a national approach and this was noted as an issue for discussion with the Minister. **Agreed:** 1. To approve that, given the current revenue position, no carry forward overspend to 2015/16 is required. 2. To approve capital carry forward to 2015/16 of £91k to meet the costs of the delayed Bell Street lift replacement, delayed Fit for Us works and delayed spend on the Inverness/Lerwick and Stornoway projects, subject to approval of Sponsor Team.		

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		Timescale	Action
10.	**Environmental Report** The Head of Finance & Resources spoke to the report which provided an update on recently introduced and planned regulations under Environmental legislation. **Noted:** 1. The existing and planned regulations will require an increasing strategic and resource commitment by SCRA to meet the duties placed on public sector organisations. SCRA has been designated a 'major player', given our property responsibilities. The main areas where are being introduced are as follows: • Biodiversity reporting • Climate Change reporting • Energy Performance Certificates (EPCs) • Energy Performance and Emissions Assessment (Non-Domestic Buildings) • Sustainable Procurement. 2. The legislative, financial and resourcing impact of the Government's environmental policies will start to have a significant impact during 2015/16. As new regulations become effective, it is expected that the pace of change will increase over time to meet the 2020 and 2050 commitments. 3. The Government's targets for reducing greenhouse gas emissions were missed for the four reporting years 2010 to 2013. If targets continue to be missed it is likely that further legislation will be introduced to force the pace of change. 4. For SCRA, continued investment and dedicated resources will be necessary to mitigate the environmental impact of the services we provide. Buildings, technology and systems will need to be adapted over time to ensure that we can reduce our impact on the environment and deliver our services more sustainably. The Scottish Government expectation is that environmental considerations will be mainstreamed within public sector organisations and feature prominently in all strategy, planning and business decisions. **Issues arising during discussion:** • This is an important area of work but reporting needs to be proportionate to the work of the organisation balanced against other priorities.		

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		Timescale	Action
	• There is potential to explore a shared services arrangement for this type of work. The Head of Finance & Resources has been in touch with SEPA about NDPBs coming together as a group of bodies.		
11.	**Fourth Quarter/Year End Organisational Performance Report 2014/15: 1 April 2014 to 31 March 2015** The Head of Planning & Strategy spoke to the organisational performance report. **Noted:** 1. The report has been revised to take account of changes requested during the recent discussion of the format and content of the report by Audit Committee members. 2. Performance against our accountable indicators has been challenging in the year with decision making and Hearing scheduling both missing target. This continues to be addressed in a number of ways: - Local target setting for decision making timescales, with improved monthly performance information to localities; - The continued focus on clearing backlogs in terms of referrals awaiting a Reporter decision; - Additional focus on Hearing scheduling by its incorporation into the refreshed weekly top line performance reports; - A further management event in August focussing on performance around Hearings; and - Commencement of two new programmes looking at decision making and court to identify any improvements that can be made to practice or process. 3. Performance on initial Hearings proceeding to disposal has been positive with the target met in the year. Additionally, the recent quality assurance report on case sampling of deferred Hearings has provided insights and recommendations for reducing deferral rates. These results are being shared with other agencies through the Children's Hearings Improvement Partnership to reduce unnecessary Hearings.		

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	4. While no carry forward of revenue overspend to 2015/16 will be required, the operational staffing pressures have led to the revenue savings target being missed for the year. April and May salaries are being reviewed to ensure that this most significant area of revenue spend stays within budget. The early evidence is that this is the case for all localities. **5.** Property compliance is amber for the year. Projects in Inverness, Stornoway, Lerwick are now scheduled to complete in Q1 2015/16. These projects, and a delay in the Perth project, all of which were scheduled of 2014/15 have impacted on achievement of the target. Capital expenditure is also rated as amber. Additional monitoring of capital spend is now being undertaken by the Change Board through infrastructure milestones with early forecasts captured and actions taken to address any issues. **6.** Information from the measures in the workload quadrant will be combined with the results from the workload survey undertaken in April to better allow us to use our available resources as effectively as possible thorough workforce planning. **7.** Underpinning the operational work has been the development of the 2015/16 locality plans. These plans provide a commitment to the work which localities will take in the next year to improve services to families, children and young people as well as improving partnership work. These plans are in the process of being signed-off by the Senior Operational Managers (SOMs) and will form the cornerstone of the six monthly reviews which the SOMs are undertaking with localities to monitor progress and ensure accountability. **8.** While the corporate governance quadrant is still under development, full internal audit and quality assurance programmes have been delivered. In addition, nineteen of the twenty four Business Plan actions were delivered with significant progress made in the other five. ***9.*** SCRA's annual staff survey is currently underway. This is a commitment undertaken by the organisation to understand and act upon staff views, with the results influencing key strategic work through the organisation.		

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		Timescale	Action
	Issues arising during discussion: • Confirmation was sought about how the Senior Operational Manager led performance reviews will be reported back to the Board in terms of adequate assurance that issues identified are being dealt with and progress being made. In response the Senior Operational Managers confirmed that discussion takes place in Locality Management Teams and individual supervision sessions. Performance review meetings will be undertaken on a six monthly basis from October 15. A meeting has been scheduled for next week to discuss performance management arrangements and in particular looking at performance measures and how these are set. As part of this process options will be explored around the format for reporting back to the Board e.g. include in routine Chief Executive's report, a standalone report or an extended narrative within the OPR. • The information is invaluable in looking at both locality and national performance and will allow issues to be address to equalise children's experience across the country. • For the last year training has focused on CMS and the new Act but the plan now is to focus on training needs arising from Personal Development Plans as part of the appraisal process. • The eight top indicators along with the management response will form the Executive Summary for publication. **Agreed:** 1. To approve the Fourth Quarter/Year End Organisational Performance Report 2014/15. 2. Organisational Performance Reports to be scheduled on the agenda immediately after the routine Chief Executive's report.		**JMcD**

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		Timescale	Action
12.	**Review of Complaints** The Principal Reporter/Chief Executive introduced the report which detailed the findings of the annual review of complaints. **Noted:** 1. 42 complaints were received in the last year, a substantial drop from 72 the previous year and 79 the year before. As in previous years there is a under reporting of issues resolved at front line but no indication that this is more than previous years. There have been less multiple complaints by particular individuals in comparison with previous years. In relation to topics, the area that has featured much less this year has been delays in reporter decision making, hopefully indicating progress in the Sustainability Programme. 2. Complaints were identified within the following categories: • Children's hearing process and /or administration -11(28 previous year) • SCRA staff conduct and customer relations -7 (18 previous year) • property- 0 (1 previous year) • Data protection -9(12 previous year) • Referral and reporter decisions -15(12 previous year) • Communications – 0(4 previous year) • SCRA property- 0 (1 previous year). 3. In relation to children's hearing process these may often relate to issues of dissatisfaction with not just SCRA but panel members as well. SCRA has established an Information Governance Group with CHS to ensure there is an overview of how joint complaints are considered. On several occasions these relate to cases where there are disputes between parents and either the reporter or panel members are seen as taking sides. They have not been upheld. 4. 32 out of 42 complaints have been resolved thus far, of which 11 were upheld and 9 upheld in part. 5. 32 out of 42 were acknowledged within three days, 22 were answered in full within 20 days. Where more time is needed, SCRA should always inform the complainant. 6. No complaints were referred to the Ombudsman in the last year.		

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		Timescale	Action
	7. SCRA has met with the Ombudsman in the last year to look at any improvements possible in our process. This has led to a stronger line being taken in relation to 'vexatious' complainants and to the introduction of an internal training programme. 8. A number of managers have received further training from the Ombudsman's staff. SCRA consequently adopted their material (with permission) and have put together an internal training programme for all managers. This has been delivered once thus far with very good feedback. 9. Lessons from data breaches have been taken forward through the Information Governance Leads Group and reported to the Audit Committee. Where they involve other agencies they have been referred on. 10. Several issues from victims have been logged which will be taken forward with the police, including handling of communications and productions. 11. SCRA is working with CHS both through the Hearing Management Group and the joint Information Governance Group to improve the quality of family experience at hearings and ensure that where joint complaints are made, they are dealt with properly and cross over issues are sorted **Issues arising during discussion:** • There is a standard form of reporting for complaints. • Complaints can be positive in that lessons are learned to improve processes. • The training includes a focus on dealing with difficult/vexatious complainers. **Agreed:** 1. Good progress has been made in this area of work. 2. To approve the Annual Review of Complaints report.		

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		Timescale	Action
13.	**Influencing Report: 1 December 2014 to 1 June 2015** The Principal Reporter/Chief Executive introduced the report which detailed key areas where SCRA had been able to be influential and apply its professional expertise, data and research to particular issues at a national level. **Issues arising during discussion:** • The Children's Hearings (Scotland) Act 2011 has continued to be a focus for activity over this period. • The 2011 Act includes a provision empowering the Scottish Civil Justice Council (SCJC) to make rules of court which would prevent a Relevant Person from personally questioning a child or other vulnerable witness. This reflects similar provisions that exist in the criminal courts. The power was included in the Act at SCRA's request. However, the SCJC has raised a number of questions, including whether existing Rules are adequate to cover the situation and if there are ECHR issues in relation to Article 6. SCRA continues to work with Scottish Government colleagues to respond to these questions and to persuade the SCJC to take action and make the Rules necessary for implementation of these protections. • Work continues with Scottish Government colleagues towards an information sharing power which would allow SCRA to share information in a range of situations including with Child Protection Committees during pre-inspection case audits and with relevant bodies operating the National Referral Mechanism on suspected child trafficking cases. The issue of information sharing is raised at every Accountability meeting. • There is currently no Ministerial or Parliamentary time set aside at this round in relation to the Minimum Age of Criminal Responsibility. **Noted:** The range of activity undertaken covering the period December 2014 to June 2015.		

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		Timescale	Action
14.	**Risks** **Strategic and Operational Risk Registers** The Principal Reporter/Chief Executive introduced the report which provided an update on the Strategic and Operational Risk Registers. **Noted:** 1. The Audit Committee had reviewed the registers at its May meeting. 2. The Risk Reference Group has now undertaken a risk workshop session facilitated by Scott Moncrieff (internal auditors). 3. The risks across both registers focus on the ongoing challenges in the delivery of a safe and effective service at a time of continued change and introduction of new working methods. The focus for the organisation is now to move to sustainable performance delivery and quality of outcomes. 4. The most recent review of the registers indicate: • Operational capacity for safe and effective service delivery remains the significant risk. A full revision of actions and timescales has been undertaken with advice from the Operational Group/Senior Operational Managers. • Service plan and business model (linked to operational capacity) continue to show as high risks but stabilising/improving. The current actions are thought to be adequate but require more time to sufficiently apply. • Medium term ability of CMS to support effective operations – as reported in December, it was expected this risk would decrease and this has been achieved. • Efficiency plan and delivery of sustainable budget are inextricably linked to operational capacity risks and are therefore showing a continued upward trend. **Issues arising during discussion:** • Activity is now underway via the Risk Reference Group around risk measurement and description. • The time and effort spent around developing the risk register process is now producing reports which feel operational rather than “tick box”. • The situation in relation to potential Budget cuts to grant in aid with the consequent implications for service delivery will be monitored.		

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		Timescale	Action
	• Proactive planning is underway to ensure appropriate arrangements are in place to cover the summer holiday period, maternity leaves etc. **Agreed:** To approve the Strategic Risk Register and note the Operational Risk Register. **New Risks** No new risks were identified**.**		
15.	**Date of Next Meeting: 24 September 2015**		

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SCRA Board Meeting Workplan 2015

Business Item								
Strategic/Corporate	**11/12/14**	**22/1/15**	**26/3/15**	**16/4/15***	**25/6/15**	**24/9/15**	**5/11/15***	**10/12/15**
Policy & Influencing Report	✓	~~✓~~			✓			✓
Research Programme		✓						
Annual Strategy Seminar							✓	
Risk Register	✓				✓			✓
Corporate Procurement Strategy						✓		✓
Communications Strategy						✓		
Governance								
Audit Committee Minutes	~~✓~~	✓	✓		✓	✓		✓
Remuneration Committee Minutes		✓				✓		
Development Day Minutes	~~✓~~	✓			✓			✓
Committee Annual Reports					✓			
Feedback on Board Performance							✓	
Nominations Committee Minutes					✓	✓		
Finance								
Budget Monitoring Report	✓		✓		✓	✓		✓
Draft Budget		✓	✓					
Annual Report & Accounts						✓		
Planning								
Draft Corporate & Business Plan	~~✓~~	✓	✓					✓
Annual Workforce Planning Report								✓
Performance								
Organisational Performance Report	✓		✓		✓	✓		✓
Operational								
Chief Executive's Report	✓		✓		✓	✓		✓
Complaints Review					✓			
Equalities Annual Report			✓					
Environmental Update			~~✓~~		✓			
Overview of Policies Annual Report	✓							✓
Inspection Themes Annual Report						~~✓~~ **		

* **Board Development Days**

** **Report scheduled for November Audit Committee**

SCRA Board Meeting Workplan 2015

Business Item								
	11/12/14	**22/1/15**	**26/3/15**	**16/4/15***	**25/6/15**	**24/9/15**	**5/11/15***	**10/12/15**
Health & Safety Annual Report						✓		
Efficiency Report						✓		
Children's Hearings (S) Act 2011	~~✓~~	✓			✓**			
Young People's Board						~~✓~~***		
Equalities Annual Report			✓					
New Bio-diversity Duties			~~✓~~		✓			
Procurement Strategy								✓
Communications Strategy						✓		
Corporate Parenting								✓

*** Board Development Days**
***** Update included in Chief Executive's Report**

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Scottish Children's Reporter Administration
Minutes of SCRA Nominations Committee
held on 5 August 2015 at Ochil House, Stirling

Present:
Carole Wilkinson, Chair, Anela Anwar (Board Member), Andrew Miller (Board Member), Thekla Garland (Scottish Government)

In attendance:
SCRA - Susan Deery, Maryanne McIntyre, Janis McDougall
Scottish Government - Dawn Kofie (Public Appointments) – via teleconference

		Timescale	Action
1.1	**AOB** There were no additional items of business.		
1.2	**Apologies** Apologies were received from Neil Hunter, PR/CE, SCRA.		
2.	**Declarations of Interest** There were no declarations of interest.		
3.1	**Minute of Meeting held on 6 May 2015-** The minutes were agreed as a correct record.		
3.2	**Matters Arising** There were no matters arising.		
4.	**Draft Skills Matrix** The draft skills matrix was reviewed. **Issues arising during discussion:** 1. The option to focus on priority areas dependent on the needs of the Board in terms of skills mix 2. The need to reference that it is not necessary to have all the skills in the "you will have some of these skills section". 3. The needs to cross match the skills with the questions on the application form where candidates are asked for examples of an area of expertise. **Agreed:** 1. To move point (1) 'An understanding of the realities for children, young people and their families in Scotland' the "must have" section.	**28/8/15**	**JMcD**

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		Timescale	Action
	2. To retain the skills at points 2 to 6 and for this recruitment round to delete no.7 ('Financial and procurement expertise, to ensure sound scrutiny and challenge'). 3. To combine points 3 and 4 in the "must have" section – "Sound communication skills which includes confidence in expressing your views, listening to others, speaking succinctly and remaining focussed' and 'Confidence in questioning proposals, debating issue, and putting forward your views'.	**28/8/15** **28/8/15**	**JMcD** **CW**
5.	**Draft Application Pack** The draft application pack was reviewed. **Issues arising during discussion:** 1. The application pack will be incorporated into an Information and Recruitment Pack 2. A further review of the pack will be undertaken to ensure consistency of terminology/language e.g. change "essential" to "must have". **Agreed:** 1. The application for inclusion in the Information and Recruitment Pack subject to cross reference against the context of the skills matrix/information pack material. 2. The life history section to remain at 500 words. 3. The Other/Skills experience section to remain at 250 words per skill. 4. Two areas identified for questions on demonstrable skill to be around communications/team working and an understanding and awareness of issues facing young people. Applicants to be requested to choose one demonstrable skill.	**28/8/15**	**SD/JMcD**
6.	**Draft Information Pack** Members reviewed the information pack. **Issues arising during discussion:** • Various amendments were proposed in relation to the re-ordering of sections, deletion of some of the text to be replaced with links e.g. link to the Ethical Standards Leaflet rather than include the leaflet as part of the document. • The need to highlight diversity into communications being issued about the recruitment.		

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		Timescale	Action
	Agreed: Amendments to be made to the information pack as discussed during the meeting.	**28/8/15**	**CW/SD/ MMcI/JMcD**
7.	**Communications Plan** **Noted:** The draft Communications Plan which will be further populated once dates confirmed for the process. (Dates now confirmed as: Shortlist 11 December; Planning Meeting 22 September with advert scheduled for issue October/November). **Issues arising during discussion:** • The success in raising awareness of the vacancy will be to use all avenues to promote the opportunity - targeting key people and organisations. This could be done via emails, conversations, internally, partner news, partner networks, and social media. • Reference to the upcoming vacancy could be included in the Annual Report • The potential to produce a short film for use as part of the recruitment process. **Agreed:** 1. Press & Comms Manager to explore potential to produce short film and link in with Scottish Government re costs. 2. Dawn Kofie to check if there is currently a generic film clip or if other organisations have used a video clip. 3. Previous advert for Board recruitment to be reviewed. 4. List of networks to be drawn up. (Dawn Kofie to email list used for last round).	**28/8/15** **28/8/15** **28/8/15** **28/8/15**	**MMcI** **DK** **CW/JMcD** **DK** **AW/MMcI** **JMcD**
8.	**Next Steps** **Agreed:** 1. The draft documents as discussed above would be amended and incorporated into an Information and Recruitment Pack. The revised document to be circulated to Nominations Committee members via email for review/approval. 2. Executive Officer to circulate a list of action points arising from the meeting to members to clarify responsibility for areas of work on the documents.	**By 28/8/15** **August** **By 4/9/15** **Immediate**	**CW/JMcD** **CW/JMcD** **JMcD**

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		Timescale	Action
9.	**Date of Next Meeting:** Wednesday 3 February 2015 at 10.30 a.m. at Ochil House, Stirling – the main item of business would be review the recruitment process/lessons learned.		

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SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Scottish Children's Reporter Administration
Minutes of SCRA Audit Committee
held on Thursday 20 August 2015 at Ochil House, Stirling

Present:
Malcolm Dickson (Chair), Andrew Menzies, Bernadette Docherty, Catherine Robertson

In attendance:
SCRA:
Carole Wilkinson (SCRA Chair), Neil Hunter (Principal Reporter/Chief Executive), Ed Morrison (Head of Finance & Resources), Elliot Jackson (Head of Planning & Strategy), Alistair Hogg (Senior Operational Manager), Susan Deery (HR Manager), Lisa Bennett, (Head of Strategy/OD Designate), Janis McDougall (Executive Officer) (Minutes), Iain Gault (CMS Business Development Manager) (Item 10)

External Auditors (PWC)
Lindsay Paterson, Claire Connor

Internal Auditors (Scott Moncrieff)
Susan Mackay

At the start of the meeting the Chair welcomed Lindsay Paterson to her first meeting of the Audit Committee. He also welcomed Lisa Bennett and congratulated her on being appointed to the Head of Strategy/OD post.

		Timescale	Action
1.	**AOB** There were no additional items of business.		
2.	**Apologies** Apologies were received from the Head of Practice & Policy.		
3.	**Declarations of Interest** There were no declarations of interest.		
4.	**Minute of Meeting held on 21 May 2015, Action Log and Workplan** The meeting was agreed as a correct record and the action log and workplan were reviewed.		
5.	**Matters Arising** There were no matters arising.		
6.	**Information Governance**		
6.1	**Case Information and Non-Disclosure Breaches Q1 2015/16** The Principal Reporter/Chief Executive introduced the report detailing the numbers of Non-Disclosure Orders and Case Information Breaches for the period 1 April to 30 June 2015.		

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		Timescale	Action
	Noted: 1. **Non-Disclosure Order Breaches –** nine breaches were reported and these occurred in eight incidents. Six were breaches of Hearing Orders and three were breaches of Rule 9/16. Six of these breaches (five incidents) were caused by SCRA, occurring across five localities. 2. Three of the nine breaches were assessed as high risk, four as low risk and there was no risk assessment for two Non-Disclosure Breaches. 3. **Case Information Breach Incidents**- ten breaches of case information were caused by SCRA and one breach caused jointly by SCRA and a Panel Member. A further six breaches were caused by others. 4. No breaches were assessed as high or medium risk. Twelve were assessed as low risk and for four there was no assessment. 5. All ten of the SCRA breaches were caused by information being sent to the wrong people, in five incidents this was because documents had been attached to another child's Hearing papers. The other five were caused by incorrect information being entered into CMS or CMS not being updated. **Issues arising during discussion:** • Case information breaches are on a downward trend and the focus will be on maintaining that over the next 18 months. • Further work will be undertaken in relation to identification of a particular vulnerability in the process which is at the end point when correspondence is being enveloped. • There are examples of good practice in Grampian in relation to change of address notifications and it is intended to roll these out across other localities/Local Authority areas. • The case studies contained within the report were helpful in understanding how breaches had occurred. • There is now a wider acceptance of collective responsibility across partners in relation to non-disclosure in part due to Scottish Government contacting Chief Social Work Officers. • Issues around the numbers of non-disclosures orders in place will continue to be raised via partner networks at local and national level. • It was acknowledged that SCRA has work to do in relation to its own practice around Rule 16.		

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		Timescale	Action
	• As previously mentioned at Audit Committee, the absence of a national format for reports does not help with redaction of sensitive information – for example it would assist greatly if the address was only mentioned once in a report. SCRA will continue dialogue with Scottish Government and partners around this issue.		
7.	**Quality Assurance and Performance**		
7.1	**Case Sampling Grounds (Follow-up)** The Head of Planning & Strategy spoke to the report detailing the results of the follow-up case sampling grounds exercise. **Noted:** 1. Drafting the Statement of Grounds is a core activity for all reporters. It is the first point when the reporter's position becomes visible to the child and family, as the reporter sets out the legal basis for decision-making. 2. This exercise involved the review of 137 cases. The key finding is of a wide variation in the quality of the drafting and compliance with Practice Direction, resulting in a range from high quality Statements of Grounds demonstrating excellence and careful drafting, to poorly drafted grounds which were not compliant with elements of Practice Direction. 3. Taking the different elements of drafting into account, and alongside the findings from the previous exercise, the findings overall highlight the need for further improvement in the drafting of the Statement of Grounds, and compliance with Practice Direction 7. 4. Whilst is important to recognise that for the majority of reporters, only one set of Statement of Grounds was reviewed for the purpose of this exercise, robust comparisons to the previous exercise can be made on an aggregated basis, as the criteria for selection of cases and the methodology were similarly applied in both exercises. 5. This exercise highlights the importance of proportionate individual performance monitoring and management in relation to drafting grounds.		

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		Timescale	Action
	6. To ensure continuous improvement, including effective mechanisms of sharing and support within localities, an action plan has been constructed by the Head of Practice and Policy (in conjunction with the Practice and Quality Network on 22/07/15) and incorporated in the report to the Audit Committee (Appendices 3 and 4). Discussion around the plan included consideration of the following questions: • How can supervision and appraisal processes in place at an individual level support on-going review of the quality of drafting of grounds? • How can Locality Reporter Managers provide assurance that the drafting of grounds is compliant with Practice Direction 7? • How can the Practice Network/Senior Practitioners further support a consistent approach to the learning and development of reporters in the drafting of grounds? **Issues arising during discussion:** • The wide variation in the quality of the drafting and compliance with Practice Direction given that drafting of grounds is a key role for Reporters. • The follow-up actions from the previous case sampling exercise have been followed through yet the findings overall highlight the need for further improvement • In response to an assurance sought by the Audit Committee, management confirmed that in the 19 cases assessed as insufficient to overall justify the section 67 ground, no child was adversely affected or put at risk. • Consideration to be given to: o limiting the key activities in the action plan to focus on the activities that could generate the most improvement. o SCRA moves to a formal scheme of CPD for Reporters o A coaching approach to supervision of grounds e.g. “bring along some cases to a supervision session” and more targeted support where necessary (e.g. via direct practice observation). • The Practice Direction as currently drafted is sufficiently detailed and does not require further amendment. • The terminology should be “learning and development” rather than training.		

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		Timescale	Action
	Agreed: 1. To approve the management action plan as detailed in the report but the focus should be on professional and personal development. 2. A further follow-up exercise to be undertaken within one year (but timing to be towards the end of that period). 3. The Senior Team, on behalf of the Audit Committee, to provide the clear message to localities that this is an area of work which needs to be improved upon.	**End Aug 16** **Aug 15**	**LB** **NH/MS/ TP/AH**
8.	**External Audit**		
8.1	**Annual Report 2014/15** The Principal Reporter/Chief Executive spoke to draft Annual Report for 2014/15. **Noted:** 1. The report has been written and designed in-house by the Press and Communications Team and the format of this year's report is similar to previous years (e-book format when published). 2. For the sixth year now, the report will not be printed, however, as always a PDF version will also be available on our website should people wish to print the report. 3. As with previous years, the report includes a foreword, authored by SCRA's Chair and an introductory message from SCRA's Principal Reporter/Chief Executive. 4. The report also includes some of the highlights and achievements in 2014/15, including the now regular 'year at a glance' section. 5. The report contains a summary statistical report, which provides statistical information and analysis on referrals and on children and young people referred to the Reporter in 2014/15. The more in-depth Official Statistics was published on 30 July 2015. 6. Due to changes in reporting regulations (as advised by our external auditor), the Annual Report will no longer include the abbreviated accounts. Instead the full Annual Accounts will be published as a separate document, but still part of the Annual Report suite of information on 29 October 2015. The full Annual Accounts will be presented to the Board on 24 September 2015 for approval.		

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		Timescale	Action
	7. As with previous years, a copy of SCRA's Annual Accounts 2014/15 will be laid in the Scottish Parliament at the same time as the Annual Report. 8. The Annual Report 2014/15 is topped and tailed with additional information including: • An overview of SCRA's vision, values, outcomes and customer commitment. • A note of the SCRA Board Membership in 2014/15. • The Annual Report ends with a section 'looking ahead' - a joint message by the Chair and PR/CEO to reflect the fact we are now more than half way through the new financial year (2015/16), and this is the fifth year we have had this section and it seems to work well. **Publication Arrangements** 9. SCRA will liaise with the Scottish Government to place the Annual Report in the Scottish Parliament before it is issued to staff and partners. 10. The Annual Report 2014/15 and supporting documents (Annual Accounts and Sustainability Report) will be distributed to partners via our e-news bulletin. The e-news bulletin is issued every quarter to local and national partners (including Panel Members) who have subscribed to the e-news. 11. The e-news item will link to the full report and supporting documents on our website. 12. A latest news item will be placed on Connect, SCRA's intranet so staff are fully aware. There will be a feature in a future edition of the staff e-zine, the National Reporter. 13. The report will be placed on SCRA's website just before it is released publicly. 14. We will Tweet about the publication of the report on SCRA's Twitter site and encourage re-tweets from followers. **Issues arising during discussion:** • The Audit Committee congratulated the Press & Comms Team on the work undertaken on production of the Annual Report. • The Cabinet Secretary has sought additional information on attainment of performance targets in 2015/16.		

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		Timescale	Action
	• Amendments to the text of the report as follows: o Text to be reviewed in presentation terms around performance targets o Chair's Foreword – context to be added in relation to referrals stats o People Section – VR/VER – rephrase sentence to: "In December 2014, to reduce headcount and costs we launched a further round of voluntary redundancy/voluntary early retirement". **Agreed:** 1. Subject to the amendments noted above to approve, for submission to the Board, the draft SCRA Annual Report 2014/15 and the arrangements for its publication. 2. Redrafted text to be circulated to Audit Committee members for information. 3. The Press & Comms Team will check that Sponsor Team are content with the draft text.	**Sept 15** **Sept 15** **Sept 15**	**NH** **NH** **NH**
8.2	**Report to those charged with Governance on the 2014/15 Audit (ISA 260) and the Management Representation Letter** Lindsay Paterson and Claire Connor spoke to the report detailing the audit of the financial statements of SCRA for the year ended 31 March 2015. **Noted:** The content of the External Audit Annual Report for the financial year ended 31 March 2015 and in particular that, subject to finalisation of the financial statements and their approval by the Board, the external auditors are expecting to issue an unqualified audit opinion. **Issues arising during discussion:** • The Committee welcomed the content of the report which they felt was more comprehensive than in past years. • The document has a dual purpose – it is both for the Audit Committee and the Auditor General. • The challenging of the Pension assumptions was a good example of proactive management by the Finance Team and of co-operation with the external auditors.		

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		Timescale	Action
	• Minor amendments were noted in relation to phrasing o – avoid use of acronyms o page 3 – "misstatements identified" – rephrase/expand o Page 12 – add reference to say SCRA has not "yet" developed detailed plans …" o page 15 – expand on the "one item outstanding". o Page 20 – rephrase to "in discussion with Sponsor Team" rather than "SCRA have agreed". o Page 20 – General Fund Recommendation – remove "the ways in which the organisation will be funded in future years". • Financial Sustainability - the recognition of the budget gap has added value to the audit. • Appendix 1 – Journals Insight - The Committee questioned the inclusion of this in the report given there was no comparative data. In response, PWC advised they would undertake benchmarking with other public sector clients for next year's report and they may focus on other areas in future. The Committee could see the value in providing this type of analysis but that it did not necessarily need to be contained within the report. • The satisfactory management responses to the Action Plan recommendations. • Management Representation Letter o Terminology to be clarified "Director" or Chief Executive/Accountable Officer/Board Members o Retirement Benefits – change sentence in relation to "the following assumptions are the assumptions recommended by the Actuary for all employers in the LGPS" as it is not accurate • The report will be used during discussions on sustainability with Scottish Government. **Agreed:** Subject to amendments as noted above, to approve the External Audit Annual Report and Management Representation Letter for submission to the Board.	**Sept 15**	**PWC/EM**

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		Timescale	Action
8.3	**Draft 2014/15 Accounts** The Head of Finance & Resources introduced the report which detailed the draft 2014/15 Annual Accounts. **Noted:** 1. PricewaterhouseCoopers (PwC) has completed the audit of the SCRA's 2014/15 accounts and has submitted a final audit report to the Accountable Officer. 2. The audit report expresses an unqualified opinion on the financial statements and on the regularity of the financial transactions. 3. The summary of issues (detailed in the covering report) arising from the Accounts in relation to: • Pensions Deficit • General Fund Decrease • 2014/15 Property Plan and Equipment Disposals • ISA 260 Report • Management Representation Letter. **Issues arising during discussion:** • Revision of Pension Figures – the Finance Team had pro-actively challenged assumptions made by the Actuary and it had been helpful to have PWC input prior to requesting a recalculation. • Staff absence rate was high – this is being actively managed and strategies in place to reduce the figure. • The Head of Finance & Resources has benchmarked the governance statement against other organisations and it will be expanded for next year's statement. • Minor amendments in relation to signatures required, dates to be added, presentational formatting. **Agreed:** To approve for submission to the Board (subject to minor formatting referenced above): • The 2014/15 annual accounts for signature by the Accountable Officer and for an extract to be included in SCRA's Annual Report 2014/15; and • The Management Representation Letter for signature by the Accountable Officer.	**Sept 15**	**EM**

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		Timescale	Action
8.4	**General Update** Lindsay Paterson, PWC spoke to the general update report. **Issues arising during discussion:** • The Audit Committee is looking for updates on issues relevant to SCRA e.g. guidance notes, developments around corporate governance, technical updates. • It would also be helpful to hear about reports which although not directly relevant to SCRA include wider lessons for all organisations – an example of this is the recent Scottish Fire and Rescue Service report (May 2015) which identified governance and sustainability issues and recent NHS National Reports. **Noted:** The general update report and that the next report will include more detail on the Audit Scotland consultation underway on the Code of Audit Practice.	**Nov 15**	**PWC**
9.	**Internal Audit**		
9.1	**2015/16 Plan Update** Susan Mackay, Scott Moncrieff spoke to the 2015/16 plan update report. **Noted:** 1. The timing of the first locality review has been moved but overall the plan is running to the agreed schedule in terms of reporting to the Audit Committee. 2. The internal auditors had facilitated a risk workshop in June for the newly established Risk Reference Group. Positive feedback has been received on this and a follow-up session is scheduled for September building on the initial session around risk to focus on locality risk registers and the organisation's risk appetite.		
10.	**Case Management System: User Interface Improvement Programme Update Report** Iain Gault, CMS Business Development Manager spoke to the report which provided an update on the progress of the CMS User Interface (UI) Improvement Plan.		

