SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Executive Management Team
Thursday 11 June 2015 at 10.30 a.m. Ochil House, Stirling
AGENDA

		Paper
1.	Apologies	
2.	AOB	
3.	Minute of Meeting held on 14 May 2015	**attached**
4.	Discretions Policy	**attached**
5.	Complaints Report	**attached**
6.	OD Strategy Discussion Paper	**attached**
7.	Translation and Interpretation Note	**attached**
8.	CMS Hosting Update	
9.	Budget 2014/15 Outturn and 2015/16 Budget Pressures	**attached**
10.	International Federation of Social Workers – European Conference 6-9th May 2015 - Note	**attached**
11.	Environmental Report	**attached**
12.	Procurement Report	**attached**

Scottish Children's Reporter Administration
Executive Management Team

Note of meeting – 14 May 2015

Present
Tom Philliben
Alistair Hogg
Malcolm Schaffer
Elliot Jackson
Susan Deery
Neil Hunter

Item 1 and 2 – Gillian Henderson

1. Records Management Plan

GH introduced this discussion.

This is a legal requirement of the records management legislation. SCRA in the last cohort as we have requested more time. This is therefore the last opportunity to fulfil our obligations.

Scope is both electronic and paper records, The plan shall be published on our public website. The key here is the evidence of implementation of our existing policies and requirements. If there are gaps in our policies then these need to be effectively tackled.

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. The Keeper of the Records has agreed an integrated plan for SCRA and the Principal Reporter.

Key issues for us will be to understand what we currently hold across the totality of the organisation.

Work will begin on the RMP in June. The suggested outline for this work is:

- Define what types of records and evidence should be included in the RMP – by **6th June.**

- Identification of locality and Head Office leads – **26th June**

- Scoping exercise of all records held in Localities, Business areas and Head Office teams (including all committees/groups and the Board and its committees) – by **27th July.** This will require input from all Localities, Business areas and Head office teams.

- Plan for development of RMP submitted to EMT for approval – by **7th August**

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- Collation of records and evidence – by **11th September**
- Production of RMP – by **2nd October**
- EMT and Board approval of RMP – by **23rd October**
- Submission of RMP to Keeper and publication on SCRA's web site – by **30th October**

Following discussion it was agreed:

- To approach CHS for input from Eva who has experience of delivery of the CHS plan. – **Action EJ**
- EMT to lead on decision making on definitions – so that ambiguities are clarified – **Action:- EMT (NH/JMcD)**
- The need to emphasis the statutory nature of this obligation and its importance to the organisation and its relationship to historical abuse enquiries/social history of the Hearing system. This will play to SCRA 'core motivations' – **Action All – TP/AH** specifically in relation to LMT's
- A short briefing to be prepared to all managers on what's required and when – **Action GH and to be circulated by NH**
- Need to evidence the implementation of our existing delivery of policy – e.g. over 18's – **Action - All**
- Need to have key milestones on delivery – with oversight via Change Board. **Action – GH/EJ and GB**
- GH to scope need for resources and raise these ASAP for EMT consideration/agreement. **Action GH**

2. Child Protection Orders – Research Report

GH gave an overview of the repor. Key issues noted were:-

- Based on CMS records – which was a limitation
- Much more detailed research would be required to demonstrate changes in risk over time in the lead up to CPO's being taken
- Desensitisation to risk or different sensitivities to risk amongst different agencies – GH gave a case example to illustrate this
- Non disclosure – routinely made by Sheriff's – but evidence that Hearings are reviewing and analysing this.

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- Multi agency meetings were evident in most cases

- Few children were returned home after 18 months – conclude that the interventions were appropriate – but could they have been achieved by a more planned approach?

- After decisions made for the child – evidence of good inter agency planning – but query over the numbers of children being considered for permanence (>60%)

- Children not known previously – clearer evidence of precise and focussed intervention – with clearer outcomes. Begs question about children known and different intervention and outcome profile

- Reporter decisions and impact on agencies referral behaviour/use of emergency measures. – would be useful to know correlation between SW recommendations and Reporter decisions

- Multitude of issues on thresholds and degrees of sensitivity, sufficiency of enquiry

- Our performance (SCRA) – specifically with open referrals overtaken by a CPO – does this in part reflect a moment in time for SCRA – more up to date information may not support this.

(a) Taking the report forward

Concerns about drawing too many firm conclusions – need to focus on drawing people to reflect upon, and consider scope for improvement, areas for further development.

Focus should be on making sense of the findings – helping people debate meaning and create some tangible activity.

(b) Dissemination plan:-

- CHIP - Autumn
- Social Work Scotland – via NH
- SG via Sponsor
- Board – CW and BD
- Internal – PQN/Ops group?

GH will make final changes.