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		Timescale	Action
	Noted: 1. The main elements of the plan were threefold: • systematic revision of all the existing forms and user interfaces in the system, informed by on-going user and business input. • systematic refinement of the worst performing queries and searches in the system, improving response times and freeing up server capacity. • stripping out redundant processes and workflows and amending particular processes to make them more robust and reliable. 2. The plan was implemented in three broad phases corresponding to the functional and technical design of the system. 3. The CMS User Improvement Plan has now been concluded. The application has been systematically revised in conjunction with CMS users, and, in particular, the National Users Group with all changes having been approved by the CMS Change Authorisation Board.. It is now more consistent, reliable and user-focussed, and forms a stable platform on which we can base further development over the next period. **Next Steps** 4. A User Satisfaction Survey has been developed and will be issued to staff in August 2015. 5. Half day training sessions are being arranged for all CMS Users to take place in September 2015. The purpose of this training is to maximise the benefits of the changes that have been made by ensuring that all users are familiar with the new features and are able to fully utilise them. This follows a successful session with the NUG, during which all the changes and enhancements were reviewed and user experience was shared by members of the group. 6. Towards the end of the UI Plan, it became evident that the functionality around appeals would require a more root-and-branch revision than had been originally envisaged. The main reasons for this are the complexity of the associated processes and the fact that the changes introduced by the 2011 Act have fundamentally altered the nature of appeal disposals in a way that makes it impractical to attempt to simply update the existing functionality.		

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		Timescale	Action
	7. As a consequence of this, in conjunction with colleagues from the Practice Team, work has begun on a new appeal process which will replace the existing one. A prototype of the new functionality has been developed but will require further work and extensive testing. Going forward this work will be managed by the CMS Change Authorisation Board. **Issues arising during discussion:** • The improvement programme has achieved its objectives and opportunities were taken to develop it further. • The majority of the development work was undertaken in-house with only limited external support. It was acknowledged that the development undertaken would not have been affordable if the work had been outsourced. • The system is now in line with the 2011 Act. • CMS is an enabler for the Digital Strategy. • Feedback from Board member office visits confirmed that staff morale and comments in relation to CMS were much more positive. **Agreed:** It will be important to plan in relation to sustainability/succession planning for the IT Technical Team. Audit Committee members wished to record their thanks to the team for the significant amount of work undertaken on this project and for the successful delivery of the Improvement Programme.		
11.	**Pensions Update** The Head of Finance & Resources spoke to the Pensions Update report. **Noted:** 1. The summary of items discussed at the meeting of the Falkirk Council Pensions Committee/Board held on 26 June 2015. 2. The Fund Performance Review in the quarter ending 31 March 2015 as detailed in the report.		

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		Timescale	Action
	3. The Head of Finance and Resources attended an LGPS training seminar in Glasgow on 26th May 2015. The topics covered at the seminar included: • Background to regulatory changes, overview of new boards • Overview of the responsibilities of pension boards and an introduction to TPRs Trustee Toolkit • Scheme Advisory Board: The English and Welsh Experience • Current issues in LGPS funding and administration • LGPS Investment trends 4. SCRA's Remuneration Committee approved a revised Discretions Policy in June 2015. The Policy was submitted to Falkirk Council in time for the publication date of 30th June 2015. 5. The Draft 2014/15 Annual Accounts report (item 8.3) set out the results of the IAS19 pension fund valuation and the impact of revised valuation assumptions requested by SCRA management in consultation with SCRA's external auditors and two other bodies in the Falkirk Fund, SEPA and Scottish Autism. **Agreed:** The Head of Finance & Resources will email Audit Committee members detailing the procedures for a member requesting a pension transfer from the LGPS. (He also confirmed that the member requires to sign a form which states the member has taken independent advice prior to the transfer being finalised).	**Sept 15**	**EM**
	New Risks **Agreed:** To review the Strategic Risk Register to check that the risk around financial stability is appropriately recorded to reflect the current position.	**Sept 15**	**NH**

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At the conclusion of the meeting the Audit Committee met privately with the Internal and External Auditors.

Following that meeting, Audit Committee members reviewed a few external governance failures in terms of identifying current themes/lessons to learn.

SCRA(SEPT15)5

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Board Dates November 2015 to March 2018

Accountable Member: **Board** Chair **Date:** 7 September 2015

Recommendation:

To approve SCRA's Timetable of Board and Committee Meetings from November 2015 to March 2018

Reason for Report:	Board Approval
Resource Implications:	Within approved plans
Strategy:	Within approved plans
Consultation:	Board Members Executive Management Team
Equalities Duties:	Equalities Impact Assessment not required
Document Classification:	Not protectively marked

Scottish Children's Reporter Administration
Schedule of Board and Committee Meetings 2015-2018

Board Meetings - 10.30 a.m. to 4 p.m.
Thursday 24 September 2015*
Thursday 5 November 2015 (Development Day)*
Thursday 10 December 2015*
Thursday 21 January 2016*
Thursday 17 March 2016*
Thursday 28 April 2016 (Development Day)
Wednesday 22 June 2016
Thursday 22 September 2016
Thursday 3 November 2016 (Development Day)
Wednesday 14 December 2016
Wednesday 25 January 2017
Thursday 23 March 2017
Thursday 20 April 2017 (Development Day)
Thursday 22 June 2017
Thursday 28 September 2017
Thursday 9 November 2017 (Development Day)
Thursday 14 December 2017
Thursday 25 January 2018
Thursday 22 March 2018

Audit and Risk Committee (all Thursdays) 10.30 to 1 p.m.
20 August 2015*
19 November 2015*
18 February 2016*
19 May 2016
18 August 2016
17 November 2016
23 February 2017
18 May 2017
17 August 2017
23 November 2017
22 February 2018

Remuneration and Succession Planning Committee (meets same day as Board)
Thursday 10 December 2015*
Wednesday 22 June 2016
Wednesday14 December 2016
Thursday 22 June 2017
Thursday 14 December 2017

Nominations Committee (to meet annually and as required)
Next meeting scheduled for 3 February 2015* – further dates to be agreed thereafter

* Dates previously agreed

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Chief Executive's Report

Accountable Director: Neil Hunter **Date:** 24 September 2015

Recommendation:

1. To note the content of the Chief Executives Report

Reason for Report:	At request of Board
Resource Implications:	*n/a*
Strategy:	*n/a*
Equalities Duties	*Indicate whether an Equalities Impact assessment is required and has been completed. Describe in the body of the report any issues/findings/adjustments that have been made.* Equalities Impact Assessment Required/Completed **Yes** ☐ **No** ☒ **Issues/action points:**- update report only, no policy, practice or financial consequences/implications
Consultation:	
Document Classification:	***Open***

1. Staff Partnership

1.1 The National Partnership Forum met on 5 August. The key areas under discussion were:-

- Partnership Forum workplan
- Workload Survey (see section 5.1)
- Digital Strategy – ensuring good engagement and communication on this key strategy
- LSM – job description review – update (see section 5.2)
- Sustainability, Quality and Improvement Programme, reviewing 2 project initiation documents (PID's) on Reporter Capacity and Court
- Agreeing a Head Office Partnership Forum remit - recognising the need to improve engagement and communication across Head Office
- Health and Wellbeing – update on the joint programme of activity
- Equalities Network – update
- Financial update – with an emphasis on the forthcoming spending review round
- Risk Reference Group – an update on this new SCRA structure to embed the principles of risk management

2. Staff survey

2.1 The 2015 staff survey attracted more returns than ever before – 302 people registered for the survey – just about three quarters of everyone who works in SCRA.

2.2 SCRA had a very difficult set of staff survey results in 2014, not surprising in many ways given the difficulties we had been experiencing over that period. The work we have all being doing over the course of the last 18 months at national and local level– on CMS improvement, on health and well being, on improving communication, partnership and engagement across SCRA the 2015 results in general an encouraging improvement. Some of these improvements are significant, with others more modest.

2.3 The EMT have been keen to emphasise that everyone who works in SCRA has made a contribution to these improvements and that the momentum created must be continued in order to build the kind of organisation we aspire to:-

- that our staff and Board feel very proud of,
- which delivers excellence for children and young people,
- which values our skills, experience and knowledge and our partnerships with
- has respect for each other and those we provide support and help to at its core.

2.4 The key findings for 2015 are :-

- Overall I **enjoy my job** - 79% positively rate this - an increase of 6% from 2014
- **Morale** at work – 71% positively rate this an increase of 12% from last year
- **Motivation** in my job – 87% positively rate this – an increase of 8% from 2014
- **Support from colleagues**- 89% positively rate this – an increase of 7% from last year
- **Support from my line manager** – 85% positively rate this – an increase of 5% from last year
- **Demands** on me at work are reasonable – 68% rated this positively – an increase of 13% in 2014
- Support from my manager **when my work is not manageable** – 68% rated this positively – an increase of 25 from last year
- **Feedback on my performance** – 76% rated this positively – an increase of 2% from 2014
- **My opinions are sought** – 73% - an increase of 2% from 2014
- My manager holds **regular team meetings** – 60% said yes – which is the same as in 2014
- **I have regular supervision** with my manager – 65% say yes – which has not changed since last year
- **Personal and professional development** opportunities – 59% rated this positively – an increase of 1% in the last year
- **Satisfaction with communication** in SCRA – 61% rated this positively – an increase of 5% in the last year
- **The EMT are honest in** their communications – 51% rated this positively – an increase of 6%

2.5 Results of the staff survey at team level have now gone to LMT's and Head Office Managers with a clear expectation of discussion and focus on these at local team meetings, managers' meetings and ultimately with resultant supporting activities being reflected in Locality Plans.

2.6 The joint SCRA/UNISON Health, Wellbeing and Staff Survey recently met to consider these results. We quickly formed the view that whilst steady progress is being made in many areas – but the stand out issues are

- face to face communication via team meetings,
- regularity of supervision and
- opportunities for development

2.7 These are the 3 themes that will be taken forward in the organisation as priorities for 2015/16. These were emphasised in the recent Managers network event in September.

2.8 The trends over the last 7 years are shown at appendix A

3. Strategic partnerships

3.1 The Children's Hearings Improvement Partnership (CHIP) met on 10 September. The agenda is shown at appendix B for Board Members information. Key aspects of the day were:

- Follow up research by SCRA on permanence planning for children
- SCRA research on Child Protection Orders
- Output of a recent round table event involving CHS, SCRA, Social Work Scotland and the Scottish Government
- Research commissioned by the Scottish Legal Aid Board and being delivered by CELCIS

3.2 A renewed statement of vision and commitment from CHIP members on tackling some of the most difficult and contentious issues in the Hearing System (balancing children's rights and human rights, contact decisions, legal representation, timescales, voice of the child) in a constructive and focused way, with committed ownership to making and sustaining progress quickly. The emphasis on disciplined and composed leadership was emphasised in discussions and agreements about the way forward.

3.3 The CHIP has adopted a single branding which was developed by the SCRA team. The CHIP brand is a powerful symbol of unity of purpose and intent – it signifies that all of the CHIP partners are signed up to and agree with approved actions – in a report, a guidance document, a piece of research or a briefing sheet. It is a signal that the CHIP has endorsed branded work and that there is a unity behind it – but also that there has been debate, discussion and good governance in deciding what carries the CHIP brand. It says to the outside world that partners are trying to create a collective momentum that isn't available to us singularly as individual agencies.

3.4 Scottish Government has recently refreshed the national Youth Justice Strategy. SCRA has been leading on the 'high risk' workstream via the Senior Operational Manager for East and Central Scotland group up to this point. Scottish Government are still working through the changes to the strategic oversight of YJ which will include a Youth Justice Improvement Board on which the PR/CE and Head of Practice and Policy will sit. The Centre for Youth and Criminal Justice (CYCJ) is under review alongside the other institutions (CELCIS and With Scotland) working in the field and funded by government.

4. Young Peoples Board

4.1 The first phase of securing inter-agency support for this initiative and establishing an initial planning group has now been compete. The proposal developed and supported by SCRA has gained wide ranging approval from CHS, Social Work Scotland, the inter-agency Children's Hearings Improvement Partnership. A small initial planning group involving the Scottish Government, CHS, Who Cares? Scotland and Young Scot has been established.

4.2 A number of scoping exercises have been commenced. SCRA has agreed to underwrite the next phase of the work – which will focus on mapping of current activity and engagement and dialogue with young people about an operating and delivery model. SCRA will second a member of staff, initially for 6 months to undertake this work. Whist this activity is being financially supported by SCRA in the first instance – its is hoped that some of the resource will be re-couped in our ongoing approaches to several key organisations such as Inspiring Scotland and the Life Changes Trust.

4.3 Our joint work with the Family Justice Young Peoples Board in England and Wales is ongoing. Staff from the joint Engagement and Participation Group attended a full meeting of the FJYPB to assess content, delivery, support and financial arrangements that are in place there. This will prove to be a valuable insight into how the basis of a Scottish model might be developed.

4.4 The development of the Young Peoples Board remains on track for September 2016.

5. Human Resources and workforce

5.1 Understanding Workload Capacity

5.1.1 The Board will be aware of the Workload Recording Exercise that was undertaken in partnership with UNISON to better understand who, when and on what activities Locality staff are working on. The overall remit was to answer the question 'capacity vs. resources – do we have enough staff to deliver our services?' Two exercises have been undertaken, on average involving more than half of all staff recording their activity and time spent at work over four relatively average weeks.

5.1.2 We now have a great deal of rich data that will inform a number of work programmes, including Spending Review, Reporter Capacity, Court and Smart Working. But principally, we have been able to assess our resource position. 80% of our resource was available during the recording period and with 4.8% of additional hours worked we were able to deliver our services to children and young people. On this data, we are clear that SCRA is not over-resourced and that, after five rounds of VER/VR we are close to SCRA's *de minimus* staffing level.

5.1.3 The exercise has left us with robust baseline data on which to forecast and monitor workload trends, capacity and activity against future exercises.

5.2 Locality Support Manager Consultation

5.2.1 The generic Locality Support Manager Job Description has been subject to significant consultation over the summer period with postholders, line managers and EMT. The review of the JD will progress in partnership with UNISON and it is intended that this conclude by December, 2015.

5.3 Head of Strategy and Organisational Development

5.3.1 Following significant interest in the above post, and a comprehensive selection process, Lisa Bennett, SCRA's Data Manager, will take up post on 14th September, 2015.

5.4 Joint Head of IT

5.4.1 Lawrie McDonald, will start with SCRA and CHS on 14th September, 2015 in the first jointly appointed shared service post. Lawrie will manage SCRA's IT Team and lead the implementation of IT strategies, including the Children's Hearings System Digital Strategy.

6. Information and Research

6.1 Requests for information

6.1.1 In period 06/06/2015 to 04/09/2015:

6.1.2 SCRA received 10 requests under the **Freedom of Information (Scotland) Act 2002** (FOISA). All were responded to within 20 working days, with average response time of 9 days. There was one request for a review on how the request had been responded to.

- Two requests from Scottish Parliament: (1) Jackie Baillie, MSP on numbers on women on Boards and the senior management team, and (2) Parliamentary researcher for data of 8 to 11 year olds referred for offending.
- Two from lobby groups: (1) Business for Britain on payments to the Confederation of British Industry, and (2) Taxpayers Alliance on spending on art.
- UNISON made a request for information on assaults on staff.
- Sunday Post requested information on properties that SCRA rents, and pays rent on.
- Three students made FOISA requests.
- Parents of a victim of an offence requested information on the perpetrator.

6.1.3 SCRA received 12 subject access requests under the **Data Protection Act 1998**. 81% were responded to within 40 calendar days, at an average response time of 30 days.

6.1.4 Six requests were from parents/relatives of children referred, 4 were from solicitors representing parents/relatives, and 2 were from individuals referred as children.

6.1.5 SCRA received 7 requests from Disclosure Scotland under the **Protection of Vulnerable Groups Scheme**. Four were for information about parents/relatives of children referred to the Reporter, two for information on individuals who had been referred to the Reporter on offence grounds as children, and one for information on a young person under 18 years old

referred to the Reporter on offence grounds. All were responded to within 28 days.

6.2 Research

6.2.1 SCRA's report on **Child Protection Orders** was published on 30th August. It has been positively received, and has prompted a number of local authorities to review their practice. There was some media coverage at local level. The report is being presented to the Children's Hearings Improvement Partnership (CHIP) on 10/09/2015 and the Child Protection Committee Chairs Group on 16/09/2015. Children in Scotland published an article on the CPO report on 07/09/2015.

6.2.2 The research report: '**Permanence Planning and decision Making for Looked After Children in Scotland. Adoption and Children (Scotland) Act 2007'** was discussed at a meeting with key stakeholders on 20/08/2015 where it was agreed that there should be a co-ordinated multi-agency response to the research findings. This will be further discussed at the CHIP meeting on 10/09/2015. We don't have a publication date yet, but the Scottish Government has indicated that it would want to publish towards end of September.

6.2.3 An article: '**Hearings System Apprenticeship – Scotland'** by Zoie Sneddon was published in the July 15 edition of the journal of the International Association of Youth and Family Judges and Magistrates.

7. Head of Practice & Policy

- Attendance at the following:
  - APEX Lecture on the future of Justice Reform
  - Non-Disclosure Improvement Project led by CELCIS in Glasgow
- Meetings
  - Along with the PR/CE involved in a round table discussion about the Hearings System
  - Further meeting of the Joint Information Governance Group between SCRA and CHS
  - Along with the PR/CE met with Scottish Prison Service in relation to G4S and problems encountered in their punctuality of escorting prisoners to hearings
- Work underway with:
  - Children 1st and Scottish Government on performance monitoring of safeguarders
  - Scottish Government in relation to revision of statutory guidance on GIRFEC
- Gave talk to Scottish Child Law centre on Minimum Age of Criminal Responsibility (MACR)

8. Senior Operational Managers

8.1 Overall teams remain fairly stable. There are some very localised challenges due to sudden ill health absence (see para 8.19 and 8.21). Performance continues to improve, particularly in relation to management of delay. Localities will soon be considering the results of the staff survey, which shows a generally improving picture from last year. Each Locality has received their own Locality reports and these will be considered at LMT's.

8.2 Performance Review meetings are due to commence at the end of September and continue through to the end of October. The Localities are fully informed and committed to these reviews, and there is an appreciation that this will be a developing process. A standard agenda has been agreed, with the main focus being the Locality Plans. Following discussions at a recent Performance and Improvement Network (PIN) meeting, attended by Tom and Alistair, it was agreed that both SOM's would attend all Locality Performance Reviews for at least the first round. This will help ensure consistency of approach, enable better sharing of info, and provide a bit of independent overview.

8.3 Glasgow

8.4 There is a clear sense of stability in Glasgow, with a settled staff group and improving performance. A recent initiative to reduce afternoon Hearing sessions to 2 cases has brought benefits, taking pressure off those involved in the Hearings and reducing the number of late finishes.

8.5 There has been a lot of recent commentary, some of it in the national press, which has emanated from Glasgow regarding concerns about legal representation in Hearings and how this impacts on achieving the best interests for the child. Glasgow LRM's have been fully engaging partners on this issue, trying to provide a more balanced picture. Many of the comments that are made are based on anecdotal evidence, and some of them are without any real foundation. The Glasgow LRM's are mirroring the approach of the PR/CEO in encouraging dialogue and mutual respect. There are clearly emerging issues regarding the effects of some legal representation, but the way forward lies in a multi-agency approach rather than a blame culture.

8.6 North Strathclyde

8.7 NS was one of the Localities visited by Scott Moncrieff as part of the audit on Locality empowerment. The LMT prepared very well for this and provided excellent information and an honest dialogue for the auditors. A report will be produced soon, but verbal feedback seems to be positive, with recommendations in relation to matters that the LMT have already started working on.

8.8 Overall the Locality continues to perform at a high level, and staff absence has reduced substantially from the extreme levels experienced last year.

8.9 Grampian

8.10 The Locality is delighted to see the return of their Senior Practitioner from maternity leave. This will give them a real boost, as they did not backfill this post in order to achieve savings targets. They have an opportunity now to review how they deploy their SP, with a focus on driving improved quality of service.

8.11 There has also been a significant change in the support team, with 4 new staff arriving into establishment posts. This will be a challenge in relation to maintaining levels of work until new staff are fully trained, but also brings a very exciting new dynamic to the Locality.

8.12 There are still problems regarding the Air Conditioning system/working environment which Property team are advancing as quickly as possible.

8.13 Highlands and Islands

8.14 The main issues in the Locality relate to the various property projects. Lerwick work has virtually been completed, with staff now occupying the new floor and Hearing facilities. Feedback indicates that this is a great improvement on the previous situation.

8.15 Stornoway has hit a significant problem with the Landlord proving very difficult to agree lease terms with, and also not proceeding with pre-entry work that he had previously agreed to do. This is being addressed as a matter of urgency.

8.16 Inverness has experienced problems as well, with regard to the Landlord carrying out work prior to entry. However, this is now looking more optimistic that this will happen very soon. However, it is now inevitable that the team will have to remain in Academy Street past the current lease expiry. Negotiations have commenced with the existing Landlord for a short extension.

8.17 Also of note in H & I is the Western Isles inspection, with the report due to be published soon. The LRM and Senior Practitioner, who is also the Reporter in Stornoway, have worked extensively to drive improvement is Children's Services and it is hoped that the inspection report will provide a springboard for future improvements.

8.18 Ayrshire

8.19 The Locality is working towards their integration/co-location at the Kilmarnock office, due for late November/December. Operationally Ayrshire remains one of the busiest teams in the East and Central area (as noted in the OPR) Performance and well-being is being impacted by a combination of significant LTS, other sick leave and maternity leave(2). The team is showing signs of stress and plans agreed to address the gaps especially around Reporter and reception cover.

8.20 Lanarkshire/Dumfries and Galloway

8.21 The Dumfries office is similarly adversely impacted by staff absence – the only 2 full time Reporters are now both subject to on-going treatment for serious conditions requiring long term absence from work. The location and size of operation at Dumfries means it has a limited capacity to cover any additional work so again plans are in place to fill the emerging gaps. Staff from Hamilton and elsewhere in the country can be relied up to provide a degree of cover but additional resources will be required and is being factored in.

8.22 Tayside and Fife

8.23 Tayside and Fife are maintaining a very good standard of performance despite the high number of CPOs taken month on month. Alongside this significant improvement, the difference in staff morale is notably more positive and our facilities in Perth will be much improved if the move from Kinnoul Street can be achieved, now that we have secured the capital from Scottish Government to invest.

8.24 South East

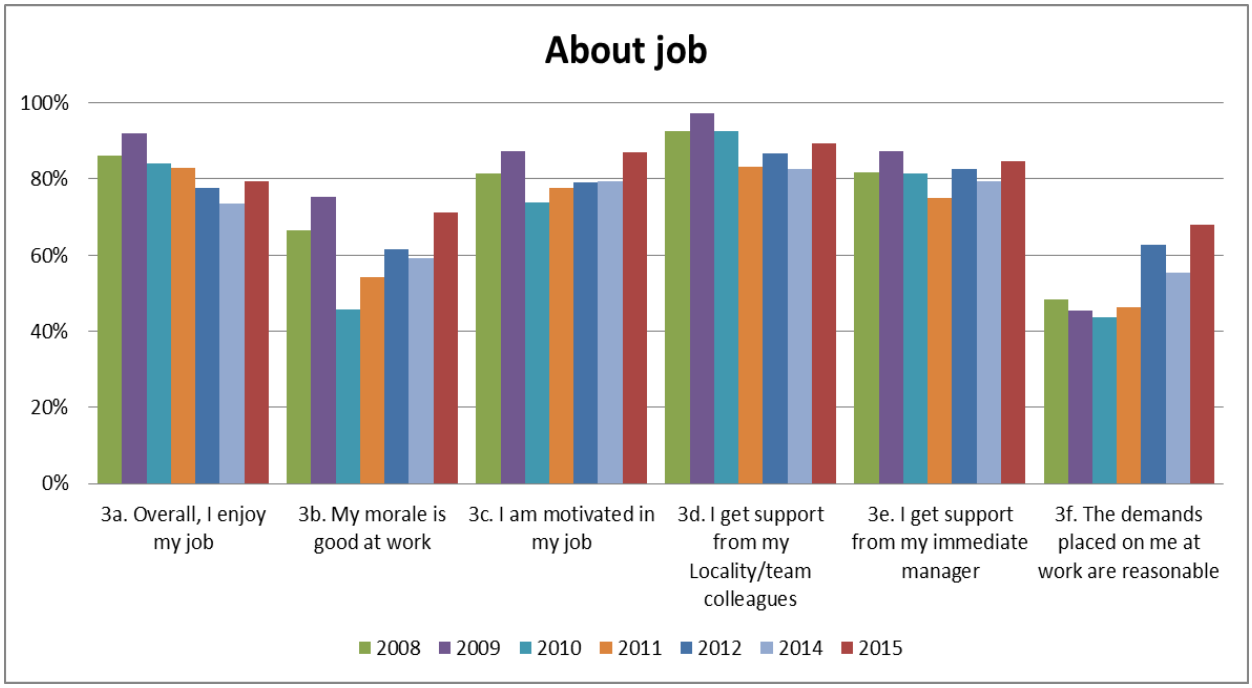
8.25 Performance in South East continues to be best in the country, whilst the staff survey outcomes suggests morale and satisfaction levels amongst staff is also relatively high. We are now talking with managers about next steps in an improvement journey which has already generated many ideas and approaches now being adopted in other locations.

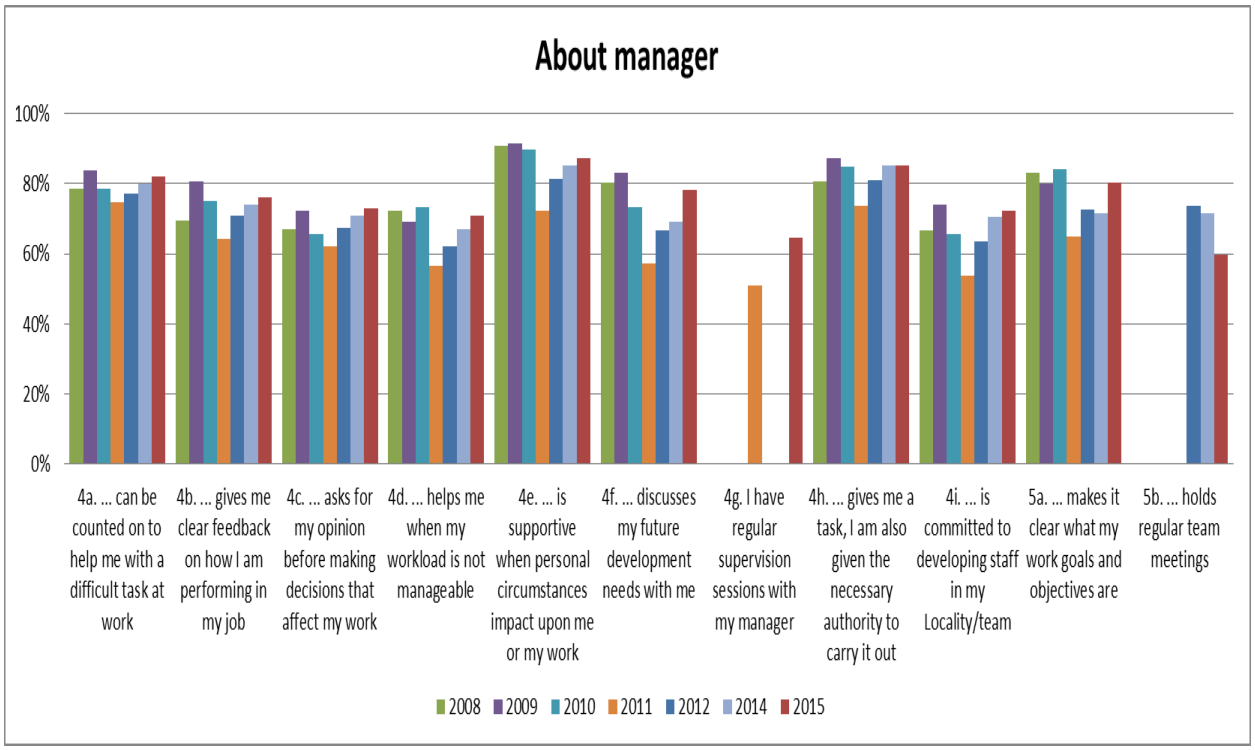
8.26 Central and West Lothian

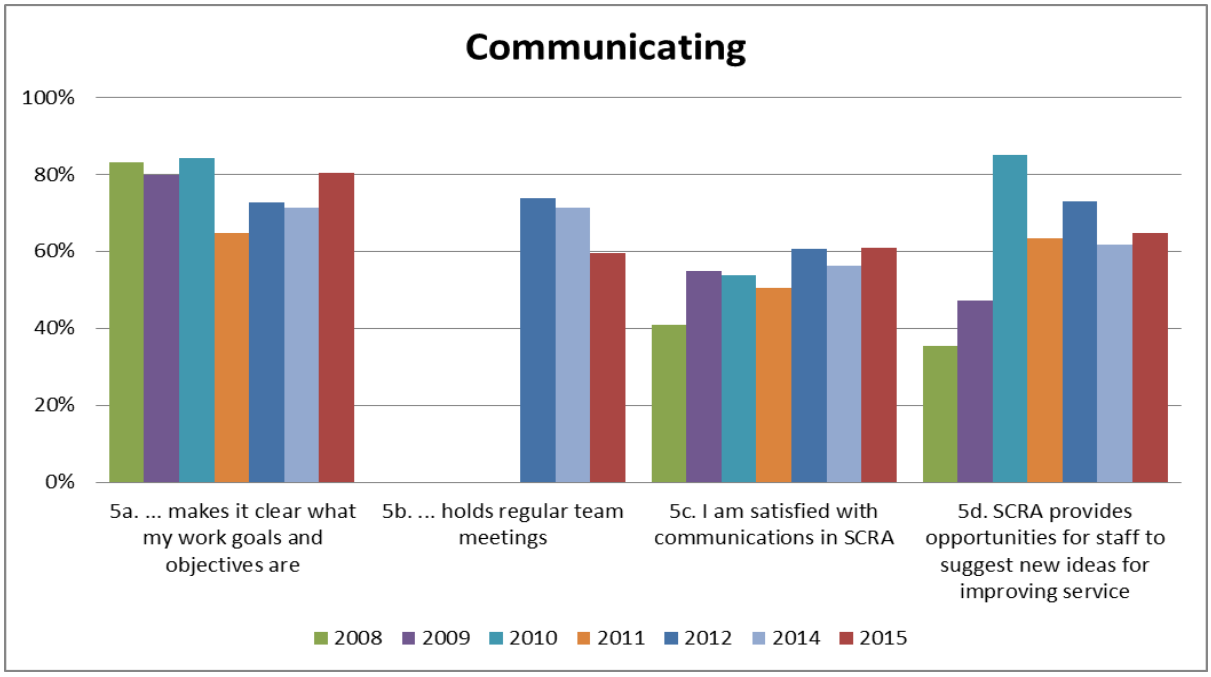
8.27 As with South East, the notable story here is in a marked up turn in performance allied to good staff survey results. The management team here have initiated significant changes in systems and workload allocation with the active help of all staff. The improvement here is very evident with of course more still do. The overall effect of this positive upturn even during our most pressured time, is reflected in the national performance figures.

8.28 There are some localised difficulties in Clackmannanshire as we transition to a new site in Alloa. However these difficulties are providing the vehicle for us to builds a constructive and objective collaboration with CHS on how we jointly resolve property issues.

Appendix A – staff survey results 2008 - 2015






Communicating
100%
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5a. ... makes it clear what my work goals and objectives are
5b. ... holds regular team meetings
5c. I am satisfied with communications in SCRA
5d. SCRA provides opportunities for staff to suggest new ideas for improving service
2008
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2010
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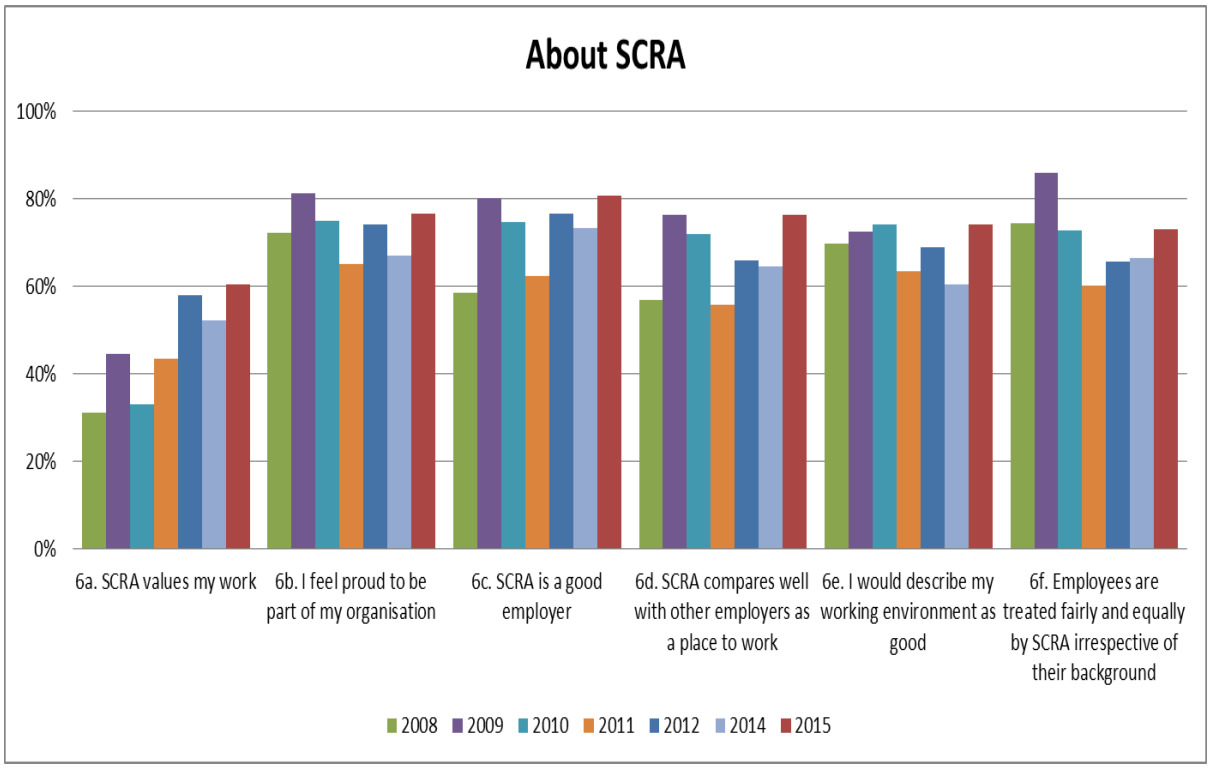
2014
2015


About SCRA
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6a. SCRA values my work
6b. I feel proud to be part of my organisation
6c. SCRA is a good employer
6d. SCRA compares well with other employers as a place to work
6e. I would describe my working environment as good
6f. Employees are treated fairly and equally by SCRA irrespective of their background
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2009
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2011
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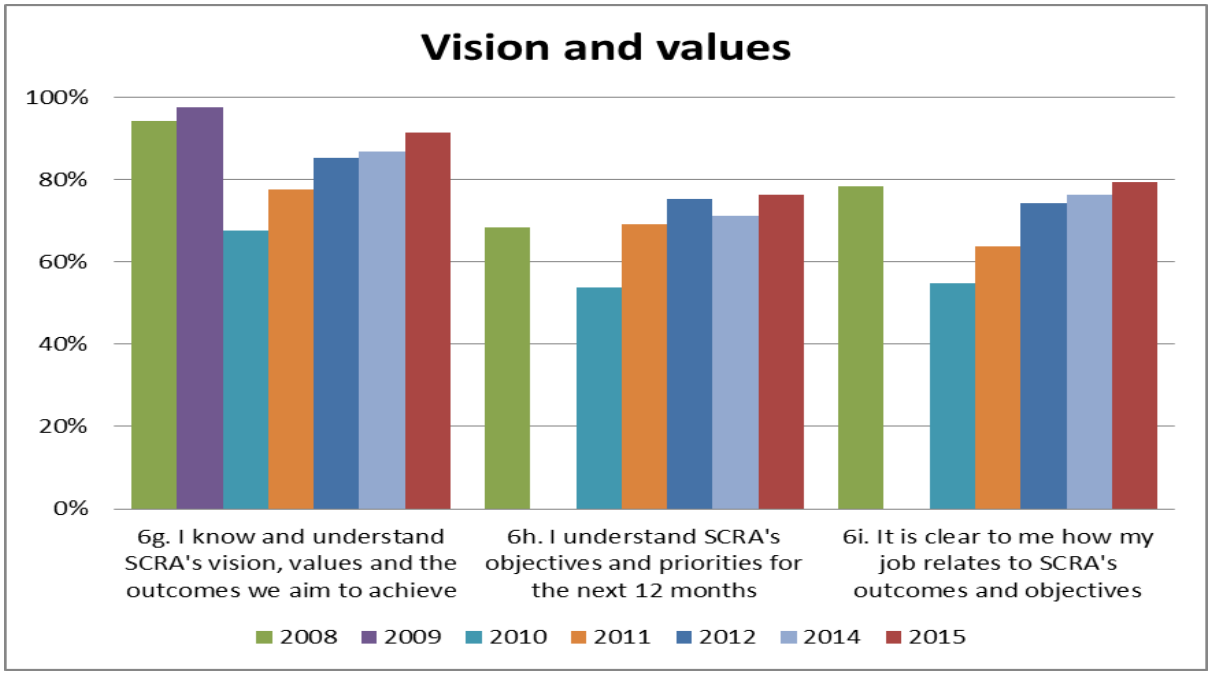
2014
2015


Vision and values
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6g. I know and understand SCRA's vision, values and the outcomes we aim to achieve
6h. I understand SCRA's objectives and priorities for the next 12 months
6i. It is clear to me how my job relates to SCRA's outcomes and objectives
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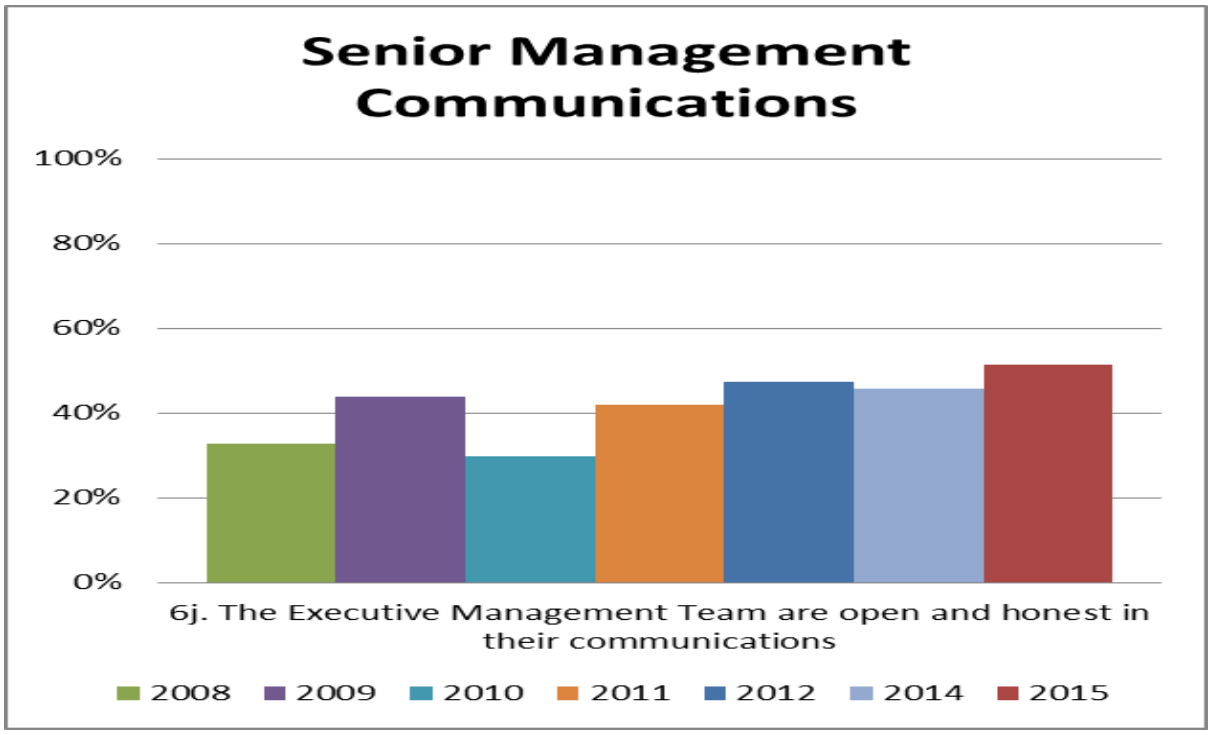
Senior Management Communications
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6j. The Executive Management Team are open and honest in their communications
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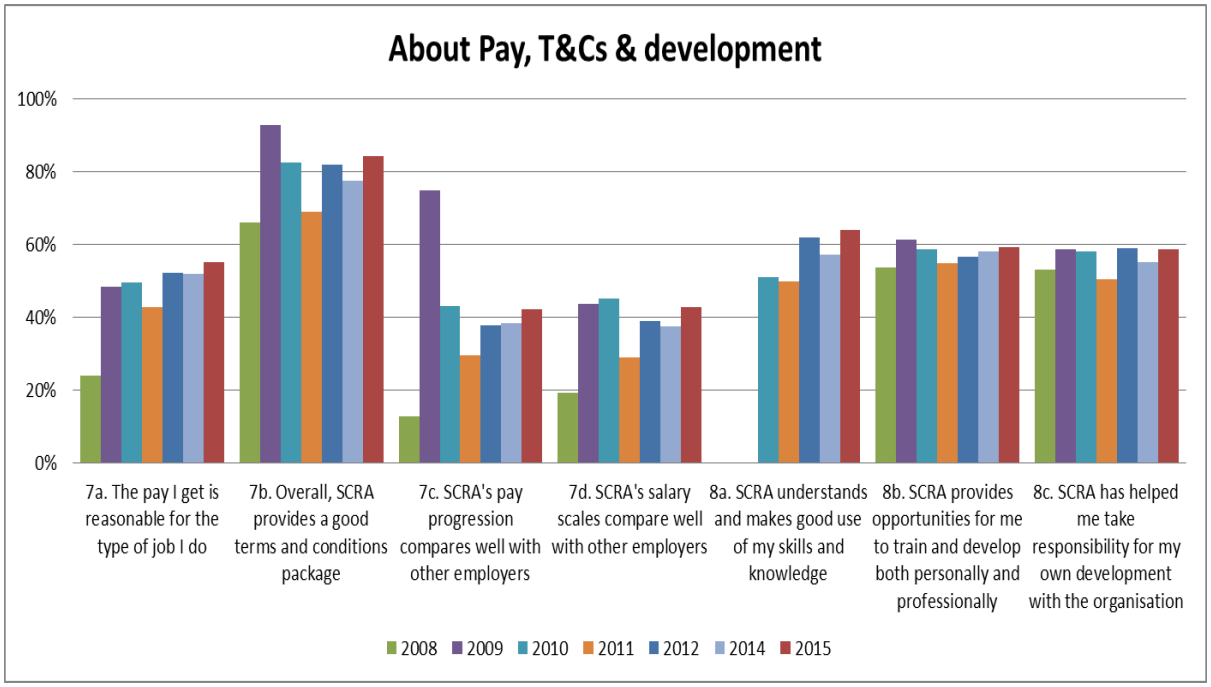
About Pay, T&Cs & development
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7a. The pay I get is reasonable for the type of job I do
7b. Overall, SCRA provides a good terms and conditions package
7c. SCRA's pay progression compares well with other employers
7d. SCRA's salary scales compare well with other employers
8a. SCRA understands and makes good use of my skills and knowledge
8b. SCRA provides opportunities for me to train and develop both personally and professionally
8c. SCRA has helped me take responsibility for my own development with the organisation
2008
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2014
2015

Appendix B

Children's Hearings Improvement Partnership

CHILDREN'S HEARINGS IMPROVEMENT PARTNERSHIP

Thursday 10 September 2014, 10.00am – 3.00pm
Conference Room 3, Victoria Quay, Edinburgh,

A G E N D A

1. **Welcome and apologies** *(5 mins)*

2. **Minutes of June meeting and matters arising** *(15 mins)*

3. **Working Groups – update on progress**

   (i) **Generating Evidence and Promoting Improvement –** Elliot Jackson *(10 mins)*
   (Final version of Practice Guidance ready using new CHIP Branding)

   (ii) **Getting it Right in the Hearings System –** Malcolm Schaffer *(10 mins)*
   (Include discussion about event to consider issues arising from the GIRFEC/Child protection consultation)

4. **Youth Justice Strategy –** David Doris *(10 mins)*

5. **Update on Participation Charter and Advocacy –** Tom McNamara *(10 mins)*

6. **Update on Work of Tri-Partite Group –** Neil Hunter *(20 mins)*

7. **Benefits Realisation Paper (to note) –** Tom McNamara *(5 mins)*

8. **Working Groups – update on progress (cont) –**

   (iii) **Learning and Development –** Joanne McMeeking and Kate Skinner *(45 mins)*
   A workstream update and an update on the on the scoping exercise for proposed L&D delivery models".

Lunch – *(30 mins)*

9. **Report on Permanence decisions in the CHS –** Belinda Robertson, Gillian Henderson and Katherine Hudson *(25 mins)*

10. **SCRA's Report on Child Protection Orders –** Malcolm Schaffer/Gillian Henderson *(15 mins)*

11. **SCRA's Research into Deferred Hearings -** Kirsty MacDiarmid *(15 mins)*

Tea Break – *(10 mins)*

12. **AOB** *(20 mins)*

13. **Date of next meeting** - 1 December 2015, James Watt, Atlantic Quay, Glasgow

SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

First Quarter Organisational Performance Report 2015/16: (1 April to 30 June 2015)

1. Introduction

1.1. As a result of Board feedback on the quarter 1 2014/15 OPR, a prototype report was developed for quarter 2 2014/15. The Board had been seeking a more concise report which enables a fuller focus on the key areas of performance throughout SCRA. It has been agreed that the best method to deliver this is through a balanced scorecard approach which attributes measures within the organisation into four quadrants. This has now been adopted as the new format. Continuing feedback from the OPR will be used to inform future development.

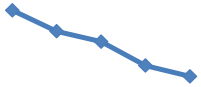
1.2. Members of the Board are invited to approve the Q1 Organisational Performance Report 2015/16, covering the period 1 April to 30 June 2015.

Performance measures	Target	Q1	Trend	Link
The percentage of decisions on referrals made within 50 working days of receipt	73%	73.2% G	-	N 1.1
The percentage of Hearings scheduled to take place within 20 working days	74%	66.7% R	-	N 1.3
The percentage of initial Hearings proceeding to disposal	75%	74.4% A	down	N 1.4
The percentage of SCRA core properties which comply with SCRA property standards	90%	86.5% A	-	N 3.4
The percentage of working days lost to absence	4%	5.3% A		N 3.3
Forecast variance in annual revenue spends as a percentage of the available revenue budget	1%	narrative	n/a	N 3.5
Forecast percentage of revenue savings achieved in the year	2.8%	narrative	n/a	N 3.6
Forecast variance in annual capital spends as a percentage of the available capital budget	5%	4.0%	n/a	N 3.7
The Scottish Government efficiency savings target will be met	3%	On target	n/a	N 3.8

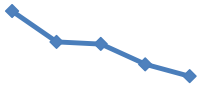
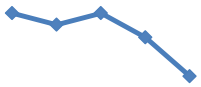
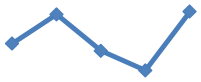
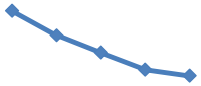
Key - G Target met or exceeded or forecast to be on target; A Target nearly met or forecast to be close to target; R Target missed or forecast to be missed

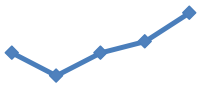
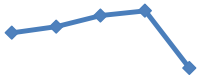
Notes:

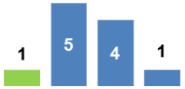
- Wherever days are used in this report, this refers to working days rather than calendar days.
- All changes are calculated using current performance against the average from the previous four quarters.
- Where a figure is referred to as the lowest/highest level on the Data Warehouse, this includes all data from 2003/04 onwards.
- Comparative graphs represent the current quarter's information and previous four quarters information from left to right starting with the oldest quarter first.
- The range covers the minimum and maximum values seen over this period.
- The trend reflects performance changes over the period and is weighted by quarter. For example, for an increasing trend to be showing, it must have increased in the current quarter and also several of the previous quarters. One quarter's change alone is not enough for a trend.
- Where a change is between two percentages, the change refers to percentage points rather than percentage and is referred to as pp.

Quarter 1	Service to children and young people					National
No.	**Indicator**	**Quarterly Results**	**Change**	**Comparative data**	**Range (min-max)**	**Trend**	**Commentary**
N 1.1	Decisions on referrals made within 50 working days of receipt – **Target 73%**	**73.2%**	+6.2pp		61.8%-73.2%		On target for the first time in a quarter since CMS went live.
N 1.2	Referrals over 100 days old	176	-70.0%		176-868		Significantly delayed cases continue to decline.
N 1.3	Hearings scheduled to take place within 20 working days – **Target 74%**	**66.7%**	-1.1pp		64.2%-71.3%		Measure proving challenging, impacted by best practice Hearings management.
N 1.4	Initial Hearings proceeding to disposal – **Target 75%**	**74.4%**	-3.6pp		74.4%-79.5%		Downward trend, performance however seems set to improve in quarter 2.
N 1.5	Percentage of non-offence applications established at court	92.3%	0.0pp		89.4%-94.3%		Unchanged against average.
N 1.6	Mid-point of days taken for offence referrals from receipt to Hearing decision	64	+0.6		57-80		Upward trend but low volumes with decisions on only 94 referrals in quarter.
N 1.7	Mid-point of days taken for non-offence referrals from receipt to Hearing decision	110	-3.1		107-119		Little change.
N 1.8	Written notifications of Hearing decisions sent to children and families within 5 days	82.5%	+5.9pp		67.9%-87.3%		General progress being made in this measure.
N 1.9	Hearing's decisions upheld at appeal (appeal refused)	61.6%	+0.9pp		53.8%-64.7%		Impacted by challenges around appeals within Glasgow locality.
N 1.10	Breach incidents (SCRA)	15	-25.0%		14-24		Five non-disclosure and ten case information breach incidents.
N 1.11	Complaints	11	+10.0%		5-16		The most common category was around SCRA staff conduct/customer relations.

Quarter 1	Workload	National

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Commentary
N 2.1	Children referred on non-offence grounds	4,447	+6.2%		3,940-4,447	↑	Ayrshire locality up 60%. Managers working with partners to ensure only appropriate referrals are received.
N 2.2	Children referred on offence grounds	1,010	-3.6%		979-1,150	↔	Apart from spike in Q3 2014/15, numbers have been consistent.
N 2.3	Child Protection Orders (CPOs)	145	-26.1%		145-238	↓	Largely driven by decreases in Glasgow and Tayside & Fife localities. Volumes in Tayside & Fife remain high however.
N 2.4	Joint reports retained by Reporter	55.5%	-1.1%		51.1%-62.0%	↔	Renewed focus between agencies following periods of change in both bodies plus enhanced data reporting.
N 2.5	Pre-Hearing Panels	1,037	-3.8%		945-1,269	↔	Levels stable for past four quarters as per expectations post new Act.
N 2.6	Number of Hearings	8,889	-3.8%		8,889-9,551	↓	Downward trend emerging.
N 2.7	Court applications concluded	710	-6.6%		710-769	↓	As per Hearings above, downwards trend emerging.
N 2.8	Interim Compulsory Supervision Orders	620	+5.7%		508-635	↔	Volumes consistent.
N 2.9	Interim Variation of Compulsory Supervision Orders	573	+11.8%		467-573	↔	Sharp increase in quarter, led by Glasgow and South East localities.
N 2.10	Number of Compulsory Supervision Orders in force	10,686	-2.7%		10,686-11,267	↓	Downward trend continues, aligned to the whole systems approach/GIRFEC.
N 2.11	Appeals concluded	250	-2.9%		233-286	↔	No trend to appeal volumes. Volumes high in Glasgow locality.
N 2.12	Non-disclosure cases	1,244	-2.4%		1,244-1,301	↓	Indicator tightened to exclude rule 9/16 cases, historical counts have been updated so the data is comparative.

Quarter 1	Resources						National
No.	**Indicator**	**Quarterly Results**	**Change**	**Comparative data**	**Range (min-max)**	**Trend**	**Commentary**
N 3.1	Conversion rate from referral to Hearing (for children not on CSO)	24.5%	+1.5pp		22.3%-24.5%		Increases in line with expectations around appropriate referrals.
N 3.2	Staffing profile by FTE	400.65	-3.6%		400-420		High numbers of leavers due to VER and resignations, increase expected in quarter 2 as vacancies are filled.
N 3.3	Percentage of working days lost to absence – **Target 4%**	**5.3%**	+0.2pp		3.5%-7.4%		Replaces staff attendance indicator. Long-term absence increased, particularly across 3 localities. A small drop in short-term absence may be attributed to early intervention, absence review and management.
N 3.4	Compliance with SCRA property standards – **Target 90%**	**86.5%**	0.0pp		86.5%-86.5%		No upgrades/improvements included in indicator this quarter.
N 3.5	Forecast variance in annual revenue spends – **Target 1%**	narrative	n/a	not applicable	n/a	n/a	If all anticipated overspends materialise there is potential for an overspend of around £200k (1%). Finance Business Partners will continue to work closely with Budget Holders to reduce potential overspend risks in order to deliver an on-budget spending outturn. EMT will closely monitor progress and agree any interventions required e.g. the revised Vacancy Management Procedure was implemented at the start of August.
N 3.6	Forecast revenue savings achieved in year – **Target 2.8%**	narrative	n/a	not applicable	n/a	n/a	
N 3.7	Forecast variance in annual capital spends – **Target 5%**	**4.0%**	n/a	not applicable	n/a	n/a	Forecast to be £27k overspent. This is dependent on Inverness and Stornoway projects being completed and the sale of Gladstone Place concluded in the year.
N 3.8	Scottish Government efficiency savings – **Target 3%**	**On target**	n/a	not applicable	n/a	n/a	Savings are dependent on a number of areas, the detail of which is contained in the Annual Efficiency Plan.
N 3.9	Training per employee (days)	0.30	-17.8%		0.28-0.41		140 days training in the quarter.

Quarter 1	Corporate governance						National
No.	**Indicator**	**Quarterly Results**	**Change**	**Comparative data**	**Range (min-max)**	**Trend**	**Commentary**
N 4.1	Business Plan delivery (actions with green status)	64.5%	n/a		64.5%	n/a	20 actions are rated as green and eleven as amber.
N 4.2	Strategic Risk Register – risk scores	68	-5.2%		68-83		Strategic risk register score of 68 in the quarter, unchanged from quarter 4.
N 4.3	Internal audit programme - reviews complete	100%	n/a		n/a	n/a	Risk workshop facilitated in the quarter. Seven reviews are planned for the year plus two risk workshops and two follow up review (profile for the four quarters of 2015/16 is shown in the graph, green shows completed, blue are those upcoming).
N 4.4	Quality assurance programme – case sampling undertaken	100%	n/a		n/a	n/a	Sampling exercise on deferred hearings completed in Q1, with report and accompanying actions signed-off by the Audit Committee. Profile for the four quarters of 2015/16 is shown in the graph, green shows completed, blue are those upcoming.
N 4.5	Freedom Of Information responses responded to within 20 working days	100%	+4.5pp		85.7% - 100%		One request due for response in the quarter.

Business Plan delivery progress key:

Action likely to be achieved
Action on target but at risk
Action not expected to be achieved without additional action

Quarter 1	Service to children and young people	Locality							
No.	**Indicator**	Ayrshire	Central	Glasgow	Grampian	Highlands & Islands	Lanark-shire/D&G	North Strathclyde	South East	Tayside & Fife
L 1.1	Decisions on referrals made within 50 working days of receipt – **targets below**	**81%**	**52%**	**71%**	**74%**	**69%**	**76%**	**66%**	**89%**	**60%**
	Local targets for decision making	77%	70%*	65%	66%	70%	75%	71%	90%	70%
L 1.2	Referrals over 100 days old	34	13	87	6	19	13	4	0	0
L 1.3	Hearings scheduled to take place within 20 working days – **Target 74%**	**55%**	**71%**	**54%**	**74%**	**82%**	**74%**	**59%**	**52%**	**76%**
L 1.4	Initial Hearings proceeding to disposal – **Target 75%**	**69%**	**76%**	**68%**	**80%**	**82%**	**70%**	**80%**	**76%**	**77%**
L 1.5	Percentage of non-offence applications established at court	100%	80%	84%	95%	95%	94%	91%	95%	94%
L 1.6	Mid-point of days taken for offence referrals from receipt to Hearing decision	324	106	76	n/a	74	59	42	60	67
L 1.7	Mid-point of days taken for non-offence referrals from receipt to Hearing decision	136	116	155	89	73	95	135	99	104
L 1.8	Written notifications of Hearing decisions sent to children and families within 5 days	85%	78%	77%	89%	84%	78%	84%	87%	88%
L 1.9a	Hearing's decisions upheld at appeal (appeal refused)	71%	62%	33%	100%	67%	87%	82%	82%	79%
L 1.9b	*Appeals concluded child count*	21	29	88	7	9	23	33	11	29
L 1.10	Breach incidents (SCRA)	2	2	2	0	1	6	1	0	1
L 1.11	Complaints	0	1	4	1	0	2	1	1	1

Key - G Target met A Within 5% of target R Target missed

* Please note, the Central target is a position to be achieved by the year end rather than being a whole year figure.

Quarter 1	Workload by locality					Locality			
No.	**Indicator**	Ayrshire	Central	Glasgow	Grampian	Highlands & Islands	Lanark-shire/D&G	North Strathclyde	South East	Tayside & Fife
L 2.1	Children referred on non-offence grounds	157.1	48.3	57.3	19.9	36.1	43.7	49.4	52.5	20.5
L 2.2	Children referred on offence grounds	30.1	25.2	38.4	7.5	29.2	26.8	15.0	25.0	16.0
L 2.3a	Child Protection Orders (CPOs)	1.9	2.3	1.8	1.4	2.7	0.6	1.2	1.0	2.6
L 2.3b	*Child Protection Orders (CPOs) count*	12	20	17	14	14	8	13	13	34
L 2.4	Joint reports retained by Reporter	45%	71%	45%	33%	76%	68%	67%	57%	63%
L 2.5	Pre-Hearing Panels	12.5	13.4	12.9	9.3	7.6	9.6	8.3	13.0	14.3
L 2.6	Number of Hearings	148.6	92.7	173.2	60.6	73.5	83.2	85.8	85.0	95.9
L 2.7	Court applications concluded	12.7	6.9	8.5	4.0	8.0	7.2	7.2	7.3	9.8
L 2.8	Interim Compulsory Supervision Orders	11.5	5.9	10.0	3.6	6.7	4.5	3.5	6.6	10.6
L 2.9	Interim Variation of Compulsory Supervision Orders	7.7	6.5	12.4	4.7	3.2	3.4	6.1	8.0	5.0
L 2.10	Number of Compulsory Supervision Orders in force	184.5	101.6	210.9	75.5	73.3	88.0	132.5	100.6	111.3
L 2.11	Appeals concluded	3.4	3.3	9.1	0.7	1.7	1.6	3.0	0.8	2.2
L 2.12	Non-disclosure cases	20.7	9.8	40.6	5.5	4.8	8.3	13.6	9.3	12.9

Rates based on rate per 10,000 of child population aged under 15 years from the General Register of Scotland apart from children referred on offence grounds which are based on child population aged 8 to 15 years. Joint reports retained are not based on child population.

Quarter 1		Resources				Locality				
No.	**Indicator**	Ayrshire	Central	Glasgow	Grampian	Highlands & Islands	Lanark-shire/D&G	North Strathclyde	South East	Tayside & Fife
L 3.1	Conversion rate from referral to Hearing (for children not on CSO)	14%	27%	26%	44%	21%	30%	20%	20%	47%
L 3.2	Staffing profile by FTE[1]	33.1	29.8	62.1	20.9	20.6	48.3	40.0	36.2	42.8
L 3.3	Percentage of working days lost to absence – **Target 4%**[2]	**5.5%**	**10.1%**	**6.2%**	**2.9%**	**2.4%**	**6.4%**	**7.2%**	**3.8%**	**5.5%**

Key - G Target met A Within 1.5% of target R Target missed

[1] Head Office and Business Support have a FTE of 66.7
[2] Head Office and Business Support have an absence rate of 2.4%

2. Management Response

2.1. The results of the performance work during 2014/15 is beginning to be seen through the 50 working days indicator (N 1.1), with seven localities close to or exceeding their targets. Timescales for scheduling Hearings (N 1.3) is less positive with four localities performing significantly below target. Locality managers are actively investigating the areas of poorer performance. In some instances, there is a recognised need to adjust how staff process casework and individual reporter/case variation needs to be understood in relation to its impact on delay.

2.2. Delay in casework decision-making improved significantly with current levels reflecting a 70% reduction (N 1.2). Also worthy of more focus is the number of Hearings proceeding to disposal (N 1.4), with a general downward trend. Both this and the Hearing scheduling indicator (N 1.3) are vulnerable to external influences but there will be more we can do and issues will be picked up locally and as part of the Senior Operational Manager led performance reviews which are taking place in September and October.

2.3. The improved performance around decision making and the on-going challenges above were discussed at the Manager's Briefing Event in September. Project Initiation Documents are also nearing completion for the Reporter Capacity and Court Programme Projects which will look at how we currently work and how we can change to increase time available to Reporters for core functions such as decision-making.