3. Minute of Last Meeting

(a) SOM review – concerns that the October timeline will be too late for any turnaround within this year. Discussion about SOM review adds to the landscape rather than dismantles existing. Need more focus at EMT on OPR

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(b) CMS Records policy – implementation arrangements for e-records to be crosschecked and delivered. Gillian Brown will produce an integrated plan on CMS records retention and destruction for agreement via IG leads.- **Action MS with GB/IG leads**

4. National Partnership Forum

(a) LSM Job description – a number of issues now being raised which are potentially confusing. Last LSM network proposed:

- Period of consultation to determine business need for the revised/potential new role. EMT propose that this would involve some of the LSM group, UNISON and EMT reps over an agreed timescale
- Need to consider individual level discussions to ensure wide, accurate perspectives from LSM's
- Based on assessment of business need – we would determine a process to move this forward

(b) ODM role – communication from MS this week on commencement arrangements. Process of review of elements of JD will be reviewed after 6 months.

(c) Development Day outcome – defer to next meeting. NH has the write up that went to last NPF.

4. Budget and Finance

Paper from EM raising a number of in year pressures where assessments/trajectories will not be fully met/achieved:-

- ISIS – hosting of CMS- some, but not all of savings will be realised – still under assessment
- Translation and Interpretation – needs reassessment as anticipated savings may not be realised
- VR/VER – shortfall of £25k

Part offset by:-

- Property income – Hamilton House
- Salaries – £33k adjustment

Also some emergent pressures coming via Court route – specifically higher court cases. Need to highlight via Sponsor and reflect against Exceptional Cases protocol. **Action MS/EM**

5. Translation and Interpretation

Initial discussions with Scottish Court Services. They will do some data gathering and give further thought to parallels with criminal proceedings. Moving towards an agreed joint protocol.

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Picture emerging from Localities – reasonable level of consistency in approach. Some areas are specifically seeking reassurance about need for translation/interpretation. Some areas have ongoing assessment of needs.

Work ongoing via Practice Team to develop clear guidance.

Need for further discussions with Social Work Scotland on LA practice in relation to translation/interpretation – **Action NH**

6. Digital Strategy

Noted:-

- Justice Board Digital Strategy – positively received
- Partnership circulation this week
- CHIP – June for full discussion

CHS Board and SCRA – to be kept up to date – buy in and endorsement. Delivery and financial plan – in development

7. Operational Group

Noted – need to circulate more quickly around networks – **Action NH**

10. Performance management

(a) Reporter objective – on recording in line with Practice Direction. Discussion on whether this should be a generic objective or a more targeted approach. Recommendation from PQN is to proceed with the single objective. Sits alongside the review of the PD 18 to broaden out. **Action – TP/AH**

(b) EMT objectives – to be with NH in the next 2 weeks. – **Action- All**

8. Date of Next Meeting

Thursday 11 June 2015

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SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

LOCAL GOVERNMENT PENSIONS SCHEME – DISCRETIONS POLICY

Accountable Director:	Head of Finance and Resources Human Resources Manager	**Date:**	8th June, 2015

Recommendation:

1. EMT to consider and agree the Discretions Policy required to be published in line with the Local Government Pension Scheme 2015.

Reason for Report:	For EMT review/approval
Resource Implications:	No financial implications within the proposed actions.
Strategy:	Financial Strategy
Consultation:	Human Resources Manager Falkirk Council Pensions Team UNISON (following approval)
Document Classification:	Internal Use Only

1. Introduction

1.1 The Local Government Pension Scheme 2015 introduced new and revised opportunities for its membership and employers. As with the previous scheme, all fund employers are required to formulate a policy in relation to various discretions that are available under the Scheme. The (statutory) deadline for a discretions policy to be formulated and published is 30th June, 2015.

1.2 The Pension Scheme rules require that employers, when formulating or reviewing the policy, must have regard to public perception and the extent to which a policy could lead to a serious loss of confidence in the public service.

2. SCRA Policy

2.1 Falkirk Council Pension Fund Administrators provided a standard policy, on which SCRA's policy has been developed. It is best practice within the policy to cover both compulsory and non-compulsory discretions, however, to minimise confusion for the reader the compulsory, or otherwise, nature has not been highlighted separately. For EMT purposes, non-compulsory discretions start at para 2.6 of the policy.

2.2 The Discretions that are required to be published are as follows:-

- Awarding additional pension
- Funding of additional pension
- Flexible Retirement
- Waiving of Actuarial Reduction
- Rule of 85 Protection
- Early Payment of Pension
- Members' Contribution Rates
- Internal Disputes Procedure
- Acceptance of Late Transfer Payments
- Extension of 30 day deadline for Shared Cost APCs

2.2 There is little change from the 2008 and 2015 SCRA Discretions Policies other than the inclusion of additional discretions.

3. Recommendation

3.1 EMT is asked to approve the policy for sign off at HR Sub Group on 16th June, 2015 and subsequent publication on 30th June, 2015.

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CHILDREN'S REPORTER

ADMINISTRATION

LOCAL GOVERNMENT PENSION SCHEME - 2015

JUNE 2015

1. Introduction

1.1 Following the implementation of the recently amended Local Government Pension Scheme (LGPS) on 1st April, 2015, SCRA is required to provide a statement on how it will manage a number of discretionary powers within the Scheme.

1.2 Falkirk Council administers the LGPS on behalf of SCRA and these arrangements will apply to all existing active members on 1st April, 2015 and to all new members joining the scheme thereafter.