2.4. Children referred on non-offence grounds (N 2.1) increased, notably within Ayrshire locality where managers are engaging with partners to ensure only appropriate referrals are received. Child Protection Orders (CPOs) (N 2.3) have reduced but Tayside and Fife locality continue to experience high numbers, despite recent decreases,. The on-going inspection in Fife will no doubt examine the unique patterns of CPOs and our own Locality Reporter Managers are heavily involved in partnership discussions to understand and address this situation.

2.5. Working days lost to absence (N 3.3) is above the 4% target, with long-term sickness absence increasing. Appropriate support continues to be provided to staff experiencing chronic illness, including regular keeping in touch meetings and return to work discussions. Early intervention, absence review and management may have helped reduce short-term absence over the period.

2.6. Financial forecasts (N 3.5 & N 3.6) are pointing to revenue pressures. Finance Business Partners will continue to work closely with Budget Holders in order to deliver an on-budget spending outturn. EMT will closely monitor progress and agree any interventions required. The capital forecast (N 3.7) is currently on target but there are pressures on the property programme, noticeably within Stornoway, Gladstone Place and Inverness projects, leading to the programme being rated as amber within the Business Plan.

2.7. SCRA's Staff Survey for 2015 has shown positive progress in most areas surveyed, including morale, job satisfaction and support. The SCRA/UNISON Health, Wellbeing and Staff Survey Group have considered these results with immediate activity focussed around face to face communication via team meetings, regularity of supervision and opportunities for development.

2.8. SCRA can now report on the number of 'all about me' forms which have been returned. The form is used to help children and young people tell a Hearing how they are feeling. The numbers of forms returned will be included in this report from quarter 2 onwards if Board Members feel that this is a useful measure for inclusion within the report.

Service to children and young people

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 1.1	Decisions on referrals made within 50 working days of receipt – **Target 73%**	73.2%	+6.2pp		61.8%-73.2%	
N 1.2	Referrals over 100 days old	176	-70.0%		176-868	
N 1.3	Hearings scheduled to take place within 20 working days – **Target 74%**	66.7%	-1.1pp		64.2%-71.3%	
N 1.4	Initial Hearings proceeding to disposal – **Target 75%**	74.4%	-3.6pp		74.4%-79.5%	
N 1.5	Percentage of non-offence applications established at court	92.3%	0.0pp		89.4%-94.3%	
N 1.6	Mid-point of days taken for offence referrals from receipt to Hearing decision	64	+0.6		57-80	
N 1.7	Mid-point of days taken for non-offence referrals from receipt to Hearing decision	110	-3.1		107-119	
N 1.8	Written notifications of Hearing decisions sent to children and families within 5 days	82.5%	+5.9pp		67.9%-87.3%	
N 1.9	Hearing's decisions upheld at appeal	61.6%	+0.9pp		53.8%-64.7%	
N 1.10	Breach incidents (SCRA)	15	-25.0%		14-24	
N 1.11	Complaints	11	+10.0%		5-16	

Workload

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 2.1	Children referred on non-offence grounds	4,447	+6.2%		3,940-4,447	
N 2.2	Children referred on offence grounds	1,010	-3.6%		979-1,150	
N 2.3	Child Protection Orders (CPOs)	145	-26.1%		145-238	
N 2.4	Joint reports retained by Reporter	55.5%	-1.1%		51.1%-62.0%	
N 2.5	Pre-Hearing Panels	1,037	-3.8%		945-1,269	
N 2.6	Number of Hearings	8,889	-3.8%		8,889-9,551	
N 2.7	Court applications concluded	710	-6.6%		710-769	
N 2.8	Interim Compulsory Supervision Orders	620	+5.7%		508-635	
N 2.9	Interim Variation of Compulsory Supervision Orders	573	+11.8%		467-573	
N 2.10	Number of Compulsory Supervision Orders in force	10,686	-2.7%		10,686-11,267	
N 2.11	Appeals concluded	250	-2.9%		233-286	
N 2.12	Non-disclosure cases	1,244	-2.4%		1,244-1,301	

Resources

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 3.1	Conversion rate from referral to Hearing (for children not on CSO)	24.5%	+1.5pp		22.3%-24.5%	
N 3.2	Staffing profile by FTE	400.65	-3.6%		400-420	
N 3.3	The percentage of working days lost to absence - **Target 4%**	5.3%	+0.2pp		3.5%-7.4%	
N 3.4	Compliance with SCRA property standards – **Target 90%**	86.5%	0.0pp		86.5%-86.5%	
N 3.5	Forecast variance in annual revenue spends – **Target 1%**	-	n/a	not applicable	n/a	n/a
N 3.6	Forecast revenue savings achieved in year – **Target 2.8%**	-	n/a	not applicable	n/a	n/a
N 3.7	Forecast variance in annual capital spends – **Target 5%**	4.0%	n/a	not applicable	n/a	n/a
N 3.8	Scottish Government efficiency savings – **Target 3%**	On target	n/a	not applicable	n/a	n/a
N 3.9	Training per employee (days)	0.30	-17.8%		0.28-0.41	

Corporate governance

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 4.1	Business Plan delivery (actions with green status)	64.5%	n/a		64.5%	n/a
N 4.2	Strategic Risk Register – risk scores	68	-5.2%		68-83	
N 4.3	Internal audit programme - reviews complete	100%	n/a	1 5 4 1	n/a	n/a
N 4.4	Quality assurance programme – case sampling undertaken	100%	n/a	1 1 1 1	n/a	n/a
N 4.5	Freedom Of Information responses responded to within 20 working days	100%	+4.5pp		85.7%-100.0%	

Definitions

No.	Indicator	Aim for indicator	Definition
N 1.1	Decisions on referrals made within 50 working days of receipt – **Target 75%**	High percentage	Calculates the number of referrals with a final reporter decision within 50 working days of receipt divided by the total number of referrals with a final reporter decision.
N 1.2	Referrals over 100 days old	Low number	Counts the number of referrals which were received over 100 working days ago and have had grounds added but have not had a reporter decision. Based on the count at the end of the quarter.
N 1.3	Hearings scheduled to take place within 20 working days – **Target 74%**	High percentage	Calculates the number of referrals which have a hearing scheduled within 20 working days of final reporter decision divided by the total number of referrals with a hearing scheduled.
N 1.4	Initial Hearings proceeding to disposal – **Target 75%**	High percentage	Calculates the number of hearings where the grounds, CPO or CSO have been discussed for the first time which have a final outcome at that hearing divided by the total number of hearings where grounds, CPOs or CSOs have been discussed for the first time. Any hearings with an outcome of proof application are excluded from this calculation.
N 1.5	Percentage of non-offence applications established at court	High percentage	Calculates the number of court applications for non-offence grounds which have an established decision against at least one ground at court divided by the total number of court applications for non-offence grounds concluded.
N 1.6	Mid-point of days taken for offence referrals from receipt to Hearing decision	Low number	Calculates working days from receipt of referral to a final hearing decision for those offence referrals which proceed to hearing. These working days are then listed from smallest to largest and the middle value selected. Therefore if five cases took 30,35,40,50 and 70 days, the midpoint is 40.
N 1.7	Mid-point of days taken for non-offence referrals from receipt to Hearing decision	Low number	As above but for non-offence.
N 1.8	Written notifications of Hearing decisions sent to children and families within 5 days	High percentage	Calculates the number of hearing decisions notified within 5 days divided by the total number of hearing decisions notified.
N 1.9	Hearing's decisions upheld at appeal	High percentage	Calculates the number of children where an appeal against the Hearing decision was dismissed divided by the number of children with a final appeal outcome.
N 1.10	Breach incidents (SCRA)	Low number	Counts the number of breach incidents by SCRA either involving children with non-disclosure conditions or cases where case information has been erroneously disclosed.
N 1.11	Complaints	Trend info	Monitors the number of complaints received about the service provided by SCRA.

* please note that for all measures other than N 1.2 only referrals assessed as the following categories are included: Standard, CPO, S54, S48, EPA and secure admission. Custody and joint reports which have been retained by the Reporter are classed as standard referrals. This ensures only valid referrals are counted for performance and volume purposes.

Definitions

No.	Indicator	Aim for indicator	Definition
N 2.1	Children referred on non-offence grounds	Trend info	Count of the number of children with a care and protection referral received.
N 2.2	Children referred on offence grounds	Trend info	Count of the number of children with an offence referral received.
N 2.3	Child Protection Orders (CPOs)	Trend info	Count of the number of CPOs received.
N 2.4	Joint reports retained by Reporter	Trend info	Calculates the number of joint reports which have been retained by the Reporter (becoming a standard referral) divided by the number of joint reports which have either been retained by the Procurator Fiscal or by the Reporter. Excludes those cases which are awaiting discussion.
N 2.5	Pre-Hearing Panels (PHPs)	Trend info	Counts the number of PHP meetings held per child. Therefore, one family with three children attending the same PHP would be counted statistically as three PHPs.
N 2.6	Number of Hearings	Trend info	Counts the number of hearings held per child. Therefore, one family with three children attending the same hearing would be counted statistically as three hearings.
N 2.7	Court applications concluded	Trend info	Counts the number of court applications to establish grounds of referral which have a final decision (established, not established and abandoned).
N 2.8	Interim Compulsory Supervision Orders (ICSO)	Trend info	Counts the number of children with an ICSO made.
N 2.9	Interim Variation of Compulsory Supervision Orders (IVCSO)	Trend info	Counts the number of children with an IVCSO made.
N 2.10	Number of Compulsory Supervision Orders in force (CSO)	Trend info	Counts the number of children who have a CSO in place at midnight on the last day of the quarter.
N 2.11	Appeals concluded	Trend info	Counts the number of children with a final appeal outcome against a Hearing's decision.
N 2.12	Non-disclosure cases	Trend info	Counts the number of children with a non-disclosure provision in place as part of either a CSO or an interim order at midnight on the last day of the quarter.

* please note that for N 2.1 and N 2.2 only referrals assessed as the following categories are included: Standard, CPO, S54, S48, EPA and secure admission. Custody and joint reports which have been retained by the Reporter are classed as standard referrals. This ensures only valid referrals are counted for performance and volume purposes.

No.	Indicator	Aim for indicator	Definition
N 3.1	Conversion rate from referral to Hearing (for children not on CSO)	Trend info	Total number of referrals (for children not on CSO) where the Reporter decision was to go to a Hearing divided by the total number of referrals with valid Reporter decisions in the period (for children not on CSO).
N 3.2	Staffing profile by FTE	Trend info	Counts full time equivalent staff in post at the quarter end based on a 35 hour working week, so for example, two staff working 17.5 hours per week each equates to one FTE.

Definitions

No.	Indicator	Aim for indicator	Definition
N 3.3	Percentage of working days lost to absence – Target 4%	Low percentage	Calculates staff absence by dividing the number of days absence by the total working days available in the quarter (56 days * FTE at quarter end).
N 3.4	Compliance with SCRA property standards – Target 90%	High percentage	Each SCRA property is scored against a variety of measures to calculate the suitability of the property. This measure takes the average score of the properties.
N 3.5	Forecast variance in annual revenue spends – Target 5%	Within target	Calculates the difference between the annual revenue budget and the forecast for the budget at the quarter end expresses this as a percentage of the total revenue budget.
N 3.6	Forecast revenue savings achieved in year – Target 3%	Within target	Compares the forecast over/under spend from the revenue budget above against the savings target set and expresses this as a percentage of revenue.
N 3.7	Forecast variance in annual capital spends – Target 10%	Within target	Calculates the difference between the annual capital budget and the forecast for the budget at the quarter end expresses this as a percentage of the total capital budget.
N 3.8	Forecast for Scottish Government efficiency savings – Target 3%	Within target	Target based on improved efficiency of services delivered. The amount saved is the difference between the previous unit cost and what is now spent to deliver the outcome. This is divided by previous unit cost to be expressed as a percentage. Operational staff are excluded from savings eligible for inclusion within this calculation.
N 3.9	Training per employee (days)	Trend info	Counts the number of training days in the quarter and divides by the headcount.

No.	Indicator	Aim for indicator	Definition
N 4.1	Business Plan delivery (actions with green status)	High percentage	Counts the number of actions with green status (on target) and divides them by the total number of actions within the plan.
N 4.2	Strategic Risk Register – risk scores	Low number	Calculates the overall risk score based on the score of each of the items within the register. The aim is to show increasing or decreasing levels of risk for the organisation.
N 4.3	Internal audit programme - reviews complete	High percentage	Divides the number of reviews completed versus those planned to express the information as a percentage.
N 4.4	Quality assurance programme – case sampling undertaken	High percentage	Divides the number of sampling exercises completed versus those planned to express the information as a percentage.
N 4.5	Freedom Of Information (FOI) responses responded to within 20 working days	High percentage	Calculates the number FOI requests responded to within 20 working days divided by the total number of FOI requests due for response in the period.

SCRA(SEPT15)8

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Performance Management Framework

Accountable Director: Chief Exec/Principal Reporter **Date:** 24 September 2015

Recommendation:

To note the improvements to SCRA's Performance Management Framework, the steps already taken to implement the new framework, and the further steps planned to enable full implementation.

Reason for Report:	Board to note
Resource Implications:	Within available resources
Strategy:	Within agreed plans
Consultation:	Locality Managers and Business Partners
Document Classification:	Not protectively marked

1 Introduction

1.1 The purpose of this report is to advise the Board of a series of changes and developments that are planned in SCRA's planning and performance management mechanisms, and of progress that has already been made in implementing these changes.

2 Background

2.1 One of the actions in SCRA's Business Plan 2015/16 is "*We will adjust our performance management framework to better link organisational, locality and individual planning, and to include accurate reporting, analysis and appraisal of locality performance*". This is a key element in the Sustainability, Quality & Performance Strategy.

2.2 This paper sets out proposals that will deliver the required improvements to SCRA's Performance Management Framework (PMF). Development of these proposals has taken account of parallel developments relating to the Review and Development of Functions of Senior Operational Managers (SOMs) and the creation of an Organisational Development Strategy (ODS). The proposed PMF sets out an integrated approach that incorporates key elements of the revised SOM role and of the ODS.

2.3 In March 2015, a briefing paper was prepared for EMT outlining the plans to develop an enhanced PMF. This highlighted the key aims of this work, the approach that was envisaged, and the intention to link this work to recommendations within the Review and Development of Functions of Senior Operational Managers, and the Organisational Development Strategy, to maximise cohesion of our emerging approaches. It also provided information on the consultation on this work that had taken place at the Performance Improvement Network (PIN), and on the changes to locality planning guidance that were being made to enable transition to the emerging PMF. The intention was to introduce these changes during the 2015/16 planning cycle which was already underway, rather than wait for completion of the framework and have to wait a further year to reap the potential benefits. The EMT response to the overall approach was positive, and approval was given for new guidelines for Locality Plans, with adjustments to the timescales for their completion and for the setting of appraisal objectives for 2015/16 to ease the transition.

2.4 Review of the PMF and design work on its improvement has now been completed, and implementation of the new framework is well underway. This paper sets out the PMF itself, defines its aims, identifies the main areas that required improvement, explains how these are to be addressed, summarises progress to date in implementation, and sets out the timescales for full implementation.

3 Review of the Performance Management Framework

3.1 Although planning and performance management mechanisms are well established within SCRA, there has been recognition for some time that there was scope for improvement in some of these mechanisms, and in how well these are integrated. The effectiveness of our planning processes, particularly at Locality level, was also questionable, with limited evidence in some cases of adequate monitoring, reviewing, evaluating or achieving successful delivery of plans. Managing alignment of plans at corporate, locality and individual levels within an empowerment ethos was also challenging.

3.2 The key aims of this review were to achieve the following outcomes:

- Plans within SCRA should fully align and move the organisation forward in a consistent direction.
- Planning should be a core capability within SCRA that enables individuals, localities and the organisation to focus on priorities and drive improved performance, with plans cascaded from organisational level (Corporate Plan, Business Plan), to locality level (Locality Plans), to individual level (Appraisal Objectives).
- Performance should be monitored, reported, reviewed and managed at each of these levels on a regular, structured basis, with assessment and evaluation of what's working, what's not, and what changes need to be made.

3.3 To achieve this, it was envisaged that the PMF would set out the key steps in a cyclical process whereby plans are developed, cascaded, implemented and reviewed, within set timescales and following a logical sequence. The cycle would include provision for upward, downward and lateral communication of views on priorities, approaches, targets and outcomes, and for Board and Scottish Government liaison as required. It would also set out the timescales and sequence for monitoring, reporting and review of performance at all levels.

3.4 Several areas of existing arrangements were identified where there was significant scope for improvement:

- Locality planning took place on an annual basis, which was not well suited to managing longer term developments and improvements. There was no obvious link to SCRA's Corporate Plan, despite the fact that locality contributions are central to successful delivery of corporate outcomes.
- Locality Plans were inhibited by over-prescriptive guidance that essentially required them to mirror in detail the contents of SCRA's Business Plan. This limited the ability of localities to focus on their own issues, devise solutions within a local context, engage meaningfully with staff about priorities and how best to address them, and resulted in plans with limited ownership and commitment.

- Locality Plans were not recognised as a framework within which empowerment could thrive, and endorsement of these plans as the main focus of future locality performance was lacking.
- Appraisal objectives for managers and staff within localities were not always aligned to the key objectives in Locality Plans, and the potential for using appraisal objectives to focus staff on key elements of plans was often neither recognised nor used.
- While monitoring of Corporate and Business Plan delivery and outcomes occurred regularly, this was not mirrored for Locality Plans. In most cases, review of plans did not feature as a key element of Locality Management Team discussions, and there is only limited evidence of effective follow through on delivery of planned actions.

3.5 The revised PMF incorporates the following elements in response to these identified improvement opportunities:

- Locality Plans prepared on a 3 yearly basis, linked to SCRA's Corporate Plan, and centred on approaches that will deliver key corporate strategies and outcomes but set within a local context. Plans will be updated twice annually following on from a SOM led performance review process.
- A less prescriptive framework for locality planning, with a shift from the requirement for every locality to mirror every element of the Business Plan. Instead, there is an expectation that they will consider these and decide which ones they need to address and how best to do so in a local context.
- Sign off of Locality Plans by SOMs, with an element of challenge and constructive discussion where lack of alignment with overall national direction may be perceived.
- Appraisal objectives for LRMs, LSMs and all locality staff derived directly from key objectives in the locality plan, thereby matching individual and team effort directly to the most important elements of Locality Plans (and, in turn, the Corporate Plan).
- Whilst monitoring and review of Corporate and Business Plan delivery and outcomes is unchanged at this point, this will be a major area for improvement at locality level. The introduction of Locality Performance Reviews twice yearly introduces the necessary focus and discipline to locality planning and performance management. These will be SOM led, but fully participative, with the Locality Plan and Locality Monthly Overview Report as key enabling elements. (see section 4)
- Re-launched appraisal and supervision arrangements are another key strand, with appraisal objectives matched to Locality Plan objectives providing greater consistency of approach, allowing the cascading of objectives down to individual level, and providing a mechanism to help staff see their part in the big picture.

4 Review of Senior Operational Managers

4.1 Work on revision of the PMF has closely monitored the Review and Development of Functions of the Senior Operational Managers, and the preceding Review of Devolution and Empowerment (reported to the Board in June 2014 and June 2015 respectively). The underlying concepts covered in

these reports, particularly those of SOM practice in an 'empowered locality model', development of the SOM role around performance review and improvement of localities, and the need for enhanced support arrangements, have all being key considerations in the PMF review.

To ensure that the performance review process is operated consistently across all Localities, it is proposed that a standard approach be adopted for the first round of reviews during September/October 2015. This will subject to review at a future meeting of PIN, with attendance augmented by SOMs, and adjusted if required. There will, of course be an element of variability across Localities due to variability in Locality Plans, but the structure, content and overall approach will be consistent. Key elements proposed are as follows:

4.2 Format and Structure – SOM led performance review

4.3 The performance reviews are designed to hold LMTs accountable for performance in delivering their Locality Plan, providing reassurance for the Board, Chief Executive/Principle Reporter and EMT that delivery of corporate priorities is being planned and actively managed in a variety of local contexts.. The process should be challenging and stretching, but also positive, reflective, constructive and balanced. Discussions willbe solution/improvement focused, taking account of contextual issues but ultimately centred on commitments to sustainable improvement.

4.4 The review will centre on progress in delivery of the Locality Plan and evaluation of the extent to which this is feeding through to successful performance against Locality targets as well as qualitative aspects of performance. It will involve both looking back and looking forward, determining what's working, what's not and what needs to change.

4.5 *Leading the Review*

4.6 The review meeting will be chaired by the SOM for each Locality. This will be done using an agenda prepared in advance by the LMT (or nominated lead) and agreed by the SOM.

4.7 The agenda will follow the structure of the Locality Plan and, for each objective in the plan, will explore:

- Progress in implementing planned actions
- Assessment of how successful these have been to date in contributing towards desired outcomes
- Is targeted performance being achieved/are qualitative measures being met/are there improvement issues that need to be addressed?
- Any contextual issues or unforeseen pressures that have impacted on delivery of the plan or help to explain performance

4.8 There will be assessment of how well balanced performance is across the scope and entirety of the Locality Plan. Operation of the Locality Risk

Management Plan will also be examined (in future review cycles this will have been incorporated into the Locality Plan).

4.9 Any decisions reached on planned future actions/adjustments to Locality Plan will be accurately recorded, including details of timescales and accountabilities. This applies to commitments made either by LMT members or by SOMs/Business Partners. An Action Log will be used to capture core information at each review meeting (and monitored at LMT discussions between review meetings).

4.10 Performance and Quality Business Partners will be a key source of support before, during and after review meetings. Provision of data reports, training/guidance/familiarisation in their use and interpretation, and provision of more detailed or customised reports where needed all fall within the remit of this team. Assistance with preparation of review agendas, re-drafting of plans, adjustments to their content, restructuring of performance discussions, action planning and support/facilitation for improvement initiatives are some of the more obvious areas in which they can also provide support.

4.11 HR, Finance and Practice Business Partners should also be important source of support prior to review meetings. If LMT leads in these areas are to be able to lead discussion in an informed manner, it is likely that they will wish to meet with these Business Partners in advance to ensure that they are properly prepared.

5. The Organisational Development Strategy

5.1 The Organisational Development Strategy (ODS) being considered by the Board for approval in September 15 has also had implications for the conduct of the PMF Review, due to the need to align several of the recommended areas of activity. Areas which are already under consideration from a PMF perspective are centred on driving improved quality and performance and on accessing increased organisational capacity, both of which will involve Quality and Performance Business Partners in promoting the 3 Step Improvement Framework for Scotland's Public Services and facilitating its deployment.

5.2 The revised SOM role and introduction of bi-annual Locality Performance Reviews have been embedded in the revised PMF. Other elements mentioned above were explored at a staff engagement event in July 2015. As additional elements of the Organisational Development Strategy are brought closer to implementation, these will continue to be 'sense checked' against the PMF. There are no elements of the ODS that conflict with the revised PMF, but it may be necessary to further adjust planning guidance as implementation progresses, to ensure that they continue to align seamlessly.

6. The Revised Performance Management Framework

6.1 The revised PMF is shown at Appendix A. For ease of interpretation, the boxes lined in red show corporate planning & performance management activity, the boxes lined in blue show locality planning and performance

management activity, and the box with the blue shadow shows the most logical starting point from which to follow the cycle. The same general approach is followed each year, but a more in-depth approach is involved every third year, when a more fundamental appraisal of overall direction and priorities feeds the new Corporate Plan and Locality Plans.

7 Implementation

7.1 Implementation of these improvements is already underway, given the need to avoid missing the appropriate launch point in the planning cycle and thereby losing the potential benefits for a further 12 months:

- Localities have initiated the shift to 3 year planning by projecting their focus and priorities to March 2017. Complete alignment and full 3 year planning will be in place for the 2017/20 Corporate Plan cycle.
- New Locality planning guidelines were adopted to better align activity with the Corporate Plan, and enhance the focus on performance and sustainable improvement.
- Appraisal objectives for 2015/16 have been linked directly to the key objectives in the updated Locality Plans.
- Revised appraisal and supervision arrangements have been implemented, with all managers trained in their operation.
- Detailed proposals for operation of Locality Performance Review have been discussed and agreed, with the first round of reviews scheduled for September/October 2015, and evaluation planned before the end of 2015.
- Enhanced support arrangements to enable adoption of the revised PMF have also been discussed and agreed, with Head Office business partners providing support and facilitation across performance, quality, HR, finance and practice functions.
- The monthly overview report was rolled out to Localities in Spring 2015, and managers are now familiar with the contents and how it can be used. This report adopts a balanced scorecard approach with information across 4 perspectives – performance measures; workload; resource availability (HR & finance); local measures. It enables a more informed approach to analysing performance and making strategic decisions than has previously been possible. Quality & Performance Business Partners are working closely with Locality Managers to support them until they become fully comfortable with their use and capable of gaining optimum benefit.

7.2 The next phase of implementation will centre on adoption of the 3 Step Improvement Framework for Scotland's Public Services, aimed at better equipping Localities to manage sustainable improvement, and putting supports for this in place.

7.3 It is intended that regular reporting arrangements to the Board on operation and evolution of the PMF will be developed, but consideration of the most appropriate medium for doing so has yet to be carried out. This may either involve supplementing an existing Board report or developing a separate, standalone reporting mechanism.

8 Conclusion

8.1 In order to accrue the benefits from introduction of the new PMF as early as possible, implementation to date has involved adoption of changes concurrent with their development. Inevitably, such an agile approach has involved an element of uncertainty in some case, and Locality Management Teams need to be allowed time to evolve their approaches further. Nevertheless, some early benefits are already being seen, with a noticeable improvement in Locality Management Teams' commitment to planning and managing performance and more fully engaging staff.

8.2 The new PMF serves to make Locality Management Teams more demonstrably accountable, requires them to focus more heavily on performance and improvement, and makes their priorities, planned actions and measures much more visible.

8.3 The new PMF will promote greater maturity in the management styles and capacity of Locality Management Teams, providing a firm basis for the development of high performing Localities.

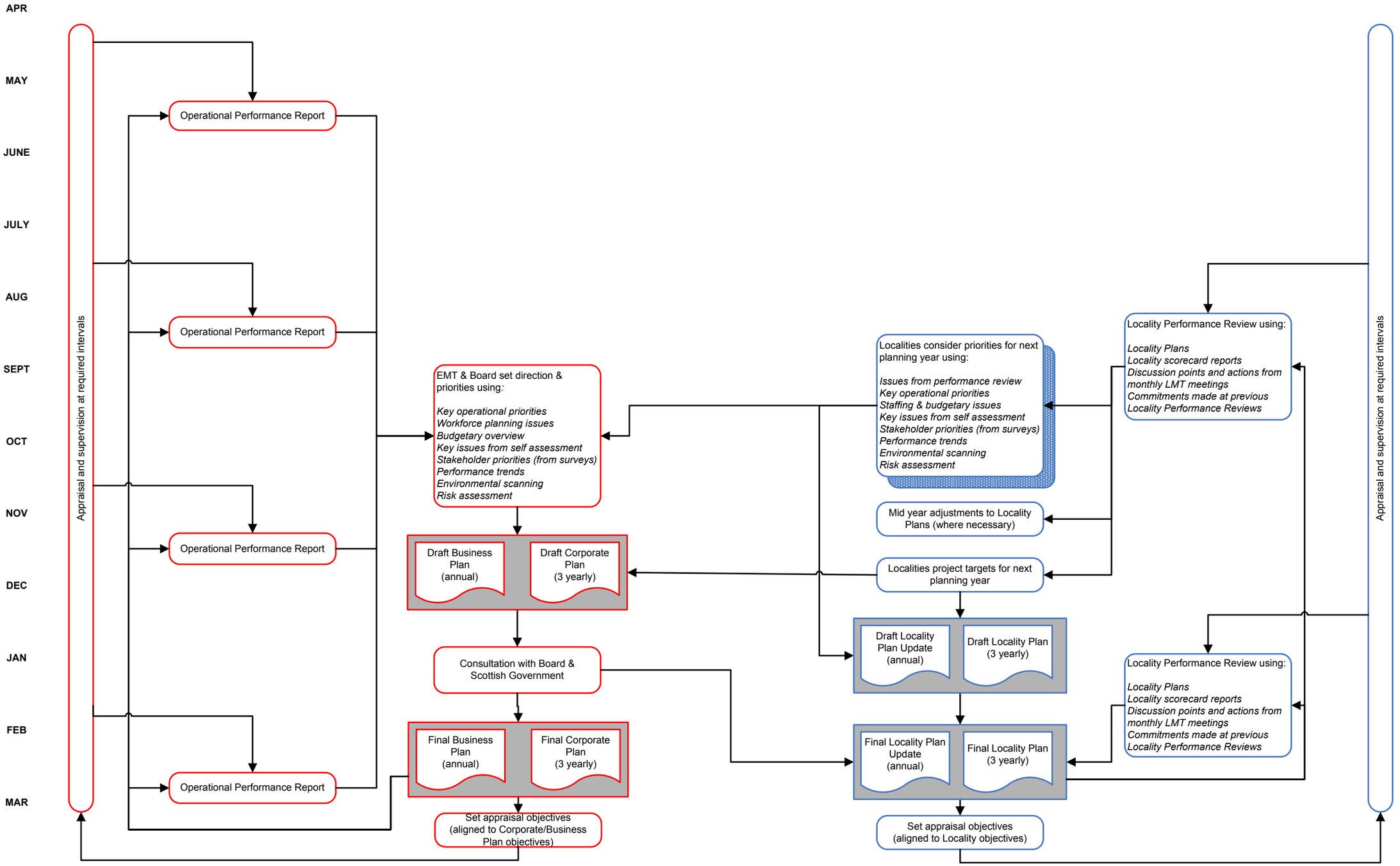
8.4 Operation of the PMF will be reviewed following each round of Locality Performance Review, with necessary adjustments being made until it is considered that the framework is operating effectively and fully meeting the needs of the Board, EMT and Localities.

9 Recommendations

9.1 That the Board note the improvements to SCRA's Performance Management Framework, the steps already taken to implement the new framework, and the further steps planned to enable full implementation.

Appendix A

PERFORMANCE MANAGEMENT FRAMEWORK



SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

BUSINESS PLAN 2016/17

Accountable Director: Principal Reporter/Chief Executive **Date:** 15th September 2015

Report Author: Head of Strategy/OD

Recommendation:

1. To agree draft milestones for the SCRA Business Plan 2016/17

Reason for Report: For Approval

Resource Implications: Within approved budgets

Strategy: Within approved plans

Consultation: Executive Management Team

Equalities Duties: Equalities Impact Assessment not required

Document Classification: Not protectively marked

1 Introduction

1.1 This report lays out draft dates/milestones for the Board to consider in delivering the Business Plan for 2016/17

2 Background

2.1 Every year SCRA publishes its Business Plan for the year ahead. The purpose of the plan is to:

- Set out the actions that will deliver SCRA 's strategic outcomes and key priorities during the forthcoming year;
- Demonstrate the alignment with the Scottish Government's National Performance Framework;
- Outline the governance arrangements supporting the plan; and
- Provide information about the ways in which SCRA will measure and monitor performance improvement.

3 Business Plan 2016/17

3.1 The 2016/17 Business Plan will provide a detailed picture of how SCRA will seek to deliver the third year of its 3 year Corporate Plan 2014/17.

- It is proposed that planned activities will fall into 2 main categories:

  1. Those we committed to in the 2014/17 Corporate Plan which did not fall into year 1 or year 2.
  2. Those in the current Business Plan which will not be completed by March 16, and which will carry forward.

- It is proposed that activities continue to be grouped under the core strategies laid out in the 2015/16 Business Plan

4 Proposed key dates for delivery

4.1 Set out in Appendix A are proposed key dates in the delivery of the Business Plan 2016/17.

5 Points to note

5.1 There is a misalignment between completion of the Performance Review meetings and the collation of themes for submission. Whilst we wouldn't foresee there to be huge divergence in local input, we would ensure views are fed in when available.

5.2 An exercise was carried out in 2015/16 to review and recalibrate our performance targets from locality to National level. 2016/17 Business Plan affords us the opportunity to visit this again should we wish

6 Recommendation

6.1 To review the dates proposed for delivery of the Business Plan 2016/17

Appendix A

SCRA BUSINESS PLAN KEY DATES 2016-2017 (DRAFT)

	Activity	Lead
Date	**Autumn 2015**	
Tues 15th Sept	EMT to consider proposed dates for Business Plan 2016/17	EMT
By end Sept	Mid-year review of Business plan 2015/16 to take place alongside review of Corporate Plan - consider key themes for year ahead	Head of Strategy
Up to Fri 30th Oct	Mid-year review of locality plans to take place through Performance Review (PR) meetings with LMTs – consider key themes for year ahead – see paper	SOMs Business Partners
Tues 20th Oct	EMT to consider proposed key themes for BP to take forward to Board Development day	EMT
Up to Fri 30th Oct	Analysis of current targets and establishment of reviewed targets – see paper	Head of Strategy
	November 2015	
Wed 5th Nov	Board development day – take proposed themes for BP	EMT
First week Nov	Prepare draft Business Plan	Head of Strategy
Wed 11th Nov	EMT to consider draft Business Plan and submit comments	EMT
By Wed 18th Nov	Submit Draft Business Plan (signed off by EMT) for Board in Dec	Head of Strategy
	December 2015	
Thurs 10th Dec	Board to consider draft Business Plan	Board
End Dec	Finalise design brief	Head of Strategy
	January/February 2016	
Jan/Feb	Liaison with Board and Sponsor Branch	PR/CEO Head of Strategy
	March 2016	
Thu 17th Mar	Board meeting to sign off Business Plan and Budgets	Board

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Efficiency Plan and Procurement Update

Accountable Director: Principal Reporter/Chief Executive **Date:** 7th September 2015

Report prepared by: Head of Finance and Resources

Recommendations:

1. To approve SCRA's 2014-15 Efficiency Savings and 2015-16 Efficiency Plan.
2. To note Procurement activity during 2014-15 which further aligns SCRA with Scottish Public Sector best practice.

Reason for Report: Board Approval

Resource Implications: Within approved budgets

Strategy: Within approved plans

Consultation: Executive Management Team

Equalities Duties: An Equalities Impact Assessment has not been completed at this time.

Document Classification: Not protectively marked

1. Introduction

1.1 SCRA's current Efficiency Plan was approved by the Board in September 2014. This report seeks approval of 2014-15 Efficiency savings and an updated Efficiency Plan for 2015/16. The report also updates Members on Procurement activity in 2014-15.

Efficiency

2. Background

2.1 The Scottish Government has not set specific efficiency targets for the last four years however, the Cabinet Secretary has made clear his expectation that each public sector body will take steps to deliver annual operational efficiency savings of at least 3%. The 2015-16 efficiency expectation does not result in any change to SCRA's allocated budget but achievement of efficiency savings help SCRA to offset cost pressures and operate within the approved level of Grant in Aid.

2.2 The Strategic Corporate Services Board is responsible for identifying and delivering a range of projects to reduce costs and protect service quality. The Board's specific responsibilities include:-

- creating and expanding opportunities for additional sharing of corporate services within the SG central government (CG) sector;
- acting as the sectoral Board for implementing the national actions relevant to the SG central government sector from the Scotland's Digital Future: Delivery of Public Services strategy and the CG sectoral strategy; and
- implementing Ministerial targets for asset management across the Central Government Sector.

2.3 Section 32 of the Public Services Reform (Scotland) Act 2010 introduced a duty on public bodies to publish an annual statement of the steps they have taken to improve their efficiency, effectiveness and economy. The Scottish Government expects all relevant public bodies to report individually on their efficiency savings in compliance with that duty.

3. 2014-15 Efficiency Savings

3.1 SCRA's efficiency target for 2014-15, calculated on the basis of 3% of 2013-14 Departmental Expenditure Limit (DEL), was £633k.

3.2 In the year to 31st March 2015 SCRA exceeded its target of £633k by making efficiency savings of £659k as follows:

	2014-15 £000
Procurement	296
Shared Services	12
Asset Management	351

3.3 Procurement savings have been achieved by increased usage of Scottish Government collaborative contracts and by capturing savings from SCRA procurement exercises. Shared service efficiency savings are only the increase in shared services income from CHS over and above 2013-14 income. Asset management savings include property rationalisation, rental of surplus accommodation and an element of voluntary severance savings.

4. Efficiency Plan 2015-16

4.1 2014-15 Efficiency Target

In cash terms, a 3% efficiency saving target based on 2014-15 approved revenue Grant in Aid of £20,800k would amount to a savings target of £624k for 2015-16.

4.2 Infrastructure Programme: Property

The Property team work with Locality Managers to identify opportunities for improved use of property and rationalisation. The approved 2015-16 revenue budget included targeted savings of £150k which in the main do not meet the definition of efficiency savings.

4.3 One off capital receipts from the sale of surplus properties will count towards the efficiency plan. The approved 2015-16 capital programme includes the potential disposal of Gladstone Place, Stirling at an estimated net price of £470k.

4.4 Benefits Realisation Programme

The Benefits Realisation Programme (BRP) was set up to ensure the full potential of the CMS is exploited and all possible benefits and efficiencies are captured. In this regard the key project within the programme is e-Communications. The focus of this project in 2015-16 is on safeguarders, social work, police and courts. Savings of £50k from e-Communications have been built into the 2015-16 revenue budget. In addition a pilot for delivery of electronic papers to panel members will get underway in 2015-16 although no savings are assumed in year.

4.5 Infrastructure Programme - Technology

A draft Digital Strategy for SCRA and CHS has been developed. An Implementation Plan and Business Case will be taken forward in Autumn 2015 with support from the Scottish Government's Digital Transformation Service. Future Efficiency Delivery Plan's will capture Digital Strategy efficiency savings.

4.6 Shared Services

SCRA continues to provide shared services to Children's Hearings Scotland. The agreement was renewed in June 2015 and will continue until March 2018. Year on year changes in shared services income will be captured in efficiency reports.

4.7 Procurement

Where best value can be achieved, SCRA participates in Scottish Procurement collaborative contracts. Savings are monitored by Scottish Procurement and reported to SCRA quarterly. Local procurement initiatives are also progressed and all new/renegotiated contracts are jointly assessed by Finance and Procurement to identify savings that would count towards our efficiency targets.

4.8 Budget savings targets

As part of the 2015-16 budget process, all budget holders have an internal budget target of 2.8% of salary costs. This equates to £439k across all budget centres. In addition a number of central savings targets have been set, principally for voluntary severance and contract savings. These targets will be difficult to achieve creating a potential budget shortfall in 2015-16.

5. Reporting Requirements

5.1 There is no requirement to submit to the Scottish Government formal Efficiency Delivery Plans, and responsibility for monitoring and reporting progress lies within SCRA. However there is also a statutory duty under part 3 of the Public Services Reform (Scotland) Act 2010 to publish a statement in relation to efficiency, effectiveness and economy as soon as possible after the end of the financial year. The 2014-15 statement is attached at Appendix A and the full report will be published along with the annual accounts in October 2015.

6. Procurement

6.1 Key contract awards

The key contracts awarded in 2014-15 are attached at Appendix B.

6.2 Non Competitive Action (NCA's)

Under certain circumstances, contracts can be awarded without competition. However, these should be by exception and only if they meet certain criteria. NCA's are closely managed and monitored by the Procurement Team. The following NCA's were approved during 2014-15:

Title	Supplier	Date Approved	Estimated Total Value
QAS Postcode Recognition Software for CMS	Experian QAS	28/7/14	£26.5k
Secure Envelopes	Bayard Packaging	28/8/14	£0.8k
iTrent HR System	Midland	22/9/14	£42.0k
Finance System	ABS	22/9/14	£32.0k

6.3 Procurement Capability Assessment

No Procurement Capability Assessments were carried out in 2014 as SPCD have been consulting on proposed changes to the assessment regime. The Procurement Team has been involved in this consultation through the Cluster Group and the Procurement Officers have attended Best Practice Days. It has been confirmed that under the new Procurement and Commercial Improvement Programme (PCIP) SCRA will get a Lite assessment based on SCRA's influencable procurement spend being below £15m.
A workshop for Lite organisations will be held around October and further guidance on the Lite assessment is expected in September.

6.4 Procurement Action Plan

The updated Procurement Action Plan is attached at Appendix C.

Procurement was subject to an Internal Audit Review during December 2014. Following one of the recommendations, SCRA's Procurement Team have established a new Contracts Review Group chaired by the Procurement Officers. The main aims are to review SCRA's current and future contracts, challenge the need for contracts and identify areas where savings and benefits can be achieved. The initial meeting was held in June 2015.

The Procurement Team have carried out the annual spend review for 2014/15 and upload information onto the Scottish Government Information Hub (Spikes Cavell). An extract from the Hub showing 2014-15 published data is shown below:

£3,881,373 Total Spend			**£3,045,182** Core Trade Spend	
428 Total Suppliers	**84** New Suppliers	**125** Returning Suppliers	**59** SME Suppliers	**2** Local Suppliers
2890 Transactions	**£9,068** Avg. spend per supplier	**17%** PCard Spend	**40%** SME Spend	**0%** Local Spend

Key:

Core Trade Spend *- Core Trade is a sub-set of your supply base that includes all* ***Trade Suppliers*** *and* ***Social Care Providers*** *with whom you have spent £1,000 or more in the financial year.*

New Suppliers *- the number of suppliers present in 14/15 but not in the previous data set year (13/14). This excludes PCard suppliers.*

Returning Suppliers *- the number of suppliers present in both 14/15 and the previous years' (13/14) spend files. This excludes PCard suppliers.*

PCard Spend - *Percentage of transactions that are identified as Purchase Card transactions in the extract.*

SME Spend *- Small & Medium sized businesses where the supplier has less than 249 employees or where the annual revenue is less than £22.8m*

Local Spend *– Spend with suppliers within the same local authority area as your organisation (based on Postcodes)*

6.5 Procurement Programme

The key elements of SCRA's Procurement Programme during 2014/15 were set out in section 2 above. In 2015/16 the following long list of potential procurement exercises have been identified:

IT

- Case Management System (Development) (Cap)
- Case Management System (Support) (Rev)
- Data Reporting Solution - Support
- Hosting of Case Management System (Cap and Rev)
- Internet Protocol Telephony & Maintenance
- Postcode Software (Re-let)
- Mobile Phones Re-let (SPCD Framework or e-auction, timescales to be advised by SPCD)

Digital Strategy

- Electronic Transmission of Panel Papers (Devices Trial)
- Electronic Transmission of Panel Papers (DHP -Software)
- Electronic Transmission of Panel Papers (DHP -Portal)
- Electronic Court Tablet Devices
- Mobile Apps (Rate My Hearing)
- Video Conferencing - Monitors
- Video Conferencing - Software Licences
- Video Statements Repository
- Wi-fi (in core properties) (Hardware)
- Fit for Us - public Wi-fi Hotspots

Property

- Edinburgh - Building Surveyor
- Edinburgh - Principal Contractor
- Inverness, Academy Street - Main Contractor
- Inverness, Academy Street - Furniture
- Kilmarnock - Building Surveyor
- Kilmarnock - Principal Contractor
- Perth, Belhaven House - Main Contractor
- Perth, Belhaven House - Furniture
- Stornoway - Fit Out - Furniture
- Stornoway - Fit Out - Main Contractor

Corporate

- Building Surveying Framework for Small Works Projects
- Electronic Purchasing Card to replace GPC (Changeover)
- Finance system Re-Let
- Fit for Us - Hearing Room Upgrades
- HR and Payroll system Re-Let
- Legal Services (All Lots, including Employment)
- Secure envelopes
- SVQ Business Admin 3
- Website Hosting & Maintenance

Some of these exercises may not be progressed in 2015/16 as a result of changes to corporate priorities or as a result of slippage in year in the 2015/16 capital programme.

6.6 **New Legislation**

It was previously reported that New EU Directives have been introduced and the new Procurement Reform (Scotland) Act 2014 had received Royal Assent.

These will require new Scottish Procurement Regulations to replace the Public Contracts (Scotland) Regulations 2012. SCRA's Procurement Team were involved in the consultation on the new rules. Further guidance is awaited which will be reviewed to identify actions for SCRA.

Regulated Contracts will be anything over £50,000 for Goods and Services and £2,000,000 for Public Works Contracts. Where a contract is above EU thresholds, this will be classed as an EU Regulated Contract. These figures refer to estimated value of the total consideration over the term of the contract.

The main duties of the Act include:

- A contracting authority must comply with the Sustainable Procurement Duty, whereby before carrying out a regulated procurement, it should consider how by conducting the procurement process it can improve the economic, social and environmental wellbeing of the Authority's area, facilitate the involvement of small and medium enterprises, third sector bodies and supported businesses and promote innovation

- A contracting authority which expects to have significant procurement expenditure in the next financial year must, before the start of that year prepare and publish a Procurement Strategy setting out how the authority intends to carry out regulated procurements and prepare and publish an annual procurement report at the end of the financial year on its regulated procurement activities

- A contracting authority must publicise on Public Contracts Scotland its intention to seek offers as part of a regulated procurement and publicise the award of a regulated contract

- The contracting authority must consider whether to impose community benefit requirements in major contracts greater than £4,000,000.

- Contracting authorities must keep and maintain a contracts register of any regulated procurements

7. Conclusions

7.1 SCRA is on course to deliver its efficiency target of 3% in 2015-16 given the inclusion of SG Procurement savings and net disposal receipts from Gladstone Place. However the budget savings targets for 2015-16 are likely to prove much more challenging and progress will be tracked and reported to EMT and the Board through quarterly budget monitoring reports.

7.2 Staff savings will count towards the efficiency target so long as it can be evidenced that service levels have not been adversely affected. An assessment will be carried out during the year, and at year end, comparing savings with performance levels.

7.3 Projects managed through programmes will continue to be developed and efficiency savings identified, monitored and reported.

8. Recommendation

8.1 To approve SCRA's 2014-15 Efficiency Savings and 2015-16 Efficiency Plan.

8.2 To note Procurement activity during 2014-15 which further aligns SCRA with Scottish Public Sector best practice.

Appendix A

Efficiency, economy and effectiveness

The Public Services Reform (Scotland) Act 2010, section 32(1)(b) requires listed public bodies to publish a statement in relation to efficiency, effectiveness and economy as soon as possible after the end of the financial year.

Ministers have stated that they expect every public body to deliver efficiency savings of at least 3% in 2014-15 and to report publicly on the actions taken and the results achieved. SCRA's efficiency target for 2014-15, was confirmed as 3% of 2013-14 Departmental Expenditure Limit (DEL), at £633k being 3% of the approved level of GIA of £21,100k.

An Efficiency Delivery Plan for 2014/15 was approved by the Board in September 2014. The Plan incorporates efficiency initiatives developed within a Benefits Realisation Programme, an Infrastructure Programme (Property and IT) and a Service Improvement Group.

The Benefits Realisation Programme (BRP) was set up to ensure the full potential of the case management system is exploited and all possible benefits and efficiencies are captured. In this regard the key project within the programme is e-Communications. The focus of this project in 2014-15 is on safeguarders, social work, police and courts. No significant savings from the BRP have been delivered in 2014-15, however savings should start to be realised from 2015-16 from e-Communications projects.

The Infrastructure Programme allows tracking of key property and IT projects. Some of these projects deliver improvements in service quality and some projects also delivery increased efficiency e.g. rollout of WiFi for both SCRA staff and 'guests' attending hearing facilities.

The Shared Services agreement with Children's Hearing Scotland for Finance and HR services has been slightly extended in scope and will continue to March 2018.

In the year to 31st March 2015 the Scottish Children's Administration exceeded its target of £633k by making efficiency savings of £659k as follows:

	2014-15 £000
Procurement	296
Shared Services	12
Asset Management	351

Appendix B

Key contracts awarded 2014-15

Title	Supplier	Date awarded	Estimated total value excluding VAT (£k)
Fraserburgh – Furniture	Dovetail Enterprises	11/4/14	£6,147
Going to a Hearing DVD	Freakworks	12/5/14	£11,265
Perth (Belhaven House) Architectural Design Team	Keppie Design	9/9/14	£47,850
Lerwick – Design Team Services	PJP Architects	17/10/14	£14,637
Child Development Training Provider	University of Strathclyde - CELCIS	29/10/14	£13,200
Edinburgh Minor Works – Main Contractor	Ross & Laidlaw & Sons Ltd	13/11/15	£4,387
Aberdeen – M & E Consultancy	RSP Consulting Engineers	19/11/14	£5,000
Inverness – Design Team Services	Graham & Sibbald	21/11/14	£17,595
Stornoway – Design Team Services	Anderson Associates	28/11/14	£10,960
CLAS Consultancy & Accreditation	Evolve Business Consultancy	9/12/14	£25,013
Hamilton House Refurbishment – Main Contractor	Interact Interiors Ltd	28/1/15	£29,755
Lerwick – Furniture	Dovetail Enterprises	5/2/15	£3,923
Multi Function Devices (Leasing Contract)	Xerox	18/2/15	£154,000

Appendix C

SCRA Procurement Action Plan 2015/16

Ite	PCA Section/Attribute Sustainable Action Plan Flexible Framework	Requirement	Action Required	Nominated Lead	Date Required B	Status
1	Contract & Supplier Management.	Actively implement the contract and supplier management plan. Formalise continuous improvement, and suggestions (that could be put forward by either party) with the contract management process. CSM process should be further developed to ensure a consistent approach is applied particularly in relation to reporting.	Implement Contract Management approach for top 10 suppliers. Discuss with Contract Managers what arrangements they have in place and request copies of minutes/updates. Consider possible areas of improvement in key contracts and discuss with Contract Managers and Suppliers. Possibly hold training day for Contract Managers. Contract Managers to report details of Contract & Supplier Management meetings to Procurement.	HM/CG	End Nov 15	Not started.
2	People & Skills.	Ensure Procurement Officers (2) complete the Procurement Competency Framework.	Procurement Officers to complete Procurement Competency Framework and update annually.	HM/CG	End Mar 16	Not started.
3	Performance Measurement. Procurement Commodity/Project Strategies and Collaborative Procurement & Contract & Supplier Management. Procurement Strategy and Objectives.	Non cash savings to be recorded and reported. All procurement strategy documents should contain a section on targeted savings and benefits. Fully implement savings and benefits tracker. All benefits (financial, service and process improvements) to be recorded in tracker and reported. Forecast savings and/or benefits consistently recorded across the Contract Register, Procurement Strategy and Contract Award Recommendation Reports.	1. Agree what Savings & Benefits data should be captured and how to calculate this information. 2. Track Cash & Non Cash Savings/Benefits through various stages of the contract and record these as follows: - Forecast Savings/Benefits to be included in individual Commodity Strategies. - Secured Savings/Benefits to be reported in Tender Recommendation Report - Delivered Savings/Benefits to be recorded on Savings/Benefits Tracker. 3. Include section in EMT report to highlight benefits achieved (could possibly use PCA Procurement Dashboard).	HM	End Aug 15	Underway.
4	Performance Measurement. Procurement Commodity/Project Strategies and Collaborative Procurement & Contract & Supplier Management. Procurement Strategy and Objectives.	Routinely monitor spend vs budget. Track spend which is not placed by GPC. Improve contracted spend figure and incorporate the recording of savings and benefits into a procurement dashboard for reporting to EMT. Formalise and consolidate the customer reporting regime.	1. Run Quarterly and Annual PL and GPC Transaction Reports. 2. Review Quarterly and Annual spend vs budget on key contracts. 3. Identify potential future GPC spend and develop actions to move spend to GPC. 4. Identify top 10 Non Contracted Suppliers and develop strategies to reduce non contracted spend. 5. Consider creating a regular report for Budget Holders and/or Contract Managers on spend on contracts. 6. KPI's to be set and performance against KPI's to be included in EMT reports.	HM	End Dec 15	Underway.
5	Procurement Leadership & Governance.	Development of risk register for high risk projects. Register should be maintained during the procurement exercise and, where necessary, handed over to the contract manager at award. Include KPI's and risks in regular reports to EMT. Consider the development of a regular reporting regime on procurement performance highlighting outcomes from the CSM process.	Review draft Risk Register and implement use and report regularly to EMT. Develop KPI's and risks and include in EMT reports.	CG	End Nov 15	Not started.
6	Procurement Strategy & Objectives.	Recommend that the Procurement Strategy be refreshed annually to take account of any SPPN's or developments in procurement and SCRA to record progress against objectives. Gather evidence of support being provided by other departments to help meet the objectives of the Corporate Procurement Strategy e.g minutes from regular Head of Department meetings.	1. Review Procurement Reform Bill and agree what should be included in Corporate Procurement Strategy and if necessary the Annual End of Year Report. 2. Update Strategy on annual basis to include updated Action Plan, new legislation/best practice, guidance from SPPNs, changes to Policy, systems and processes etc (await further advice from Capability Team). 3. Fully implement Procurement Strategy and obtain support from other Departments to help meet objectives of the Corporate Procurement Strategy. 4. Retain evidence of support, e.g. Minutes of Meetings etc.	HM	End Mar 16	Underway.
7	Sustainable Action Plan Recommendations. Flexible Framework - Policy - L1 (b).	Review the Flexible Framework on a periodic basis and identify actions to achieve Level 3. Update Procurement Policy to include sustainable procurement section.	Complete review of Flexible Framework and incorporate key actions into 2014/15 Procurement Action Plan. Update Procurement Policy to include sustainable procurement section.	All	End Mar 16	Not started.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Spending Review 2015

Accountable Director:	Principal Reporter/Chief Executive	**Date:**	7th September 2015
Report Author:	Head of Finance and Resources		

Recommendation:

1. **To comment on the key inputs to the 2015 Spending Review submission and approve for continued consultation with Sponsor Team.**

Reason for Report:	**For approval**
Resource Implications:	**Outwith approved budgets**
Strategy:	**Outwith approved plans**
Consultation:	**EMT, Sponsor Team**
Equalities Duties:	**An Equalities Impact Assessment has not been carried out.**
Document Classification:	**For Internal Use Only**

1. Introduction and Background

1.1 In December 2014 the Board approved an updated Financial Plan for the period 2014/15 to 2016/17. The revenue figures used in the plan are attached at Appendix 1. This report sets out the main inputs to SCRA's Spending Review submission for the period 2016/17 to 2018/19.

1.2 The Sponsor Team and Finance Business Partner have provided a series of messages on the 2015 Spending Review and these are set out in section 2. Section 3 recaps on information already provided by SCRA in relation to future years funding requirements and section 4 provides an overview of the main inputs to the Spending Review submission. Section 5 outlines the main funding scenarios as discussed with Sponsor Team.

2. Spending Review 2015

2.1 At the Finance Accountability meeting in May 2015 SCRA's Scottish Government (SG) Finance Business Partner warned that significant cuts will be made to revenue funding over the period 2016/17 to 2018/19. The Business Partner advised that capital budgets may not be so severely affected.

2.2 It was confirmed at the meeting that the Scottish Government spending review will cover the three years from 2016/17, with figures at portfolio level expected late September and final figures to be published in late October. Since May the Scottish Government timetable has slipped as a result of a revised timetable for the Spending Review led by HM Treasury which will now be published on 25 November 2015.

2.3 At the May 2015 meeting SCRA were advised to start looking in detail at the implications for service delivery of different scenarios including standstill and reduced funding. It was suggested that in developing these scenarios SCRA should prioritise its activities as follows:

- Legal commitments
- Ministerial Commitments
- Manifesto Commitments
- New commitments for 2016 Election
- Current and planned activity in support of the activity above

2.4 The Business Partner advised that where an activity may have to be stopped, the implications, including any possible upfront costs, should be made clear.

3. Information already provided to Sponsor Team

Forward capital figures

3.1 In February 2015 SCRA were asked to provide forward capital figures to the SG Central Finance Team. Figures were requested for 2015/16 and 2016/17 together with an indication of which projects were legally committed.

3.2 The figures provided in late February 2015 are attached at Appendix 2. Although not requested figures were also provided for 2017/18.

3.3 In relation to the Digital Strategy an accompanying Implementation Plan and Business Case will be developed in the coming months with support from the SG Digital Transformation Service and this will lead to a refinement of the draft revenue and capital figures shown in Appendix 2.

3.4 SG recently confirmed that additional in year capital funding in 2015/16 and 2016/17 will be made available to SCRA to progress the Perth project.

Forward revenue figures

3.5 At the request of the SG Directorate Finance Manager the SCRA Finance Team updated the December 2014 Financial Plan revenue figures to show required revenue funding over the next two years.

3.6 The updated figures, attached at Appendix 3, largely reflect technical adjustments for pay (cost of living and progression), pensions (deficit repayments) and national insurance increases (loss of opt-out rebate). It is assumed these staff cost pressures, totalling £620k, are unavoidable. No further staffing reductions were assumed beyond the round five voluntary severance in 2015/16.

3.7 On Property, Travel and supplies and services it was assumed that following the efficiencies achieved in recent years there is limited scope to make substantial reductions in costs without radical change to SCRA's business model. Legal expenses and Hearings costs (including translation, interpretation and outreach hearing centre hire costs) are expected to increase.

3.8 Benefits Realisation Programme (BRP) savings will be delivered as SCRA moves increasingly to electronic communication with partners and completes a panel papers proof of concept in 2015/16. Finally it is assumed that current levels of income can be maintained in the short term.

3.9 The resultant required revenue grant in aid is £21.442m for 2016/17 and £21.771m for 2017/18, representing year on year increases of 3.1% and 1.5%, based on a baseline of £20.8m for 2015/16.

Spending Review meeting July 2015

3.10 At the May 2015 Finance Accountability meeting it was agreed that additional meetings would take place over the summer to allow a closer look at Spending Review issues. The first of these meetings took place on 14th July 2015.

3.11 It was confirmed that the implications of standstill funding and 2% and 5% reductions in revenue funding should be assessed. It was acknowledged by Sponsor Team that a cash reduction of 2% was in effect a real terms reduction of 5% when the impact of pay, national insurance and pension pressures is added.

3.12 It was agreed at the meeting that the Spending Review submission should positively set out SCRA's contribution to Scottish Governance policy priorities. Examples given by Sponsor Team included equality of opportunity, poverty, educational attainment, preventative spend (early intervention) and permanence.

3.13 Pay strategy was discussed and Sponsor Team acknowledged the difficulties experienced prior to agreement of the multi-year award ending in March 2016.

3.14 The consequences of a further reduction in staff numbers on performance, delay, service quality and risks to individual children and young people was discussed.

4. Inputs to the Spending Review

4.1 At a meeting on 29th July 2015 EMT agreed a number of inputs to the Spending Review 2015 submission. The first grouping covers the organisations statutory roles and functions and how these have developed and continue to develop, including the following areas:

- Children's reporters – functions, changing workforce, current demands, future direction and shape.
- Operational managers – reshaping into current arrangements , contribution to partnership and interagency work/community planning.
- National support functions – significant reshaping and value add, policy and practice, strategy and planning, senior management arrangements.
- Research and data – shape of function and value add.

4.2 The second grouping concerns six key cross cutting themes as follows:

- Delivering quality outcomes and personalisation of service
- Early intervention and a focus on very vulnerable children
- GIRFEC and the hearing system
- Working with 16/17 year olds and links to the Youth Justice Strategy
- Vision for the hearing system
- Increasing complexity

4.3 The third and final grouping covers key SCRA's programmes including:

- Reporter decision making
- Court
- Workload
- Digital

4.4 The narrative supporting these Spending Review inputs will be informed by workload data, workforce trends and data, spend data, audit reviews, case sampling, referral trends and data, research and surveys.

5. Main revenue funding scenarios

5.1 The Head of Finance recently clarified with the Finance Directorate that the 2% and 5% revenue reductions should reflect the difference between revenue funding levels in 2015/16 and 2019/20.

Required revenue funding

5.2 Appendix 3 sets out SCRA's revenue funding requirement over the first two years of the Spending Review period. Funding at this level is required to allow SCRA to continue with its modernisation programme, continue to work closely with partner organisations to implement the Children and Young People (Scotland) Act 2014 and ensure plans and resources are in place to avoid increasing risks to individual children and young people involved with the hearing system.

Standstill revenue funding

5.3 Revenue funding of £20.8m for 2016/17 and 2017/18 would immediately result in budget gaps of £640k and £970k respectively as a result of unavoidable increases in pay, national insurance and pensions costs. These budget gaps assume SCRA maintain income at current levels and include no allowance for general inflation.

5.4 Further efficiencies would be insufficient to cover these budget gaps. Under this scenario a reduction of around 10-15 FTE posts by March 2016 would be needed at an upfront cost in 2015/16 of £500-£700k. This would necessitate immediate and seismic changes in locality support processes, a material reduction in management, significant scaling back of Head Office services and a far more aggressive approach to rationalisation of outreach hearing centres .

5.5 Standstill funding would impact SCRA's ability to deliver manifesto commitments, hampering SCRA's ability to engage in government programmes (GIRFEC, education attainment) and relegating customer care/engagement to an ancillary activity.

2% revenue funding cut by 2019/20

5.6 Assuming the 2% funding cut was frontloaded in the first two years this would immediately result in budget gaps of £0.8m and £1.2m respectively as a result of reduced grant in aid of £400k per annum by 2017/18 and unavoidable increases in pay, national insurance and pensions costs. These budget gaps are on a cash basis and do not reflect the real terms reduction as no allowance is made for the effects of inflation.

5.7 In order to operate within these stringent financial constraints, SCRA would, in addition to the measures in 5.4, need to consider the affordability of the LGPS for new members of staff and halt further development of core IT systems, notably CMS. As a result SCRA would be unable to take advantage of technological changes and the resulting efficiencies, thus not freeing up staff time towards more value-added/statutory activities.

5% revenue funding cut by 2019/20

5.8 In order to operate within these drastic financial constraints, SCRA would be forced, in addition to the measures in 5.2 and 5.3, to impose a medium- to long-term pay freeze, contrary to the national public sector pay policy recommendations, resulting in a lack of pay parity for SCRA staff in the context of comparative sectors greatly increasing the risk of a loss of skills as staff leave for better paid employment elsewhere. The subsequent detriment to outcomes would be significant due to loss of experience, staffing gaps and the lead in period for new staff.

5.9 SCRA would be forced to consider less risk-averse Information Governance/IT security policy which would be more reliant on softer controls (staff training) than harder (system access) controls, resulting in greater risk of data breaches and harm to vulnerable children and young people. SCRA would reduce performance targets and quality standards, resulting in slower decision-making, inconsistent service provision across Scotland and a less personalised service all leading to greater risk to vulnerable children and young people.

6. Conclusions

6.1 Unless funding in the coming years is in line with the scenario in 5.2, SCRA's ability to deliver on the SG's priorities and commitments will be adversely impacted. The Spending Review submission will set this out clearly for Ministers.

6.2 There is likely to be less pressure on capital budgets and it is hoped that SCRA's capital plans as set out in Appendix 2 can be supported in full.

7. Recommendation

7.1 To comment on the draft 2015 Spending Review submission and approve for consultation with Sponsor Team.

Previous Papers:
Financial Plan Update, SCRA(DEC14)7
Draft Budget 2015/16, SCRA(MAR15)7

Appendix 1

SCRA FINANCIAL STRATEGY 2014/15 TO 2016/17

NARRATIVE	Forecast Outturn	Most Likely Forecast Budget	Most Likely Forecast Budget
	2014/15	**2015/16**	**2016/17****
Staff numbers average in year	**396**	**385**	**385**
	£k	£k	£k
Staff Costs (before new superannuation & NI rates)		16,236	16,688
Removal of discount for opted out schemes		0	300
Staff Costs (pre savings)		**16,236**	**16,988**
VR/VER and conversions		368	(155)
Natural turnover		(38)	(112)
Progression		143	100
Revalorisation / low pay / re-shaping		75	64
Non Consolidation		13	(2)
Employers pension contribution rate increase		300	75
Staff Costs	**16,159**	**17,097**	**16,959**
Property Costs (pre saving)		**2,776**	**2,726**
Property Rationalisation		(50)	0
Property Costs	**2,812**	**2,726**	**2,726**
Travel & Subsistence	**200**	**198**	**198**
Supplies and Services (pre saving)			
Equipment, Software & Maint Contracts		386	386
Printing, Stationery & Photocopying		191	191
Postages		336	336
SCOTS		693	693
Legal fees		120	120
Hearing costs		300	300
Other supplies and services		208	208
Supplies and Services	**2,318**	**2,234**	**2,234**
Unfunded Pensions	200	200	200
Savings Target		(342)	(340)
BRP savings		(65)	(375)
Other Income	(510)	(495)	(495)
TOTAL		**21,553**	**21,107**
Grant in Aid	(20,935)*	20,800	20,280
Surplus/(Deficit)	**(244)**	**(753)**	**(827)**

* Includes 2013/14 carry forward.
** No indication of GiA funding for 2016/17.

Appendix 2

Forward Capital Plans

Programme	2015/16 £k	2016/17 £k	2017/18 £k
Property	150	400	400
Property (Perth)	170	170	(80)
IT	250	400	200
Digital Strategy	180	1,900	2,200
Total	**750**	**2,870**	**2,720**

Notes:

1. Approved capital grant in aid for 2015/16 is £500k. The Scottish Government have logged additional pressures of £250k for the first phase of the Perth project and various IT/Digital initiatives as set out in the March 2015 Draft Budget 2015/16 report.

2. The Digital Strategy has associated revenue expenditure of £1,600k in 2016-17 and £3,100k in 2017-18. This is based on current support costs for desktops/laptops provided by Scottish Government Information Services and Information Systems (ISIS).

Appendix 3

SCRA FINANCIAL STRATEGY 2015/16 TO 2017/18

NARRATIVE	Approved Budget 2015/16	Forecast Budget 2016/17	Forecast Budget 2017/18
Staff numbers average in year	**396**	**390**	**390**
	£k	£k	£k
Staff Costs (before new superannuation & NI rates	16,441	16,281	16,746
Removal of discount for opted out schemes		300	
Staff Costs (pre savings)	**16,441**	**16,581**	**16,746**
VR/VER	(160)	(130)	0
Progression		150	150
Revalorisation / low pay / re-shaping		75	75
Non Con		25	25
Employers pension conts rate increases		70	75
Staff Costs	**16,281**	**16,771**	**17,071**
Property Costs	**2,846**	**2,846**	**2,846**
Property Rationalisation		0	0
Property Costs	**2,846**	**2,846**	**2,846**
Travel & Subsistence	**217**	**217**	**217**
Supplies and Services			
Equipment, Software & Maint Contracts	313	313	313
Printing, Stationery & Photocopying	190	190	190
Postages	367	367	367
SCOTS	665	665	665
Legal fees	120	150	175
Hearing costs	345	395	455
Other supplies and services	173	173	173
Revenue implications of IT capital projects	72	72	72
Supplies and Services	**2,245**	**2,325**	**2,410**
Unfunded Pensions	200	200	200
Savings Target	(457)	(335)	(341)
BRP savings	(50)	(100)	(150)
Income	(482)	(482)	(482)
TOTAL	**20,800**	**21,442**	**21,771**
Grant in Aid	20,800	21,442	21,771
Carry Forward	0	0	0
Surplus/(Deficit)	**0**	**0**	**0**

SCRA(SEPT15)15

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Communications Strategy 2015-18

Accountable Director: Principal Reporter/Chief Executive

Date: 24 September 2015

Recommendation:

1. To review and approve SCRA's Communications Strategy 2015-18

2. To note SCRA's Communications Action Plan for the remainder of 2015/16 (Appendix A) and the list of Communication Tools (Appendix B)

Reason for Report:	For Board approval
Resource Implications:	Within approved budgets
Strategy:	Within approved plans
Consultation:	Principal Reporter/Chief Executive
Equalities Duties:	An Equalities Impact Assessment will be undertaken
Document Classification:	Not protectively marked

1. Introduction

1.1. The new Communications Strategy has been developed to ensure SCRA continues to have an integrated approach to communications and engagement, and one that supports the organisation's vision and values.

1.2. The Communications Strategy 2015-18 is supported by an action plan (Appendix A), which will be updated annually, and a list of tools (Appendix B) used to communicate, engage and inform, both internally and externally.

2. Background

2.1. This Communications Strategy builds on previous plans, including the Communications Strategy 2007-10, the Digital Media Strategy 2011-12 and the Change Communications Strategy 2011-13.

2.2. The strategy is also supported by a number of already agreed communication policies, such as the Media Handling Policy, the Social Media Policy, the Website Policy and Connect (staff intranet) policy.

2.3. This strategy is also aligned with SCRA's Outcomes and Priorities in the 2015/16 Business Plan and Corporate Plan 2014-17: Sustainability ~ Quality and Performance ~ Customer Focus ~ Engagement ~ Infrastructure Maintenance and Development.

3. Strategy content

3.1. The aim of this strategy is to set out the approach and actions which will be employed to strengthen and develop the way in which SCRA communicates with our key audiences.

3.2. The strategy sets out the benefits of good communication and the risks of poor communication.

3.3. It also details our key audiences and key messages.

4. Internal and external communication methods

4.1. The strategy provides some detail on the different kinds of communication tools that are and will be used to communicate with our difference audiences, both internal and external.

4.2. The strategy explains that the tools used to communicate our key messages are reviewed and revised on a regular basis.

5. Evaluation and monitoring

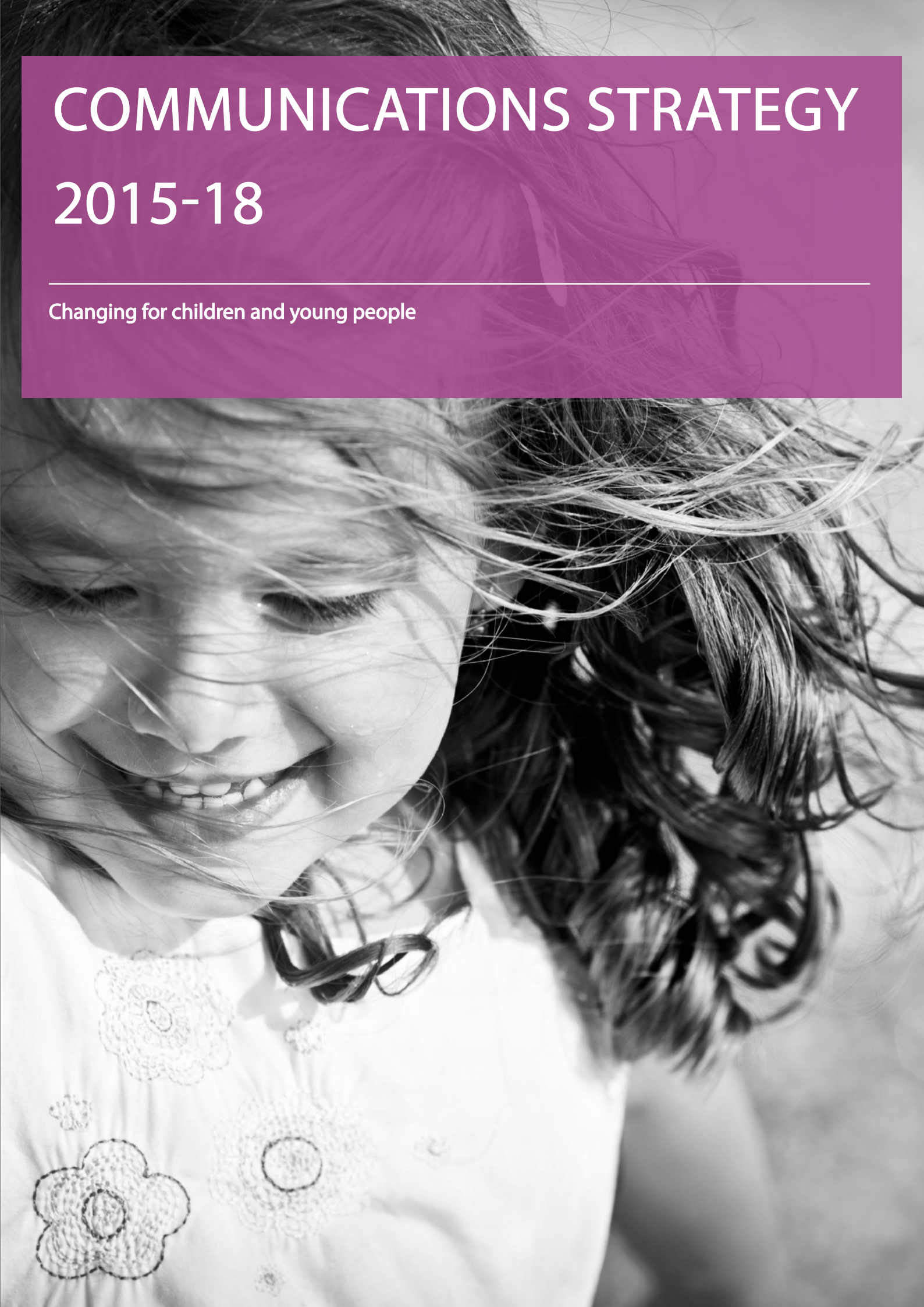
5.1 This strategy and action plan will be reviewed annually over the next three years. In addition, a variety of methods will be used to determine the level of success/effectiveness of our communications, including feedback surveys, hits to the website, retweets, media articles etc.

6. Recommendation:

6.1. To approve SCRA's Communications Strategy 2015-18.
6.2. To note SCRA's Communications Action Plan for the remainder of 2015/16 (Appendix A) and the list of Communication Tools (Appendix B)

COMMUNICATIONS STRATEGY 2015-18

Changing for children and young people



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1. Background

SCRA operates in a particularly high profile arena, where in recent years there has been an even greater focus on the wellbeing of children and young people. In recent years there has been an increased scrutiny of child protection, with a number of prominent significant case reviews and Fatal Accident Inquiries.

In addition, we have seen implementation of the Children's Hearings (Scotland) Act 2011, the creation of the Children and Young People (Scotland) Act 2014 and the strengthening of the Getting it Right for Every Child agenda.

Internally, SCRA has gone through several years of change and transition. We are now in a period of consolidation, but there will be further changes and improvements ahead.

Therefore, it is vital that SCRA undertakes a planned and sustained approach to communications, not only to support our core business of delivering a first class service to children, young people and their families, but to ensure our internal audience is fully engaged and informed.

2. Introduction

The purpose of this document is to outline SCRA's integrated approach to communications and engagement that will support the organisation's vision and values.

This Communications Strategy builds on previous communication plans, including SCRA's Communications Strategy 2007-10 and SCRA's Change Communications Strategy 2011-13. This strategy will not exist in isolation, it is supported by other communication guidance documents, including SCRA's Media Handling Policy and Social Media Guidance Policy.

This strategy is also aligned with SCRA's Outcomes and Priorities in the 2015/16 Business Plan and the Corporate Plan 2014-17: Sustainability ~ Quality & Performance ~ Customer Focus ~ Engagement ~ Infrastructure Maintenance & Development.

3. Aims, benefits and risk

The aim of SCRA's Communications Strategy is to set out the approach and actions which will be employed to develop the way in which SCRA communicates with key audiences – both internal and external over the next few years.

This document presents a strengthened, integrated approach to communicating with our stakeholders and details priority actions for the next six months (Appendix A). A new action plan will be developed starting on 1 April 2016 and this will be incorporated into the Press and Communications Team Plan for 2016/17.

SCRA has made significant progress in recent years in our approach to communications. The 2014 Internal Audit reported that "controls over internal and external communications processes at SCRA are robust and effective." The report also stated that "a wide range of communication tools are utilised to ensure that SCRA communicates effectively with stakeholders." And "All communication tools are subject to regular and ongoing review in order to identify opportunities for improvement." (Appendix B)

However, there are still improvements to be made. The power of communication should never be underestimated. Good or bad communication can have a subtle, but serious impact on public confidence, staff morale, media/social media reporting, our organisational reputation, partner perceptions and the service we provide to children, young people and families.

The adoption and implementation of a clear and open Communications Strategy will result in a number of tangible benefits, including;

- Informing and involving staff to ensure they have access to relevant and timely information, in the most efficient and professional manner to allow them to carry out their roles effectively. This will enhance two-way communications and promote engagement across the organisation.

- Clear communication regarding SCRA's role will lead to stronger understanding and co-operation from our partners. In addition, increasing awareness among relevant agencies of our role and remit will help foster improved relations with key stakeholders, and lead to a better understanding of when children and young people should be referred to the Reporter.

- Informing children, young people and families directly involved in the Children's Hearings System of the work and responsibilities of the Reporter and SCRA, and how we can help them.

- Growing general public awareness of SCRA and an understanding of our role within the Children's Hearings System.

- More positive media reporting as journalists become better informed of our work within the Children's Hearings System.

- An increase in confidence in SCRA as an organisation among staff, and with the public and key stakeholders.

Failure to engage and communicate can lead to a poor or damaged reputation. Lack of effective communication can influence the perception of SCRA as an organisation.

Another risk to effective communications is a fear of conveying difficult messages. We need to be brave and confident. This applies to both internal and external communications and SCRA has made positive headway in this area in recent years.

4. Key audiences

SCRA has a wide and varied audience. To ensure effective engagement, we must use a flexible mix of communication methods, as children, young people and families have different information and communication needs to our partners and our staff.

SCRA's key audiences include;

- Children, young people and their parents/carers in the Hearings System
- All members of SCRA staff across Scotland
- SCRA Board members
- Children's Hearings Scotland, AST Members and Panel Members
- Victims and vulnerable witnesses
- Scottish Government – Ministers and officials
- Partner organisations, such as Social Work Scotland, Police Scotland and Education Scotland
- Groups such as the Children's Hearings Improvement Group, the Tri-partite Group and the Hearings Management Group
- Crown Office and Procurator Fiscals Service
- Health agencies
- Elected members at local and national levels (MSPs, MPs, MEPs and local councillors)
- Voluntary organisations
- UNISON
- Media – local, regional and national
- Social media
- The general public
- Academics and researchers in the children's services arena

5. Key messages

Our key messages will change over time depending on new processes, systems, legislation, information materials, however some messages are constant, such as SCRA's vision and values, role and purpose and it is important that partners in particular are aware of these:

Our vision:

Our vision sets out what we want the world to be like for children and young people in Scotland and is: "Vulnerable children and young people in Scotland are safe, protected and offered positive futures."

Our values:

Children and young people's experiences and opinions guide us. We are approachable and open. We bring the best of the past with us into the future to meet new challenges.

Our role and purpose:

- 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 statement of grounds 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, inform and reassure
- Provide premises for Hearings to take place; and to
- Work collaboratively with partners to support and facilitate the Getting it Right For Every Child (GIRFEC) agenda

We also need to communicate our core strategies as set out in the Business Plan 2015/16 (Sustainability, Quality & Performance ~ Customer Focus ~ Engagement ~ Infrastructure Maintenance & Development) and make them meaningful and understandable, particularly for our diverse external audience.

Although applicable to all our customers, it is vital that 'Our Customer Commitment' is communicated in an effective and succinct way to children, young people and their parents/carers. They need to know how we will treat them and what they can expect from us.

These are just a selection of our key messages, and whatever the message, it is critical that it is carefully crafted, targeted effectively and communicated in a variety of ways.

6. Internal communications

SCRA has a large staff group based in offices and Hearing Centres across the country. Staff within SCRA cover a wide spectrum of roles, from those involved in the frontline delivery of the Reporter service, to administration, planning and service development roles, as well as centralised corporate functions such as human resources, finance and property.

SCRA recognises the importance of internal communications in supporting the effective progress and development of the organisation.

In order to successfully implement an open and effective internal communications policy, it is important to understand the needs of staff and to appreciate there are differences in these needs, and plan communications to take account of them.

It is also important to recognise that internal communications are not always driven centrally and rightfully so - Localities have a crucial role to play in achieving high quality internal communications. Two-way communication is vital to the success of this strategy and every member of staff has a role to play in making this happen. Our internal

communications must also be timely and appropriate to ensure maximum staff engagement.

To achieve this, this Communications Strategy will employ a number of internal methods, including:

Face to face communications:

Team meetings - We know from reviews of our internal communications that most staff prefer face to face communication, particularly from their line manager. Therefore, linked to the Team Brief, team meeting best practice guidelines for managers is available. Managers are encouraged to hold team meetings on a regular basis to enable staff to raise issues/make suggestions and also for managers to brief staff on local and national issues/developments etc.

Supervision and appraisal - managers are required to hold one to one supervision sessions with staff on a regular basis (every 6-8 weeks) and ensure the annual appraisal takes place.

Staff Event – SCRA holds an annual Staff Event. It is open to all staff and around 200 places are available. Staff are able to contribute to the day in advance and have a say in the programme via an electronic suggestion survey. The day is also evaluated afterwards with a further survey of delegates. This feedback helps us improve on the day in future years.

Manager's briefing events – SCRA now holds a series of briefing events for managers, UNISON representatives and business partners. These are held several times a year covering a variety of topics such as performance and sustainability. These will continue to be held as they are an excellent way of communicating and engaging with managers and ensuring information is then cascaded to teams.

Networks and Forums:

SCRA has a number of groups for both managers and staff, to allow people to come together and focus on issues such as Practice, Quality, Service Improvement, Equalities and Participation. Many of these groups are open to all staff, and they are actively encouraged to take part. In addition, every Locality tends to have an annual Locality Development Day (this normally takes place around the planning cycle). This allows Locality staff to get together, network, share best practice, improve processes etc, while also enabling inputs from senior management and Head Office staff.

Connect:

Connect is SCRA's intranet site which is available to all staff. It was launched in 2009 and underwent a major revamp in early 2014. It is updated on a daily basis and staff can sign up for news alerts and vacancy alerts. There's also several 'ticker tapes' on key pages providing rolling information on topics such as Practice and training. Connect also has locked down areas for collaborative, secure working called My Workspaces. These are used by project

groups, teams, Localities etc. Connect also hosts blogs and discussion forums so staff can have their say.

Team Brief:

SCRA launched a six month pilot Team Briefing System in September 2012. An evaluation was carried out in April 2013 and it was extended to the end of 2013, before being introduced on a permanent basis in January 2014 following a second evaluation. The team brief is issued every six weeks - each edition includes an update from the PR/CEO, as well as items for action, for information and coming soon items. The Team Brief is now a cornerstone of our internal communications strategy, however to ensure it still meets the needs of staff, a further review will be carried out in January 2016.

National Reporter:

The staff e-zine is issued every quarter to all staff. It contains a mix of staff news and corporate news. It also contains features on key areas like GIRFEC and includes a regular update from Children's Hearings Scotland. Staff are encouraged to submit articles and photographs to the National Reporter to ensure there is ownership of the publication.

Electronic feedback surveys:

The electronic feedback tool Survey Monkey is used on a regular basis to get the views of staff on a variety of topics. There is the annual Staff Survey and the now annual Health and Wellbeing Survey, as well as one off surveys on issues like training. The tool allows responses to be anonymous if required and is an effective way of getting frank feedback. It is also utilised for external engagement, such as the partner's survey and the recent survey of children and young people and their wellbeing.

More detail about our internal communication methods is available at Appendix B. This list of internal communication methods is not exhaustive and will be developed/reviewed over time, so that internal communication practices are continually being improved.

7. External communications

We have a large external audience with a variety of different information needs. Therefore, we will continue to utilise a number of communication methods to ensure maximum reach of our messages externally, including:

SCRA's website:

Our website is the foundation for a significant amount of our external communications (like our quarterly partner e-news and Twitter). It allows children and young people to submit their All About Me forms electronically and provides a platform for our information materials, including films, podcasts and easy read information. The website, which receives

over 50,000 unique hits a year, is now over eight years old and the current provider has advised that the site cannot be sustained beyond early 2016, therefore a capital business case has been submitted for a new site and is currently under consideration. It is imperative in this digital age that SCRA has a website that is interactive and engaging, as well as stable and secure.

Social/online media:

Social media continues to be a growing phenomenon. We are committed – where appropriate – to utilising these new social and digital media methods to aid communication and facilitate engagement.

However, this increase in online activity brings risks for children, young people and families, as well as for SCRA staff and the organisation as a whole, and our partners in the Children's Hearings System. The protection of children, young people and their families involved in the Hearings System is a key priority for SCRA, and we must be alive to the risk that sensitive information like the identities of children or any information which can identify them, may be placed on a social networking site or any internet site by accident or deliberately.

There has been a continuing number of incidents where information about children and young people involved in the Hearings System has been posted online, either by parents or other adults involved with the child/children. Therefore, SCRA has social media guidance available to help staff respond to these incidents. The guidance has just been reviewed (August 2015) and approved by the Information Governance leads group.

A key strand of our social media policy is Twitter. We continue to grow our site and utilise the tool on a regular basis to promote new research reports, information materials, such as podcasts for children and young people, as well as attendance at events etc. The majority of our followers are partners.

During focus groups with young people, they advised us that they would not use social media to communicate with SCRA. They don't want to follow us on Twitter or be our Facebook friend. As a result, we have explored other options, such as Instagram, Tumblr etc, but at the moment they are not appropriate for SCRA as we do not take enough suitable photographs to sustain social media sites like these. However, new sites/online methods continue to develop and we will continue to monitor new opportunities for engaging with children and young people via social media.

We have a You Tube channel (not accessible via SCOTs) and a Vimeo channel (accessible via SCOTs) which allows us to post films and podcasts. These channels will continue to grow over time.

We are also about to launch our ISSUU site – an online platform for sharing/promoting our publications. This will be available from October 2015.

Traditional media – due to the changing nature of the media landscape, we do not receive the same number of calls from the press. However, we do have a media handling policy in

Hearings Scotland. Where appropriate (publication of research reports, Official Statistics, Annual Report etc), we will continue to take a pro-active approach to media. However, due to the legislative restrictions in reporting on children and young people, we will also continue to try and educate the media about reporting restrictions/why we cannot provide information on individual children etc. We also continue to provide a daily, electronic press cuttings service to the organisation.

Partnership:

Partnership working at local and national level is a key strand of our external communications strategy. In recent years SCRA has strengthened its approach to partnership working. We play a substantial role in a number of groups with our key partners in the Hearings System, including the Children's Hearings Improvement Partnership, the Tri-Partite Group, the Hearings Management Group and the working group set up to develop the Young People's Board for the Children's Hearings System.

SCRA has a partnership toolkit to assist partnership working at Locality level. In addition, we have our regular partner e-news bulletin and a set of briefing sheets which are updated annually. We also prepare one off/topic based briefing sheets depending on the need/issue.

We routinely attend events and conferences and these are an excellent way of promoting our work and influencing/informing partners. We have a corporate events kit which can be used to promote our brand/key messages.

Participation and engagement:

SCRA has a long established commitment to improving the participation of children and young people in the Hearings System. This is led by our Participation Officer and Participation Group which has developed some pioneering new materials. Our approach focuses on three main areas of participatory practice:

- Modern Apprenticeships and work experience placements for young people who have been involved in the Children's Hearings System.
- Improved communication and engagement with children and young people to ensure their voices are heard.
- Partnership work – both internal and external.

SCRA's commitment to providing Modern Apprenticeships to young people involved in the Children's Hearings System is successfully into its third cohort of recruits. This approach is distinct to SCRA, and we remain dedicated to providing learning, development and employment opportunities to young people who have been involved in the Hearings System.

The Modern Apprentices complete a work-based SVQ in Business and Administration and at the same time gain valuable work experience in an office environment. In addition to their work placements, they provide valuable contributions to SCRA in terms of improving and

influencing practice, policy, communications and facilities for children and young people attending Hearings.

We are now supplementing our Modern Apprentice scheme with six month based work experience placements of young people who have also had experience of the Hearings System. This sustained engagement with young people has a critical role to play in our communications activity and ensures our methods and messages meet the needs of children and young people.

In recent years SCRA has developed an extensive suite of communications material for children, young people, parents/carers and people with specific needs. We will continue to review our materials and add to the suite when required. It is important we do not rely on one type of information material, but have a selection available to meet the needs of all our customers. To help us continue to improve our materials, we hold regular focus groups with young people to get their feedback on existing, new and potential communication tools.

Going forward, a fundamental strand of our participation work is ensuring children and young people are offered Pre-Hearing visits. Pre-Hearing guidance is available and age appropriate Pre-Hearing information packs are also available.

In addition, SCRA is focussed on improving other channels of communication including working with partners including Children's Hearings Scotland, Social Work Scotland and Education Scotland to promote a rights-based approach to children and young people involved in the Hearings System.

Again, this segment just gives a flavour of some of the tools/approaches used to reach our external audiences. A full list is available at Appendix B.

8. Monitoring and evaluation

This strategy and action plan will be reviewed annually over the next three years.

In addition, a variety of methods will be used to determine the level of success/effectiveness of our communications.

Internally, we will use information from the annual Staff Survey which includes questions on communication. We will also utilise feedback from the evaluation of events like the annual Staff Event and the regular Briefing Events for managers.

Externally, we will continue to monitor hits to our website and the number of retweets, followers etc on Twitter. As the electronic customer satisfaction surveys are rolled out with the introduction of Wi-Fi, we will get feedback on our customer satisfaction levels.

Specifically around children and young people, we will continue to review the numbers of hits to our podcasts and films on You Tube and Vimeo. The Children and Families Survey will also be used, particularly around the use of All About Me forms and we will also have the information from the pilot All About Me form initiative in Fife.

Although perhaps not as powerful as it once was, we will continue to monitor coverage in the traditional press through the daily electronic press cuttings and spread of coverage following press releases around events such as publication of the Official Statistics.

9. Conclusion

This strategy sets out a communication framework for the next three years for SCRA. It is one that is both challenging and ambitious. It builds on the good progress already made, and it reflects the organisation's objectives and priorities for the next few years.

The strategy will be driven by senior management, however, effective communication is the responsibility of every member of staff whatever their role within SCRA. Therefore, delivery is dependent on the strengthening of our culture where communication is valued and seen as a priority.

The effectiveness of this strategy will also depend on using relevant and ever changing (as well as tried and traditional) communication techniques to deliver a clear and coherent set of messages to our key audiences about SCRA.

The Communications Strategy should not be viewed as a standalone document. It sets out the principles and culture against which all communication activities across the organisation will be delivered.

Maryanne McIntyre
Press and Communications Manager
August 2015

Appendix A

Communications Action Plan 2015/16

This plan covers new/significant pieces of work. It does not contain business as usual activity (such as the National Reporter, the Annual Report, Connect updates etc) which is captured in the Press and Communications Team Plan 2015/16.

Internal Communications

Action	When	Update/comments
Publication of Staff Survey results	August 2015	A number of actions will follow on from publication of the results
Review/re-launch of social media guidance for staff	September 2015	This has been reviewed by the Information Governance leads group.
Launch approved Recording of Hearings Guidance note for staff	September 2015	This is waiting for final sign off and will be launched at the same time as the social media guidance document above
Manager's Briefing Event	September 2015	This is the third event focusing on sustainability, quality and performance
Creation and implementation of Operational Guidance note for staff on how to appoint a Sign Language Interpreter	October 2015	The draft is out for consultation. We currently do not have any guidance for staff on this.
Staff Health and Wellbeing Survey	October 2015	As this is the second year, we will have some comparisons
Annual Staff Event	November 2015	Staff are being consulted on the content for the day
Review of Staff Guide – Stay Connected	December 2015	Annual review of this interactive guide
Review SCRA's Team Brief System	January 2016	The Team Brief System was piloted from September 2012 to April 2013. The pilot was then extended to November 2013 and a feedback survey was carried out in December 2013. The Team Brief System was then introduced on a permanent basis in January 2014.

Appendix B

SCRA Communication Methods

The following tools are used for internal and external communications…

Internal communications:

Method	When	Comments
Connect	Daily	The home page of our staff intranet is updated on a daily basis (article of the day, ticker tape, news items, vacancies etc). Other sections are updated as and when required.
National Reporter	Quarterly	The staff e-zine is issued every three months (spring, summer etc).
Team Brief	Every six weeks	This is issued every six weeks to all managers and UNISON reps. A timetable of deadline dates and publication dates is published at the start of the year.
In Touch	Fortnightly	This e-communication is issued every second Monday to staff on long term sick leave, mat leave, secondment to other organisations etc.
PR/CEO blog	Ad hoc	This is published as and when required
Consultation/discussion forums	Ad hoc	As and when required.
Staff Survey	Annual	Usually every autumn (theme-based surveys are issued throughout the year such as training needs, health and wellbeing etc).
Campaigns	Ad hoc	Campaigns such as the BIG Push are launched as and when required.
Team Meetings	Usually every 4-6 weeks	This is dependent on individual teams/Localities – best practice guidance is available for managers.
Staff Event	Annual	Usually every November

Locality Development Days	Annual	Up to individual Localities, but usually around the planning cycle.
Email communication	Regular basis	Emails are used to either communication and engage with a specific group, such as LRMs or all staff.
Networks and forums	Regular	Inputs to key groups such as the LSM Forum, Practice and Quality Network etc are utilised to communicate and engage on specific topics.
Corporate Style Guide	Updated as and when required (usually quarterly)	This e-book ensures staff have access to all the communication templates, briefing sheets etc to ensure consistency in our communications.
Staff Guide – Stay Connected	Updated as and when required (usually quarterly)	This is aimed at new recruits and provides an online on stop shop for where to get information.
The Box	Staff can submit a suggestion at any time	SCRA's Staff Suggestion Scheme which allows staff to submit ideas on a variety of topic.
Board Brief	Quarterly	SCRA's Chair provides an update to all staff after each Board meeting.
Branded communications	As and when required	We develop branded communications for specific subjects, such as PROGRESS Updates for the Children's Hearings (Scotland) Act and the 2014 Commonwealth Games.
E-books	As and when required	These are used to make our internal communications easier to view and more interactive. Utilised for things like launch of the Benefits Realisation Programme.
Welcome email to new staff	As and when required	From January 2015, a welcome to SCRA email is sent to new members of staff directing them to key information.

External communications:

SCRA's website	Updated regularly	This gets around 50,000 hits a year and is a key tool to reach out to a wide external audience. The website is split into sections (children, young people etc).
SCRA's Twitter site	Updated daily	This is used to communicate quickly with partners and promote job vacancies, new research etc.
You Tube/Vimeo	As and when a new video becomes available	This is used to promote our films such as Going to a Children's Hearing and Going to Court, we also use it to promote films by partners and vol orgs, such as Kibble/WC?S.
Facebook	Checked daily	As per our current digital media strategy (approved 2011/12), we only use Facebook to check for breaches of section 182, we do not use it to engage with children and young people due to data protection risks. We have a social media policy in place for staff (updated and re-issued March 2014 – currently under review July 2015)
Media	Ad hoc	We do receive enquiries from the traditional press, but these tend to be focused on individual children. We have a media handling policy in place to deal with these (updated July 2014). We also have a media handling policy in place with Children's Hearings Scotland.
E-news	Quarterly	Our e-news is issued every three months to local and national partners and contains all our latest news and links to items with more detail on the working in partnership section of our website.
Emails	Regular	Emails are used to target specific groups to highlight information such as new research reports.
Meetings (CHIP, Tripartite, Participation Group, Hearings Management Group etc)	Regular	We utilise particular multi-agency groups to inform our partners of updates etc.

National Participation Forum	Twice a year (approx)	This allows us to engage/consult with young people.
Information materials for children, young people and families	Updated/reviewed on a regular basis	We have a suite of information materials, both online and in paper format (leaflets, posters, flyers and forms) to inform children, young people and families of going to a Hearing, their rights etc. We have two DVDs for young people and easy read material for parents/carers with learning difficulties (developed in conjunction with the Scottish Consortium for Learning Disabilities).
The Zone magazine	Annual	E-zine and printed version available of magazine for young people.
Children and Families Survey	Bi-ennial	Paper-based, face to face survey
Partners' Survey	Bi-ennial	Electronic survey
Information stands at events	Regular	We target specific events and conferences to promote the organisation and our information materials. We have a suite of marketing merchandise for these local and national events.
Fact sheets	Updated annually	We now have 16 fact sheets on a range of topics (child protection, youth offending etc).
Briefing sheets	As and when required	These are used to communicate with key groups, such as Panel Members, to inform them of new developments, particular events etc.
Customer satisfaction surveys	10 per month	In April 2015 a pilot got underway in Stirling Hearings Centre – using a tablet to get electronic feedback from all customers to measure customer satisfaction.
Podcasts	Ad hoc	Podcasts on our website to communicate with children and young people.

External communications

Develop and implement communications action plan for the recruitment of two new Board Members	From July-November 2015	Draft plan available
Recruitment of third cohort of Modern Apprentices	August-September 2015	Underway – waiting for PVG checks
Create and implement brand (including logo and Communications Style Guide) for the Children's Hearings Improvement Partnership (CHIP)	September 2015	Underway – going to CHIP meeting for review on 10 September
Launch of ISSUU software for external publications	September 2015	Testing underway
Develop a new Children and Families Survey action plan	October 2015 – will be implemented by end March 2016	Draft plan will go to the Participation Group for review on 7 October
Roll out electronic customer satisfaction surveys	From October 2015	Pilot underway in Stirling, second location (Dundee) due to be launched shortly. This action is dependent on roll out of wi-fi.
Audio Q&A on our website for young people	Will be launched in October/November 2015	The recording has taken place – now in the editing phase.
Development of a new website for SCRA	By end January 2016	Business Case submitted
My Gov - section on the Hearings System (in conjunction with CHS)	November 2015 to January 2016	Discussions currently underway with CHS
End of six month pilot of Hearing room in Glasgow – collate/review the evaluation	January 2016	Pilot room launched at the end of July and evaluation is ongoing
In-house development of Chloe and Billy interactive tablet storybook	End March 2016	

SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

ORGANISATIONAL DEVELOPMENT STRATEGY

Accountable Director: Principal Reporter & CEO **Date: 24/09/15**

Recommendation:

1. **To approve the Organisational Development Strategy & Associated Action Plan**

Reason for Report:	*Board Approval*
Resource Implications:	*Within approved budgets*
Strategy:	*Not applicable*
Consultation:	*EMT* *National Partnership Forum*
Equalities Duties:	*An Equalities Impact Assessment will be undertaken*
Document Classification:	*Not protectively marked*

Executive Summary

This Organisational Development Strategy aims to involve all staff in bringing about sustained organisational performance using a planned and systematic approach.

The Strategy is structured around SCRA's Corporate Plan which focusses on sustainability, quality and performance, customer focus and engagement as the key themes for ensuring organisational outcomes.

The central challenge which this Strategy seeks to address falls under the heading of 'sustainability' and it is SCRA's core dilemma that resources are decreasing and that the way we currently deploy and utilise our resources cannot comfortably meet the demands that are placed on the organisation. This puts the organisation under pressure which in the long term is unsustainable.

The Strategy asserts that we can do things more productively, reduce wastage and access untapped capacity by the considered application of a range of organisational development activities placed within the corporate context (as opposed to a separate OD support platform).

These activities include the following:

- The application of agreed management standards and further development of our leadership approach
- Sufficient staff support resources
- Innovative approaches to problem-solving
- Improved dialogue and consultation
- The application of robust performance management principals
- A broader platform of more clearly targeted staff training
- A clear focus on the needs of service users
- Increased staff engagement

Successful implementation of these activities means embedding them within the corporate culture which they are designed to affect. Therefore the OD Strategy requires a significant breadth of support and involvement.

To that end the OD activity needs to be resourced from across SCRA. Comprehensive (albeit not lengthy) planning will be required as will sufficiently broad and considered consultation.

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Introduction

The CIPD defines organisational development as a 'planned and systematic approach to enabling sustained organisation performance through the involvement of its people'.

Over the years SCRA has continuously sought opportunities to improve its performance through the involvement of its people yet, despite many top level initiatives such as the team brief, concept sites, user groups, consultations etc., we often still struggle to engage staff in the key issues which affect them. According to the 2015 Staff Survey 20% of staff strongly agree that SCRA provides opportunities for staff to suggest new ideas for improving service (a figure which is down on the previous survey). 45% partly agree (up 6%). The rest either disagree or are non-committal.

Although many initiatives have been tried to involve people in performance improvement we have not always followed a planned and systematic approach.

Indeed SCRA would benefit greatly from having a detailed, integrated Organisational Development Strategy, something which this document seeks to address.

The OD Strategy links to SCRA's Corporate Plan which itself contains 4 strategies for ensuring organisational outcomes. These are:

1. Sustainability
2. Improved Quality & Performance
3. Customer Focus
4. Engagement

These 4 strategy descriptions form the headings for the OD Strategy which draws out the organisational development actions which are needed to support the corporate outcomes. There are a total of 50 OD related actions contained in this document which are numbered in italic bold for ease of identification.

As well as the OD related actions the document contains a section suggesting how the actions may be resourced. The Strategy concludes with a description of the Next Steps. All OD related actions are collated at Appendix 2.

1. Sustainability

In most organisations there will be periods when there is a significant tension between the demand for productivity and the resources available to meet that demand. SCRA is no different and indeed there are a number of reasons why this tension has existed within SCRA for some time, for example:

- Budgetary pressures
- Becoming accustomed to the application of new legislation
- Adjusting to a new IT system and one which needs improvement to become an ideal tool for managing cases
- Migrating job roles and the creation of new roles
- A reducing workforce (through voluntary redundancy, voluntary early retirement and natural wastage)
- Changes in organisational structures including decision-making structures

Tension can be good for an organisation as it can be a key driver for change[1] however holding an organisation under tension indefinitely causes distress. It leaves the organisation vulnerable to relatively small environmental fluctuations (for example even a small budget cut would have significant ramifications for SCRA) and it creates stress within the workforce as a natural response to a lack of certainty and associated feelings of insecurity. In the long term such a situation is unsustainable.

Relieving the tension is about reducing the pressure. An obvious way of reducing the pressure is to relax the current objectives however at the present time this is not possible in any practical way, for example we must implement the new legislation, we have no alternative to the IT system, we need to reduce the workforce to respond

[1] See Heifetz, R., Linsky, M (2002) *Leadership On The Line: Staying Alive Through the Dangers of Leading.* Boston: Harvard Business School Press.

to a projected fiscal squeeze in 2016 etc. Another way to relieve the pressure is to provide more resources. We have been successful in persuading the government that we should not have our budgets further reduced in the current fiscal period (other public sector organisations have had to make significant cuts) however we have been unable to secure additional resources. This means that the only way to relieve tension is to access additional capacity either by doing things more productively and reducing wasteful processes, deploying resources more effectively or by increasing individual capacity through training and development.

Whilst staff remain under pressure they are potentially vulnerable to health issues. As well as being a moral concern such health issues are in themselves a threat to the sustainability agenda (sickness absence being a significant component of reduced capacity) and in addition we have a duty under health & safety legislation to reduce the risks as far as is reasonably practicable.

Both of the key ingredients of the sustainability agenda – accessing additional organisational capacity and ensuring the wellbeing of staff – require excellent leadership if the associated initiatives are to be successful. Leadership, accessing organisational capacity and ensuring the wellbeing of staff have organisational development components.

1.1 Leadership

1.1.1 Management Standards

SCRA has invested a great deal of time and effort in training its managers to meet the challenges of greater empowerment and leading teams through times of change (for example, 25% of managers possessed a management qualification in 2007, today the figure is closer to 90%). This has been an organisational imperative which has nonetheless distracted from a fundamental aspect of management development which is a clear set of expectations including the underpinning requirements of the role, competencies, behaviours, values and beliefs. These requirements have been evolving in the last five years in line with organisational change. In order to support managers to meet these emerging demands it is important that we make the requirements explicit within a written set of management standards.

The work in this area should begin with EMT consulting and conferring on what it is we need for the future. Focus groups and further consultation should follow, with the HR & OD function helping to facilitate the process and pulling together the final agreed standards. The management standards will be used for performance management, succession planning, staff development and recruitment.

For ease of reference the OD actions on management standards are summarised as follows:-

1 Special agenda item at EMT to consider future management standards (competences etc.)

2 Partnership consultation on management standards

3 Publish management standards

1.1.2 Leadership Development

Over the last few years leadership development has been driven by organisational imperatives such that change management, transformational leadership and empowerment have formed the backbone of what we have offered.

There are still some organisationally driven priorities, such as the aforementioned definition of management standards, which will influence the direction of leadership training in the future. That said, the development of the standards will not be without consultation, and it is a consultative approach to leadership development which should have a greater influence on decisions about what type of development interventions we select going forward. The purpose is to ensure that the organisation's leaders get the training they feel they need to support them in their roles. Against this background, the Principal Reporter & CEO has established 'Manager's Events', which all managers are invited to, as an opportunity to connect and consult more and to share thought and experiences.

In 2014 a baseline for management/leadership development was established to include master classes, 360° feedback, coaching etc. This was under the banner of 'Transformational Leadership'. Going forward, some of the more successful elements of this programme should be retained and supplemented with further initiatives which emerge from consultation and from the development of management standards, as well as an on-going commitment to funding managers to gain a qualification through the Diploma in Public Service Leadership or equivalent. This package should be re-launched under the banner of 'Leadership Development' mid 2015.

The OD activity around leadership development can be summarised as follows:

4 Use the Managers' Events as an opportunity for on-going consultation on the development needs of managers.

5 Continue with on-going elements of the Transformational Leadership Programme with a view to merging these into an SCRA 'Leadership Development Programme' supplemented with elements highlighted through the development of management standards and suggested through the process of consultation.

6 Continue to offer the Diploma in Public Service Leadership or equivalent.

1.2 Accessing Additional Organisational Capacity

We have established that accessing additional organisational capacity in the current climate would require doing things more productively and reducing wasteful processes, deploying resources more effectively or increasing individual capacity through learning and development (or a combination of all three). Organisational Development has a part to play in each of these approaches.

1.2.1 Doing Things More Productively/Reducing Wasteful Processes

When it comes to doing things more productively and reducing wasteful processes it is common to use the familiar approach of putting together a working group who are tasked with identifying improvements and putting together an action plan over a series of meetings. This approach can take a long time and often produces problems at the implementation stage. In addition, where we do implement pilots, our consultation, monitoring and evaluation could be improved (Unison say they would welcome a specific framework to address that). An improved approach may be offered under the banner of organisational development and would involve more operational staff in the development of solutions and at an earlier stage in the process.

Such an approach was described in a master class hosted by SCRA in 2014 and delivered by Professor Jason Leitch (Clinical Director of the Quality Unit in the Health and Social Care Directorates of Scottish Government). He proposed a quality improvement approach where new processes are developed in the working environment rather than the conference room. The approach is associated with the Scottish Government's "The 3-Step Improvement Framework for Scotland's Public Services[2]". Such a methodology could be applied to the challenges within SCRA as it fits well with the aim of involving our people, and with SCRA's broader journey of empowerment.

The OD activity around this approach would involve:

7 Awareness raising of the Scottish Government's 'The 3-Step Improvement Framework for Scotland's Public Services'

8 Training in quality improvement methodology for key advisers (such as the Performance Business Partners)

9 Workplace facilitation to identify more productive/efficient ways of working

10 Advice to specific network groups (e.g. LSM Network, Practice & Quality Network, Service Improvement Group etc.)

11 Collaboration with Scottish Government's Quality Unit

1.2.2 Deploying Resources More Effectively

SCRA's key resource is our people and the central document which deals with the deployment of human resources is the Workforce Plan. However there is a significant OD element to the issue of deploying resources more effectively and this relates to empowerment. The devolution of decision-making powers to localities is relatively new to SCRA such that empowerment is not yet fully embedded in the culture. The cultural issues relating to empowerment are complex and so are explored in an appendix to this strategy document entitled "How to Have Empowerment Without Losing Control" (Appendix 1).

[2] *The 3-Step Improvement Framework for Scotland's Public Services*, Scottish Government 2013

The key issues from that paper involves understanding and utilising the four key levers to ensuring that we maintain the empowerment agenda without losing the organisation's integrity. The levers are Diagnostic Control Systems, Belief Systems, Boundary Systems, Interactive Control Systems. In summary, the following associated actions are identified:

12 Quality and Performance Business Partners to support managers in the use of performance information.

13 Information sessions on diagnostic control systems to be presented at LMTs and/or management events.

14 Core belief systems to be promoted at every opportunity and, where necessary, influenced through dialogue, communication and leadership.

15 EMT to review, for validity and integrity, the different forms of boundary system that exist within SCRA.

16 Ensure that where guidance exists there are clear and appropriate channels for challenge and improvement to the guidance.

17 Education and dialogue to ensure boundary systems are understood.

18 The Supervision Framework to be re-launched as a key element of SCRA's performance management and interactive control systems.

19 Establish monitoring arrangements to ensure that regular supervision is taking place

1.2.3 Increasing Individual Capacity Through Learning & Development

SCRA's strategy of developing staff from within the organisation into new job roles, as well as successive staff surveys calling for more personal development training, identifies training as a key priority going forward. In addition, with the revision of the Supervision Framework and with the revised appraisal scheme now rolled out, we would want to respond more quickly and more flexibly to personal development requests.

Organisational priorities such as CMS training and practice training around the 2011 Act, as well as finite resources, has meant that progress in this area has been less active to date than we would ideally have liked. However with the intensity of new act training now easing, and with CMS now further embedded, this is an ideal time to develop in this area.

The introduction of a new e-learning platform means that we can develop and deliver personal development training more flexibly and more cheaply. In addition we should foster relationships with partner organisations to share training resources by, for example, providing training on a reciprocal basis to bring greater breadth to what we have to offer. We also need to take greater advantage of the range of expertise that exists within our current workforce.

In order to accelerate the development of training we need to make the co-ordination of a programme of training a central priority – potentially by placing responsibility for supporting the function under one of our Business Partners. Practice Training

continues to be co-ordinated supplied and co-ordinated through the practice team and their resources have been supplemented by the establishment of an Operational Development Manager post. In addition we need to utilise as trainers other officers across SCRA who have specific areas of expertise.

A key strategy for SCRA's future security has been to proactively support the migration of staff from their current job role into a role which is in greater demand within the organisation. So we have established Assistant Reporters and Trainee Reporters as part of that strategy and we have retrained staff to take up specialist roles in, for example, IT, Quality Management, HR, Procurement and Finance.

In order to do this we have supported staff to pursue a relevant degree or a specialist qualification (such as an SVQ or an accredited course such as the CIPD Intermediate Certificate). In addition we have offered the SVQ 3 in Business & Administration for admin staff who wish to have their experience recognised or for 'A' grade staff who aspire to the Support Administrator or other admin posts.

To date, with the possible exception of the SVQ 3 in Business & Administration, we have supported most of these courses in a reactive manner i.e. according to what individuals needed as they came forward. This is because we had scant data about the type and numbers of staff we would need in the future. The outcome of the current workload project promises to give us some data we can rely on in making workforce predictions, and the recently published workforce plan provides some real clarity about what we are trying to achieve in terms of the skills mix. With this new level of clarity we will continue to support further education and specialist training, but we can do so in a much more planned way and actually seek to promote specific courses in order to develop the employees of the future. Appraisal will then become they key mechanism for the identification of training needs.

The key actions associated with increasing individual capacity through learning and development are:

20 Establish a programme of personal development training, as well as a regular programme of practice training

21 Prioritise the co-ordination of the personal development programme under a named officer such as a Business Partner

22 Make use of the e-learning platform where possible to provide rapid and cost effective solutions

23 Forge links with other agencies in order to share training resources

24 Encourage the involvement of officers with specific areas of expertise to become involved in the delivery of training

25 Establish the appraisal process as the key mechanism for the identification of individual training needs

26 Support the development of staff through further education in order to enhance their job role or allow them to migrate to functions where they are most needed

1.3 Supporting the Wellbeing of Staff

As we have already suggested, some tension can be good for an organisation. It is tension sustained over a period of time with no clear end point which eventually leads to distress and, in the workforce, can result in symptoms of work-related stress.

In the long term the antidote has to be to end the tension but this can't happen overnight. Therefore in the meantime it is important that we put in place control measures to help guard against the risk of suffering from work-related stress symptoms.

These control measures include raising awareness of general health/mental health/stress issues amongst staff, training managers to identify and respond to mental health issues, ensuring the provision of employee care and welfare services, and developing and deploying methods of gathering information relating to health and wellbeing including the recent work loading survey.

The Health & Wellbeing Group, a partnership group jointly chaired by our CEO & Principal Reporter and by the Branch Secretary of Unison, has been pushing this agenda since its establishment. As a result we have seen the launch of the Employee Health & Wellbeing Survey, the launch of Mental Health Awareness training for managers, the planned launch of Mental Health Awareness training for staff and the decision to pursue Scotland's Health at Work recognition.

It goes without saying that the priority for supporting the health and wellbeing of staff into the future will be easing the pressure on organisational capacity, staff safety. In the meantime the following remains of importance:

27 Continue with the work of the Health & Wellbeing Group

28 Seek to address issues highlighted through the staff Health & Wellbeing Survey

29 Repeat the staff Health & Wellbeing Survey on an annual basis

30 Run 'Mental Health Awareness' training for managers on an annual basis

31 Launch 'Mental Health Awareness' training for employees

32 Follow the programme for Scotland's Health at Work

33 Continue to monitor the provision of employee care and welfare services (i.e. occupational health and the employee assistance programme) to ensure that the services match the needs of staff

2. Improved Quality & Performance

It is generally more straightforward to measure performance than it is to measure quality because performance measurement usually involves comparing output to pre-set targets whereas quality measurements usually involves subjective opinion. This may be a simplistic view of quality measurement but for our purposes it serves to highlight one of the difficulties we face in managing quality and performance. We will consider both performance and quality within this section of the report.

From a performance perspective SCRA is at the brink (new indicators are being developed for support staff) of having at its disposal performance data which relates to every level of performance i.e. at organisational level, at locality level, at team level and at individual level. Here the OD challenge is to use performance data productively. If performance data is trusted and used to drive performance in a positive way it becomes an important component of a sustainable organisation. In order to explore this challenge further it is useful to consider performance improvement activity at an individual, locality and team level.

2.1 Performance Improvement Activity at Individual Level

Within SCRA our performance management system for staff is built on a structure of linked elements. These are:

- Appropriate recruitment and selection
- Effective induction into the values and goals of SCRA
- Clear policies and guidance
- Clear standards and competencies
- Detailed performance information
- Regular supervision
- Training based on workforce planning
- Appraisal
- Capability framework
- Staff care and welfare resources
- Clear code of discipline

Some developments in 2014 have sought to improve this range of elements. Early in 2014 SCRA's Staff Appraisal Scheme was revised. Later in the same year 360° feedback for managers was launched, as a supporting tool for appraisal and supervision. We are currently in the process of establishing the Scotland's Health at Work initiative. In January 2015 a revised Supervision Framework is launched.

With these tools and processes in place the remaining organisational development challenge is to support the appropriate use these elements, especially detailed performance information. It is important to understand that performance information helps in the proactive management of individual performance – if it is only used as evidence that individuals have not met their targets it will quickly become something which demotivates rather than drives improvement. Supervision is vital but the way in which it is carried out will determine whether it is successful in supporting performance.

The spirit of what is needed was revealed in recent internal research into reporter decision making which suggests that there is insufficient on-going dialogue between reporters and their line managers about day-to-day practice and continuous professional development. Without the rigour of appropriate regular supervision there is clearly something missing and this can be explained in the context of the reporter's role as follows.

The role of Children's Reporter is an unregistered profession, unlike for example Social Worker. There is no pressure and no direction from a lead body to set out priorities for the ongoing development of reporters. Therefore it falls to SCRA to ensure that the profession remains current in its knowledge and competent in the discharge of its responsibilities. In other words if the line manager does not help the reporter understand their personal development needs there is no external professional guidance for them to fall back on.

In addition it is worth noting that within the social work profession Supervision is seen as a vital construct to ensure that social workers are supported in learning to deal with each new, possibly unfamiliar, set of circumstances. It follows that Supervision must also be vital for reporters who, without such a mechanism, must rely only on practice training, practice direction and the indulgence of their peers to ensure that they continue to make the right decisions.

The relatively recent establishment of Senior Practitioners to further support the work of reporters is a welcome addition, and the development of these new post holders is potentially at a critical juncture. If we can harness the potential of Senior Practitioners by developing them in aspects of coaching/mentoring we can start to build a more robust structure for the professional development of reporters. In addition we can add other development techniques, such as Action Learning Sets, to allow reporters to form mutually supportive groups. Coaching training for line managers could complete the picture, particularly if the approach is carried through into Supervision.

What we are describing is the establishment of a coaching culture within SCRA which recognises staff as our key asset and sets about supporting them on a path of continuous professional development. Of course the coaching culture mustn't stop with practice staff. The same principles should apply to all staff which suggests that all managers would benefit in some development activity related to coaching and/or mentoring, in addition to a contextualised training initiative which explains SCRA's performance management system.

In order to try to ensure that performance management is undertaken properly, and especially in order to ensure that performance information is used effectively, the following actions will be taken:

34 Launch of the new Supervision Framework (January 2015).

35 Appropriate training in performance management for all line managers.

36 A coaching strategy to be developed for SCRA.

2.2 Performance Improvement Activity at Locality Level

Within this aspect of performance improvement there is a strong crossover into empowerment which is referenced under 1.1.2 Deploying Resources More Effectively and into staff engagement. This is because the key to improving performance at a locality level lies in locality teams feeling empowered to make the changes they perceive are needed and in staff from all levels contributing to the change agenda.

As well as a variety of local activities initiated within localities the Quality & Performance Team has embarked on a structured programme of performance improvement driven by the production of performance information about specific operational activities at locality level. Teams are encouraged to use the information as a starting point to understanding the key blockages in efficient working.

Just like individual performance information, team performance information should not be read in isolation from the underlying story. It is only when the root of the performance information is properly understood that managers will be able to make a judgement of whether remedial action is necessary and what the most helpful remedial action might be. In short, targets are a necessary tool for driving efficiency but they should not become an end in themselves. They serve to draw our attention to issues which may need to be resolved

37 Continue to publish locality performance information, refining the detail of the performance information where necessary.

38 Provide Business Partner (Quality & Performance) support to localities to help in interpreting performance information and responding to it in an appropriate manner.

2.3 Performance Improvement Activity at Organisational Level

Strategic management is a key driver of performance management at this level. For SCRA the strategic approach to improving performance includes greater empowerment, increased dialogue, improved performance management tools, improved performance information, improved infrastructure, more creative approaches to problem solving, improved staff engagement and improved customer focus.

There is a large organisational development aspect to these initiatives, which this document comprehensively illustrates. The organisation level OD aspects include culture change and an improved approach to to identifying and implementing performance improvements.

The culture change which we seek is one in which staff and managers are more empowered to take decisions and become engaged in performance improvement. The document already referenced under *1.2.2 Deploying Resources More Effectively* called ““How to Have Empowerment Without Losing Control” and appended to this document provides a detailed account of how we can further improve empowerment within SCRA.

An improved approach to identifying and implementing performance improvements has already been referenced under *1.2.1 Doing Things More Productively/Reducing Wasteful Processes* as the Scottish Government's 'The 3-Step Improvement Framework for Scotland's Public Services'. What we would add to this at a strategic level is the following OD action:

39 Consider how 'The 3-~Step Improvement Framework' can be adopted by SCRA's network groups to help increase practical outputs from these groups.

3. Customer Focus

Customer Focus is one of the key strategies in our corporate and business plans and to support this, a Customer Focus project is currently on-going. The key aspects of the project are:

- The development of a customer charter
- The launch of a new qualification in Customer Service
- Customer service training for staff
- Reception service guidelines (now complete)

The OD actions still associated with the customer focus project are:

40 Support the piloting and further implementation of the customer service qualification.

41 Develop and deliver customer service training and procure awareness raising training on a range of service related topics such as disability, cultural diversity, LGTB issues etc.

Customer Focus is clearly a significant aspect of the organisational culture within SCRA and it is hoped that the training and awareness raising will help embed a culture of customer focus. The research reports produced by our Modern Apprentices and by our Information and Research team continue to provide a means of determining the level of our customer service. Nonetheless we are still in need of suitable indicators of customer service which can be monitored at a locality level. This then forms the final OD action point relating to customer focus:

42 Develop key performance indicators relating to customer service which can be monitored at a locality level.

4. Engagement

As we have asserted in the introduction, organisational development is about "sustained organisation performance through the involvement of its people". The

challenge for OD is to find ways of involving our people in the process of identifying and eliminating wastage and in creating more efficient methods. The reasons why involving our people is so important are twofold. Firstly, if we don't involve our people, the process of identifying and eliminating wastage is likely to create even greater tension in the workforce and threaten stability. Secondly our people are best placed to identify or develop more efficient methods. Even if proposals are generated by someone outside of their system, our people are the ones who use the processes on a day-to-day basis, therefore only they will know whether an idea can work in practice. In addition it is likely that there will be a wealth of ideas amongst a workforce who will have the experience of knowing what could help to make things better.

SCRA has attempted various methods of increasing staff engagement in recent years and we have seen indicators in the Staff Survey (such as the degree to which people are proud to be part of SCRA) improve. However we know that we still have a great deal of room for improvement. For example the degree of trust in senior management remains stubbornly static.

To date, most of our staff engagement initiatives have tended to be top level initiatives. Examples include the Staff Event, Connect Intranet initiatives such as online consultations often using 'Survey Monkey', the Team Brief, the Staff Survey, the Health & Wellbeing Survey, Locality Days, Working Groups, User Groups, Network Meetings etc. Where we still have a lot of room to make progress is at the level of staff member and line manager. The strategy of devolution & empowerment for localities has driven engagement at a management level. However it still needs to filter further down to the level of individual employees. This can only be achieved if all managers understand and embrace the concept. They can then use emerging tools and support mechanisms (such as the revised Supervision Framework, individual and team performance data, research evidence, business partners and support networks) to properly engage with staff at an individual level and in so doing empower them to become involved in performance improvement.

To that end there are a list of actions which can be taken to help support this culture change:

43 Organisational leaders to promote the concept that staff engagement is a crucial component of sustainability.

44 EMT 'leads' to encourage locality managers in involving staff suggesting changes or making improvements.

45 SOMs to make employee engagement a regular component of LRM supervision.

46 All localities to conduct regular and inclusive team meetings where team performance is discussed and suggestions for improvement are highlighted.

47 Employee engagement to feature in the scheduled cycle of management away days.

48 Employee engagement to be the subject of one of the scheduled cycle of leadership master classes.

49 A cluster of indicators from the staff survey to be earmarked to measure and monitor employee engagement.

50 Recognition for staff who contribute to improved quality and performance.

51 Unison engagement.

Resourcing the Strategy

There should not be significant financial resources associated with the Organisational Development Strategy (other than training/meetings costs which should be found within existing budgets) but the breadth of the people involved will be significant. By definition (see introduction) the implementation of an Organisational Development Strategy involves the whole organisation. Nonetheless there will be key individuals who will lead, co-ordinate, support or facilitate certain aspects of the strategy. The following table gives an indication of how different groups will be involved.

Job role	**Areas of influence/responsibility**
Principal Reporter & CEO/Head of Stratgy & OD/OD Manager	Leadership development, strategic overview and management consultation.
EMT	Leading/championing strategic initiatives and driving management performance.
LRMs/LSMs	Embedding initiatives locally, managing individual and locality performance.
Unison Partners	Consultation and participation in initiatives
Quality & Performance Business Partners	Supporting quality and performance initiatives.
HR & OD Team	Supporting/Delivering on the development or procurement of training, as well as supporting specific initiatives.
Head Office managers/staff	Specific specialist involvement.

Specific detail on who does what is contained in the Action Plan at Appendix 2.

Note: In August 2015 SCRA appointed a new Head of Strategy & Organisational Development to replace the previous Head of Planning and Strategy and in light of the pending voluntary redundancy of the current Organisational Development Manager. This revised Head of Service post will take on the responsibility for overseeing the OD Strategy and associated action plan.

Next Steps

Some of the actions associated with the OD Strategy are either already on-going or are ready to launch. A complete OD Action Plan with associated contingencies and other information is shown at Appendix 2.

Internal Partners have been consulted on the OD Strategy, through the National Partnership forum, and their views have been taken into consideration. EMT have approved the Strategy. The next stage is to share the proposed strategy with the Board. Thereafter the CEO, OD Manager and Head of Strategy & OD will meet to formally hand over the responsibility of overseeing the strategy and associated action plan.

Following this the key stakeholders can move to full implementation.

Appendix 1

How do we promote and maintain an empowered and adaptive organisation without losing control?

Joe Rafferty, Organisational Development Manager
24th November 2014

Introduction

The challenge of developing an empowered and adaptive organisation lies in the fact that the purest form of this organisation does not exist. Decision-making cannot be devolved in its entirety and feedback systems can never be all-encompassing or fast enough to allow an organisation to be completely adaptive without any guiding hand. Nonetheless pursuing the ideal is worthwhile as, if managed correctly (and even if the ideal is not achieved), it can produce a much more creative, flexible and agile organisation – and with a highly motivated workforce. Some pushing and pulling over values and boundaries is inevitable at the outset, but with careful leadership it should be possible to end up with an acceptable stabilised position.

The key is to know how to handle the inherent dilemma of how to foster empowerment without losing control[3]. This report seeks to illustrate some key principals in approaching this challenge and apply them to SCRA from an organisational development perspective. Recommendations are made under each main heading and are drawn together in the concluding paragraph.

According to Professor Robert Simons[4] there are four key levers to ensuring that we do not create unacceptable risks or lose the organisation's integrity when encouraging an empowered approach.

These are:-

- Diagnostic Control Systems
- Belief Systems
- Boundary Systems
- Interactive Control Systems

These four bullets form the headings for each key section of this report with a selection of the most readily applicable principles applied to the situation as we currently find it within SCRA. Each section makes recommendations and all of these

[3] See Hope, J.,Bunce, P., & Roosli, F. (2011) *The Leader's Dilemma: How to Build an empowered and Adaptive Organization Without Losing Control.* San Francisco, CA: Jossey-Bass.
[4] Simons, R. "Control in An Age of Empowerment", *Harvard Business Review* 73, no. 2 (March 1995): 80-88.

recommendations are summarised under the final conclusions and recommendations section.

Diagnostic Control Systems

These systems are encapsulated in the metaphor of the dashboard of a car. The various indicators provide the driver (i.e. the manager) with information about abnormal functioning and they also give continuous feedback to assist the manager in maintaining performance within pre-set limits. Such systems are necessary to ensure that the organisation stays on the right path, and we have them within SCRA. But diagnostic control systems need to be used appropriately in an empowered organisation, otherwise they have the potential for disempowering managers.

To understand this we need to first of all be clear about the primary purpose of diagnostic control systems. Diagnostic Control Systems are there to assist managers in the day-to-day running of the operation. They highlight areas of concern which managers can then investigate with the purpose of resolving underlying problems. In other words they enable managers to be proactive. The key is empowerment i.e. operational managers and staff taking personal responsibility for understanding the data and taking appropriate action.

When diagnostic control systems are used primary as a tool for monitoring the performance of operational managers there is the potential for the philosophy of empowerment to become distorted. The danger is that senior managers may use the diagnostic information purely as a barometer of how well the operational manager is performing, not looking behind the information to understand what is going on. So achieving the target measurement may become an end in itself, rather than the tool being used as an early warning device about operations in need of attention. So we leap to the conclusion that the deviation needs to be brought under control when in fact the deviation may a consequence of something else going wrong in another part of the system.

Other potential dangers with diagnostic control systems include the following:

- In an organisation which supplies a service rather than producing a product, and where the service varies depending on individual circumstances, there tends to be some resistance to numerical targets. It is even more important in such circumstances to use the data appropriately. The data highlights where there may be an issue – something which could go unnoticed without the data. The data is not the issue, the issue is what is revealed as the underlying cause.

- Where performance indicators are red it creates anxiety. However when indicators are at red for some time the discomfort is so overwhelming that we can learn to downplay the significance of the indicators. In effect it is possible to develop a way of observing which disregards some of what we see.[5]

[5] This phenomenon – where warnings about faults or dangers are commonplace and so there is a tendency to downplay their significance – is well known and was in fact cited as one of the issues

- Many organisations have problems ensuring that information is accurate. This erodes trust in the control system. In order for information to be accurate the operator needs to understand the importance of the operations which generate the data e.g. incomplete data on a form on a database can sometimes distort data sets.

Recommendations

Managers and staff need to be clear about what diagnostic control systems are for and how they will be deployed. It is important that senior staff support operational managers in the appropriate use of data.

Quality & Performance Business Partners should be well positioned to support managers in the use of performance information. This support could be supplemented with information sessions at LMTs and at managers' events.

Belief Systems

In an empowered environment the belief systems can help to drive localities in a unified direction. Belief systems include mission, vision and particularly values statements. Internalised value sets are particularly important in an empowered organisation because they create trust and certainty.

Take, for example, one of our stated values, that "our hopes and dreams for the children of Scotland are what unites us". There is no doubt that where staff work long hours in trying circumstances it is more than anything because they care about the children in the system. This may not be a universal driver within the organisation but since SCRA was established it has certainly been a key driver for most of our staff. In other words it is an integral part of our belief systems. This may be because it was always there – it was part of what attracted many people to the job. Therefore people didn't have to be informed or convinced of this value.

By contrast, take another of our stated values, that "the voice of the child must be heard". No doubt many would agree that, although we try to access the views of the child through, for example, the 'having your say' form, we could do a lot better in demonstrating this belief. Perhaps this is because we have different opinions about the potential power of the voice of the child. Maybe it is not an integral part of our belief systems.

What is certainly true is there are certain other beliefs which are not yet an integral part of our belief systems but which, if they were, would help us drive forward and consolidate an empowered approach. Consider, for example, the following statements.

- We care about our staff.

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leading to the Challenger space shuttle disaster (see Vaughan, D., 1996. *The Challenger Launch Decision: Risky Technology, Culture, and Deviance at NASA*. Chicago University Press, Chicago.)

- We are open to new ideas, however unfamiliar.
- We believe in treating everyone with courtesy and respect.
- The child's experience is always our first concern.

The key to unifying and embedding helpful belief systems lies in excellent leadership, communication and dialogue.

A word of caution here is that belief systems can pull an organisation apart as as much as they can hold it together.

Consider how the following beliefs, if internalised, could undermine so much of our good work to date.

- We can never influence outcomes for children.
- We cannot improve the child's experience of the hearings system.
- It is not possible for agencies to work together.

What this tells us is that in leading an organisation belief systems must be carefully understood, perhaps influenced, but never ignored. Negative belief systems need to be countered with a clear shared vision.

Recommendation

The organisation's belief systems need to be clearly understood and, where necessary, influenced through dialogue, communication and leadership. The core values which SCRA wishes to promote should be showcased at every opportunity.

Boundary Systems

Within an empowered organisation people are not told what to do (although their job role will be clear) but they have to be left in no doubt about what they must not do. This is done by means of boundary systems. Boundary systems are like an organisation's brakes and they are usually stated as minimum standards.

Often people misunderstand the idea of empowerment to mean that they are free from any form of control. But empowerment – fuelled by inspiration and performance satisfaction – should never be interpreted as giving people a blank cheque to do whatever they please. Boundary systems set out the demarcation lines and include, amongst other things, codes of conduct, schemes of delegation and rules of governance. As Professor Robert Simons puts it, "Don't give up if people misuse trust but react firmly on those who do."

Trust is a very important ingredient in reducing wasteful activity. If you are not able to trust people to perform within the minimum standards then you are likely to want to put in place supervisory systems – such as observation, checklists, double-checks etc. – to ensure that rules are adhered to. Such supervisory systems are costly, time-consuming and ultimately disempowering.

That is why knowingly failing to act within the boundaries is such a serious misdemeanour – as crossing the boundaries undermines the whole system.

It is often tempting to cross a boundary if you do not agree with the guidance. However in an empowered organisation you ought to have no excuse for this. In an empowered organisation there should be ample opportunity to make your views known and, if your views are sensible and make a convincing argument, then the guidance will be modified. Under such circumstances transgression is not necessary and therefore would amount to a wilful act of damage.

Recommendation

It is important that EMT reviews the different forms of boundary systems that exist in order to assess their integrity and viability. It is particularly important to ensure that where guidance exists there are clear and appropriate channels for challenging the guidance and, where necessary, improving the guidance. Education and dialogue will be an important aspect of ensuring boundary systems are understood.

Interactive Control Systems

In a small team where a competent manager mixes with their staff and chats over coffee, perhaps exploring the impact of new developments or potential opportunities, there develops a deep and profound feedback loop of information which enables the manager to fine tune the degree to which he/she needs to devolve responsibility or to set boundaries. Frequent dialogue, shared values and general familiarisation develops trust, an environment in which empowerment can be allowed to flourish.

In a large and complex organisation, the distances (physical and hierarchical) make it increasingly difficult to pick up on the rich sources of organisational data which exist at the level of service provision. Clearly there needs to be some system to overcome this difficulty – an interactive system, one which facilitates the face-to-face exchange of information and ideas.

Within SCRA we have an ideal interactive control system called Supervision. Unfortunately some managers fail to maintain a regular system of supervision, or they conduct a form of supervision which does not include an interactive dialogue including the breadth of the employee's experiences. Consequently the manager is unable to pick up on critical information and in turn when the manager has supervision with his/her senior manager they are not in a position to provide a complete and accurate picture of what is happening on the ground.

Other interactive control systems include LMTs, Area Management Teams and office visits. In addition it is proposed to have three to four management seminars per year which would also form part of an interactive control system.

Recommendation

Supervision needs to be re-launched, stressing to managers how it forms a crucial element of the organisation's performance management and control systems. All

managers who have managers reporting to them need to seek assurance that supervisions are taking place.

Conclusion & Recommendations

Empowerment is still a young concept within SCRA and we are still testing boundaries and evolving core values. It is within this environment that strong leadership is needed to ensure that we realise the benefits of empowerment and adaptation without losing control and placing the organisation at risk.

It is hoped that this report will provide a useful exploration of key concepts in further developing the devolved and adaptive model. The following summarises the report's recommendations.

- Quality and Performance Business Partners to support managers in the use of performance information.
- Information sessions on diagnostic control systems to be presented at LMTs and/or management events.
- Core belief systems to be promoted at every opportunity and, where necessary, influenced through dialogue, communication and leadership.
- EMT to review, for validity and integrity, the different forms of boundary system that exist within SCRA.
- Ensure that where guidance exists there are clear and appropriate channels for challenge and improvement to the guidance.
- Education and dialogue to ensure boundary systems are understood.
- The Supervision Framework to be re-launched as a key element of SCRA's performance management and interactive control systems.
- Regularly seek assurance from managers that regular supervision is taking place.

Appendix 2

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Organisational Development Action Plan with Guidance and Contingencies

With the planned departure of the Organisational Development Manager in 2015/16 the responsibility for the OD Action Plan passes to the Head of Strategy & Organisational Development. The work associated with the action plan will be distributed throughout the organisation – lead officers are indicated in the table below. Further guidance from the outgoing OD Manager can be found under on-going arrangements/contingencies/further information in the table – this should help ease the transition.

	List of Activity		Lead Officer	Description	Target	On-going Arrangements/ Contingencies/Further Information
MANAGEMENT STANDARDS	1.	Special agenda item at EMT to consider future management standards	OD Manager	Draft Management Standards were developed and presented to EMT on 11th June 2015.	Activity complete	n/a
	2.	Partnership consultation on Management Standards	OD Manager	Following EMT the updated standards were presented to the HR Sub Group of the National Partnership Forum on 16th June 2015. The standards were then	Activity complete	n/a

				presented to the National Partnership Forum on 5th August 2015, thereafter amendments were made. The standards were further discussed at the Managers Event on 9th September 2015.		
	3	Management Standards presented to the Board.	CEO	The standards may be modified/refined in the light of consultation and feedback..	Next available meeting.	n/a
	4.	Publish Management Standards.	Press & Communications Manager	The finalised Management Standards will be formatted and published on a dedicated page of Connect.	30/09/15	The standards have multiple purposes i.e. for recruitment, succession planning, personal development, appraisal etc. The lead officers responsible for these activities will utilise the Standards in the appropriate manner.
LEADERSHIP DEVELOPMENT	5.	Use the Managers' Events as an opportunity for on-going consultation on the development needs of managers.	Head of Strategy & Organisational Development	The target date of 9th Spetember is the next Managers' Event. However a large part of that day will be devoted to the results of the LSM job description consultation, therefore there is a possibility that this work will be carried forward to the next Manager's Event.	09/09/15	The former Head of Planning & Strategy organised the management events in consultation with the Principal Reporter. With his departure the OD Manager, Principle Reporter and Press & Comms Manager will meet to organise the events until a Head of Planning & OD is in place.

	6.	Continue to develop the Transformational Leadership Programme, informed by staff appraisal, management standards and consultation. Formulate the resulting offering into an SCRA 'Leadership Development Programme'.	Head of Strategy & Organisational Development	This is a medium term project with specific dependencies relating to the . publication of management standards and training needs identified through appraisal and the through the process of consultation.	01/04/16	Until the Head of Strategy & Organisational Development is in place this work will be led by the OD Operational Development Manager, Manager.
	7.	Continue to offer a management qualification such as the Diploma in Public Service Leadership or equivalent.	Assistant HR & OD Officer	At the moment SCRA continues to offer the DPSL through the University of the West of Scotland.	01/04/16	There is no longer a competitive advantage in using one supplier, as the numbers who still require the training are now very low. Alternative choices should therefore be made available to those who need to acquire a management qualification.
PERFORMANCE IMPROVEMENT	8.	Raise awareness of the Scottish Government's "3-Step Improvement Framework for Scotland's Public Services".	Head of Strategy & Organisational Development./ Quality & Performance Business Partners	The importance of the framework was emphasised at the Locality Performance Review Workshop on the 2nd July 2015.	28/09/15	The framework will be further explored through training for managers on performance improvement techniques. This will be designed/delivered by the quality managers and the OD Manager. Thereafter the framework will be promoted by Quality & Performance Business Partners.

	9.	Initiate collaboration with Scottish Government's Quality Unit.	Head of Strategy & Organisational Development	It is appropriate that we await the appointment of the Head of Strategy to initiate this action in order to ensure continuity going forward. Hence the implementation date of December 2015.	01/12/15	If necessary, Quality & Performance Business Partners will make contact with the Quality Unit for advice/training.
	10.	Training in quality improvement methodology for key advisers (such as Quality & Performance Business Partners).	Head of Strategy & Organisational Development	Some members of the team have already received training.	31/12/15	Further training should be identified through appraisal and approved by the new Head of Strategy & Organisational Development. Personal Development Plans should be updated by end of December 2015.
	11.	Workplace facilitation to identify more productive/efficient ways of working.	Quality & Performance Business Partners	This activity is already underway in some localities through the Quality & Performance Business Partners.	01/04/16	Come December, a training course will have been developed offering guidance on key quality improvement techniques (see point 8 above). The intention is that an embedded approach to quality improvement will be in place by the end of the financial year.
	12.	Advice to specific network groups (e.g. LSM Network, Practice & Quality Network, Service Improvement Group etc.)	Quality & Performance Business Partners	This is already happening in some areas but with changes in personnel the arrangements ought to be reviewed.	On-going since 2014	The Head of strategy & Organisational Development should review the arrangements for supporting specific network groups.

SUPPORTING EMPOWERMENT	13	Quality and Performance Business Partners to support managers in the use of performance information.	Head of Strategy & Organisational Development/Quality & Performance Business Partners	This is already happening in several areas.	From March 2015 and on-going.	It is important that this activity becomes embedded in the role of Quality and performance Business Partner's (linked to Point 11 above). The new Head of Strategy & Organisational Development should ensure that this role transition is supported.
	14	Information sessions on diagnostic control systems to be presented at LMTs and/or management events.	Head of Strategy & Organisational Development/Quality & Performance Business Partners	The balanced scorecard is a key diagnostic control system which should become a central tool in driving locality performance. Development of the scorecard is sporadic but needs to become consolidated. By the end of the financial year localities should have a clear grasp of the diagnostic control systems at their disposal i.e. balanced scorecard, workflow diagram with associated KPIs etc.	By 01/04/16	This activity needs to be driven by the Head of Strategy & Organisational Development and implemented through the Quality & Performance Business Partners. SOMs need to ensure that LMTs are utilising diagnostic control systems in operational and strategic decision-making.

	15	Core belief systems to be promoted at every opportunity and, where necessary, influenced through dialogue, communication and leadership.	Principal Reporter &CEO/EMT	Special agenda item at EMT to discuss core values and review/consolidate this list. Thereafter the values need to be published and communicated.	By 31/10/16	Some consideration needs to be given to the involvement on the Press & Communications Manager in communicating the core values in an effective manner. The Staff Event would be an ideal vehicle to bring these to staff. With the new Corporate Parenting responsibilities there is an opportunity consolidate Core Values into the prevailing culture within SCRA.
	16	EMT to review, for validity and integrity, the different forms of boundary system that exist within SCRA.	Principal Reporter & CEO/EMT	Boundary systems include schemes of delegation, practice direction, employment policies, information management policies, finance policies etc.	By 01/04/16	There is a significant cultural aspect to this work. True boundary systems are absolute in terms of “no go” and this needs to be reinforced by management. EMT need to be clear how the various boundaries will be supervised.
	17	Ensure that where guidance exists there are clear and appropriate channels for challenge and improvement to the guidance.	Principal Reporter & CEO/EMT and all managers responsible for policy and practice direction.	Senior management will discuss with line managers how guidance can be challenged and ensure that any necessary improvements to the process are put in place.	By 31/12/16	Where guidance is impractical and where there are inadequate channels for challenge, the guidance will be circumvented threatening the integrity of the system.

	18	Education and dialogue to ensure boundary systems are understood.	All managers responsible for policy and practice direction.	It is for each responsible manager to decide how the boundaries should be communicated, this should be discussed and agreed with their senior manager.	By 01/04/16	The Press & Communications manager can support this process with advice and guidance.
	19	The Supervision Framework to be re-launched as a key element of SCRA's performance management and interactive control systems.	OD Manager	The supervision framework was revised and published on Connect. The rollout was supported with training in the form of the Performance Management course.	Activity complete	n/a
	20	Establish monitoring arrangements to ensure that regular supervision is taking place.	Head of Strategy & Organisational development	Supervision has been added to the schedule of audit activity and should be tackled early 2016.	By 01/04/16	n/a
PERSONAL DEVELOPMENT	21	Prioritise the co-ordination of a personal development programme under a Business Partner.	HR Manager/Head of Strategy & OD	The HR Manager and Head of Strategy and OD will identify a Business Partner to administer and co-ordinate learning and development activities.	By 01/10/15	Learning & Development will become a more administrative activity with the responsibility for appropriately identifying training needs lying with line managers through the appraisal process. Managers will be supported by business partners.

	22	Establish a programme of personal development training.	Business Partner	The business Partner will receive lists of training needs from line managers and will schedule a programme of training based on those needs.	31/10/15	The OD Manager will be available support to this process in the early stages.
	23	Make use of the e-learning platform where possible to provide rapid and cost effective solutions.	Business Partner	SCRA currently uses Learning Nexus as the e-learning platform. The Business Partner should identify cost effective opportunities to expand the portfolio of courses on offer.	On-going	The OD Manager will be available support to this process in the early stages.
	24	Forge links with other agencies in order to share training resources.	Business Partner	This is about taking opportunities to network, primarily with other public sector organisations.	On-going	The OD Manager will be available support to this activity in the early stages.
	25	Encourage the involvement of officers with specific areas of expertise to become involved in the delivery of training.	Business Partner	This may link with a new aspect of i-trent which will allow staff to record their skills and qualifications.	On-going	n/a
	26	Establish the appraisal process as the key mechanism for the identification of individual training needs.	All Line Managers/Business Partner	This is established in the guidance and was discussed at training. This acticity is about reminding line managers to forward training needs associated with Personal development Plans.	By 01/10/15	The OD Manager will be available support to this activity in the early stages.

	27	Support the development of staff through further education in order to enhance their job role or allow them to migrate to functions where they are most needed.	HR Manager	This is about making decisions on requests for further education sponsorship.	On-going	n/a
WELLBEING	28	Continue with the work of the Health & Wellbeing Group.	Principal Reporter & CEO	n/a	On-going	This work has always been led by the Principal Reporter
	29	Seek to address issues highlighted through the staff Health & Wellbeing Survey	Principal Reporter & CEO with the Health & Wellbeing Forum	There will likely be a range of work streams associated with this objective.	By 01/06/16	n/a
	30	Repeat the staff Health & Wellbeing Survey on an annual basis	Press & Communications Manager	n/a	November 2015	n/a
	31	Run 'Mental Health Awareness' training for managers on an annual basis	Business Partner	The course has run in 2015 and needs to be repeated before the end of the financial year.	01/04/16	n/a
	32	Launch 'Mental Health Awareness' training for employees	Business Partner	The course has run several times and needs to be repeated before the end of the financial year.	01/04/16	n/a
	33	Follow the programme for Scotland's Health at Work	Health & Safety Adviser	The requirements are documented with the Health Working Lives resource.	from April 2015	n/a

	34	Continue to monitor the provision of employee care and welfare services to ensure that the services match the needs of staff.	HR Manager	n/a	on-going	This was always the responsibility of the HR Manager
PERFORMANCE MANAGEMENT	35	Appropriate training in performance management for all line managers (incorporating Supervision and Appraisal).	OD Manager	The course has been run a number of times but should be run one more time before the end of 2015 in order to ensure all managers are trained.	31/12/15	The OD Manager will be available to complete this task.
	36	A coaching strategy to be developed for SCRA.	Head of Strategy & Organisational Development	This needs to include how managers should be trained in coaching techniques, the provision for senior practitioners and executive coaching for managers.	29/02/16	The OD Manager will be available to support this activity in its early stages.
	37	Continue to publish locality performance information, refining the detail of the performance information where necessary.	Head of Strategy & Organisational Development	n/a	On-going	n/a
	38	Provide Business Partner (Quality & Performance) support to localities to help in interpreting performance information and responding to it in an appropriate manner.	Head of Strategy & Organisational Development	This is on-going activity which needs to become more formalised.	On-going	n/a

	39	Consider how 'The 3-~Step Improvement Framework' can be adopted by SCRA's network groups to help increase practical outputs from these groups.	Head of Strategy & Organisational Development	n/a	31/12/15	n/a
CUSTOMER SERVICE	40	Support the piloting and further implementation of the customer service qualification.	OD Manager	The pilot is nearing completion.	31/12/15	n/a
	41	Develop and deliver customer service training and procure awareness raising training on a range of service related topics such as disability, cultural diversity, LGTB issues etc.	Business Partner	The first customer service course has been run and a range of service related topics have been offered. More training is planned before the end of the financial year.	01/04/16	n/a
	42	Develop key performance indicators relating to customer service which can be monitored at a locality level.	Participation Officer	There is the possibility that an app will be created as part of the digital strategy. To be assessed and taken forward by the Participation Group.	01/04/16	n/a

EMPLOYEE ENGAGEMENT	43	Organisational leaders to promote the concept that staff engagement is a crucial component of sustainability. Unison engagement is a critical part of this.	EMT	This would be at every opportunity such as formal events, supervision, informal discussions and so on.	On-going	n/a
	44	EMT 'leads' to encourage locality managers in involving staff in suggesting changes or making improvements. Unison engagement is should feature in considerations.	EMT	This would be as and when any changes or improvements are being considered.	On-going	n/a
	45	SOMs/Heads to make employee engagement a regular component of LRM supervision.	SOMs/Heads of Service	SOMs/Heads to discuss with managers how they are engaging with staff and what they are learning about staff engagement.	On-going	n/a
	46	All localities to conduct regular and inclusive team meetings where team performance is discussed and suggestions for improvement are highlighted.	All managers	Team meetings are currently considered a regular management activity yet the staff survey suggests that only 60% of staff experience team meetings.	On-going	n/a
	47	Employee engagement to feature in the scheduled cycle of Managers' Events.	CEO/ Head of Strategy and Organisational Development	The focus would be on how managers are engaging with staff. May be a round table discussion.	01/06/16	n/a

	48	Employee engagement to be the subject of one of the scheduled cycle of leadership master classes.	Head of Strategy and Organisational Development	A guest expert speaker on employee engagement should be identified.	01/06/16	n/a
	49	A cluster of indicators from the staff survey to be earmarked to measure and monitor employee engagement.	Head of Strategy and Organisational Development	It is possible that additional questions may have to be added	01/06/16	n/a
	50	Recognition for staff who contribute to improved quality and performance.	HR Manager	This is not necessarily a financial reward, or even a staff award. Some other form of reward should be considered.	01/06/16	n/a

SCRA(SEPT15)17

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Public Records (Scotland) Act 2011 (PRSA)
Records Management Plan

Accountable Director: Head of Practice & Policy **Date:** 2 September 2015

Report Author: Information & Research Manager

Recommendations:

1. To note the progress to date on SCRA's Records Management Plan.
2. To remit approval of the Records Management Policy to the Executive Management Team.
3. To remit approval to the Principal Reporter/Chief Executive to sign off the final Records Management Plan for submission to the Keeper of the Records of Scotland.

Reason for Report: For approval

Resource Implications: Within approved budgets

Strategy: Within approved plans

Consultation: SCRA Executive Management Team
Locality/Head Office staff

Equalities Duties: An equalities impact assessment is not required

Document Classification: Not protectively marked

1. Background

1.1 The Public Records (Scotland) Act 2011 (PRSA) came into force in 2013, and fulfils one of the main recommendations of the 2007 Historic Abuse Systemic Review (the Shaw Report). The PRSA requires that public authorities prepare and implement a Records Management Plan (RMP), and keep it under regular review. Where authorities fail to meet their obligations under the PRSA, the Keeper of the National Records of Scotland (NRS) has powers to undertake records management reviews and issue notices for improvement.

1.2 NRS contacted SCRA on 5th January to give notice that the Keeper would be writing to SCRA and the Principal Reporter received a formal invitation on 1 July 2015 to formally invite SCRA to submit its RMP. The deadline for submission is 30 November 2015. NRS has agreed that SCRA and the Principal Reporter can submit a joint RMP.

1.3 There are 14 elements that the Keeper expects to be addressed in RMPs. These are:

1. Senior management responsibility
2. Records manager responsibility
3. Records management policy statement
4. Business classification
5. Retention schedules
6. Destruction arrangements
7. Archiving and transfer arrangements
8. Information security
9. Data protection
10. Business continuity and vital records
11. Audit trail
12. Competency framework for records management staff
13. Assessment and review
14. Shared information

1.4 The RMP is not simply a document, authorities must demonstrate and provide evidence that they have addressed each element or, if they have not, of progress in meeting the required standard.

1.5 SCRA has made considerable progress in improving its records management. However, there are areas where work is required to demonstrate that SCRA has good records management. These are mainly related to the management, retention, and destruction of electronic records.

1.6 The preparation and submission of the RMP is part of SCRA's Business Plan for 2015-16.

1.7 Preparation of the RMP is a significant piece of work for the Information & Research team this year. It also requires inputs from other Head Office teams and all Localities.

1.9 In addition to the Records Management Plan, the Records Management Policy will require revision. This is mainly due to the requirement to include the transfer of records to NRS for permanent preservation.

2. Progress to Date

2.1 In January 2015 a paper was presented to EMT which recommended:

Given the need for co-ordination and the significance of this work as a statutory requirement, it may be that the preparation and implementation of the RMP is managed as a project led by a Senior Manager to ensure the necessary support and buy-in from across the organisation.

2.2 The Head of Practice & Policy will lead the project.

2.3 Work undertaken to date includes:

- Definition of the types of records and evidence to be included in the RMP.
- Identification of locality and Head Office leads
- Scoping exercise of all records held in Localities, Business areas and Head Office teams (including all committees/groups and the Board and its committees).

3. Programme of Work from September-November 2015

- Collation of records and evidence – by **11th September**
- Production of RMP – by **2nd October**
- Revision to the Records Management Policy - by **2nd October**
- Executive Management Team approval of the Records Management Plan and Records Management Policy – **October 2015**
- Submission of RMP to Keeper and publication on SCRA's web site – **by 30 November 2015**

4. Recommendations

4.1 To note the progress to date on SCRA's Records Management Plan.

4.2 To remit approval of the Records Management Policy to the Executive Management Team.

4.3 To remit approval to the Principal Reporter/Chief Executive to sign off the final Records Management Plan for submission to the Keeper of the Records of Scotland.

SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

HEALTH & SAFETY UPDATE

Accountable Director: Principal Reporter & CEO **Date:** 11th September 2015

Recommendation:

1. **To note the contents of the report.**

Reason for Report:	*For information of Board*
Resource Implications:	*Not applicable*
Strategy:	*Not applicable*
Consultation:	*Chair, Health and Safety Committee*
Equalities Duties:	*All Health & Safety policies have corresponding Equality Impact Assessments undertaken at point of review*
Document Classification:	*Not protectively marked*

1. Introduction

1.1 The purpose of this report is to ensure the board are kept informed about key issues or developments relating to health and safety.

2. Background

2.1 The health and safety risk profile for SCRA continues to be low. Following a potential minor spike in the instance of physical assault and verbal abuse early in 2014, the picture has settled back into a pattern of very few instances of violence.

2.2 Key areas for Health & Safety this year have been the inspection of premises to assess risks from violence, a national protocol for police attendance at hearings centres and the Healthy Working Lives initiative.

3. Accidents & Incidents

3.1 The three tables below show incident statistics since April 15, incident statistics for the whole of 2014-15 and incident statistics for the whole of 2013-14.

3.2 So far this year 9 incidents have been reported. This compares favourably with 2014-15 (32 in the same timeframe) and 2013-14 (12 in the same timeframe). It should be noted that the relatively large number at the start of 2014-15 settled back down again for the rest of the year.

The only RIDDOR reportable incident this year (see appendix A) relates to a member of staff who was punched in the arm. The incident became reportable because the member of staff took 7 days off after the incident complaining of migraine. Following discussions with the staff member, we believe that the migraines were not related to the assault.

4. Policies

4.1 All health & safety policies are up-to-date and are subject to regular review.

5. Training

5.1 In order to more easily meet our statutory requirements for health & safety training, SCRA has subscribed to a health & safety e-learning bundle. This becomes live in September and will allow us to track and record attendance at health and safety training.

5.2 The bundle has training in every subject necessary for our needs including, for example, fire safety, conflict handing, DSE, slips etc.

6. Police Attendance Protocol

6.1 SCRA are in negotiations with Police Scotland to agree a national protocol for police attendance at hearings centres when there is an assessed risk of violence.

7. Healthy Working Lives

7.1 SCRA secured the Healthy Working Lives bronze award in June 2015.

8. Office Inspections

8.1 The Health & Safety Adviser has embarked on a programme of inspections of all SCRA properties to check local arrangement for reducing the risk from violent incidents. This is a large programme of work likely to take up to two years.

8.2 The bundle has training in every subject necessary for our needs including, for example, fire safety, conflict handing, DSE, slips etc.

9. Conclusion & Recommendation

9.1 Health & Safety risks within SCRA remain at a relatively low level but we need to remain vigilant that our risk reduction measures retain their integrity over time, particularly as the related to violent incidents.

Appendix A

Health and Safety Incident Reports by category April 2013 – August 2015

Month	RIDDOR	ACC'DN	A - near miss	Ill Health	P. Assault	Verbal abuse	Vand.	OTHER	TOT.
Apr-15		1							**1**
May-15	1	1		1		1			**4**
Jun-15				1					**1**
Jul-15		1							**1**
Aug-15							1		**1**
Sep-15		1							**1**
Oct-15									**0**
Nov-15									**0**
Dec-15									
Jan-16									**0**
Feb-16									**0**
Mar-16									**0**
TOTAL	1	4	0	2	0	1	1	0	**9**

Month	RIDDOR	ACC'DN	A - near miss	Ill Health	P. Assault	Verbal abuse	Vand.	OTHER	TOT.
Apr-14		2	1		1	3			**7**
May-14				1	1	1		1	**4**
Jun-14					1		2		**3**
Jul-14		1		2		3	1		**7**
Aug-14		2		2		2			**6**
Sep-14		1				4			**5**
Oct-14				1			1		**2**
Nov-14		1			1	1			**3**
Dec-14						2			**2**
Jan-15				1					**1**
Feb-15				1		1			**2**
Mar-15	1						1		**2**
TOTAL	1	7	1	8	4	17	5	1	**44**

Month	RIDDOR	ACC'DN	A - near miss	Ill Health	P. Assault	Verbal abuse	Vand.	OTHER	TOT.
Apr-13									**0**
May-13	1					1			**2**
Jun-13									**0**
Jul-13		1		1		1		1	**4**
Aug-13					1				**1**
Sep-13			1		2	1	1		**5**
Oct-13						2			**2**
Nov-13				1	1	2	1	1	**6**
Dec-13			1				1	1	**3**
Jan-14		1			1	1	1		**4**
Feb-14	2	1		1		1			**5**
Mar-14		1				1		2	**4**
TOTAL	3	4	2	3	5	10	4	5	**36**