1.3 The main areas of discretion that SCRA are required to consider are detailed in Section 2 – SCRA Policy. The Policy section will summarise the Discretion and SCRA's policy decision.

1.4 SCRA may still consider awarding Compensatory Added Years to pensions, up to a maximum of 10 added years, where it can be demonstrated to be in the interests of efficiency of SCRA. This consideration can be made under the Discretionary Payments Regulations which are separate to the Discretions considered under the LGPS 2015 Regulations.

2. SCRA Policy

2.1 Awarding Additional Pension

Summary of Discretion:
Consider whether to grant extra annual pension of up to £5,000 (as increased annually by CPI from April, 2015) to an active scheme member or, within 6 months of them leaving, to a member whose employment was terminated on the grounds of redundancy or business efficiency

SCRA Policy
SCRA will not consider awarding additional scheme pension on early retirement from the service of SCRA.

2.2 Funding of Additional Pension

Summary of Discretion:
Where an active scheme member wishes to purchase extra annual pension of up to £6,500 by making Additional Pension Contributions (APCs), consider whether to contribute towards the cost of purchasing that extra pension via a Shared Cost Additional Pension Contribution.

SCRA Policy
Where an active scheme member wishes to purchase extra annual pension of up to £6,500 (figure at 1 April 2015) by making APCs, the SCRA will not contribute towards the cost of purchasing that extra pension.

2.3 Flexible Retirement

Summary of Discretion
Consider whether to permit the release of benefits on flexible retirement grounds for staff aged 55 or over who, with the agreement of the employer, reduce their working hours or grade.

SCRA Policy
The Head of Finance and Resources and the HR Manager will consider all relevant factors including costs (and where actuarial reduction is being waived (2.4) this cost should be recoverable within one year of the efficiency) and changes to the employee's contract of employment, and only where it can be demonstrated to be in the best interests of SCRA will benefits be released.

Any flexible retirement request will only be approved where the aggregate of pension and new salary does not exceed the former salary. Any application to reduce hours must be reasonable and not merely a token or cosmetic reduction to allow scheme benefits to be activated.

Where a flexible retirement request has been approved, the employee will be required to take all accrued benefits in relation to that employment.

2.4 **Early Release of Scheme Benefits – Waiving of Actuarial Reduction**

Summary of Discretion
Members whose benefits are released prior to the Normal Pension Age (including those released on flexible retirement grounds) may incur an early payment penalty.

Consideration has therefore to be given to the circumstances in which the early payment penalty would be waived and the costs borne by the employer.

SCRA Policy
The Head of Finance and Resources and the HR Manager will consider all relevant factors and only where it can be demonstrated to be in the interests of SCRA or where exceptional compassionate circumstances exist will any early payment penalty be waived.

2.5 **Rule of 85 Protection**

Summary of Discretion
Scheme members who joined before 1st April, 2015 and who are granted retirement between age 55 and 60 are protected in varying degrees against the early payment penalty that would normally apply to a retirement before Normal Pension Age. This is known as Rule of 85 protection. The existence of rule of 85 protection means that if retirement is authorised an employer is required to make a strain payment to the Pension Fund to compensate it for the cost of additional pension payments and the loss of future contributions and investment returns. In some cases, the strain cost may result in the retirement application being refused. Under the new scheme, the option now exists for employers to set aside the rule of 85 protection, in which case the member would receive a lesser benefit but the strain cost to the employer would either be reduced or eliminated. This new flexibility may increase the affordability of such retirements. Consideration has therefore to be given to the circumstances in which the rule of 85 protection would be set aside.

SCRA Policy
The Head of Finance and Resources and the HR Manager will consider all relevant factors and only where it can be demonstrated to be in the interests of SCRA will the rule of 85 protection be set aside either in full or in part.

2.6 Early Payment of Pension

Summary of Discretion
Consider whether to agree to a request for early voluntary payment of benefits on or after age 55 and before age 60.

SCRA Policy
The Head of Finance and Resources and the HR Manager will consider all relevant factors and only where it can be demonstrated that exceptional compassionate circumstances exist will benefits be authorised for release on or after age 55 and before age 60. In determining compassionate grounds, financial reasons alone will not be considered sufficient to justify the release of benefits.

2.7 Members' Contribution Rates

Summary of Discretion
Consider whether member's contribution rates will be reassessed where there is a permanent material change to a member's employment. Notwithstanding any material change in the member's employment, rates require to be reassessed every 1st April.

SCRA Policy
A member's contribution rate will be reassessed where there is a permanent material change to a member's employment e.g. on promotion, demotion, re-grading or a part-time member's contractual hours change.

2.8 Internal Disputes Procedure

Summary of Discretion
The Local Government Pension Scheme contains its own disputes resolution procedure. For the Falkirk Fund, this involves appeals being heard by the Principal Pensions Officer of Strathclyde Pension Fund with whom the Falkirk Council Pension Fund has a reciprocal arrangement. Some appeals require to be considered by the employer in question (e.g. a dispute over the member's rate of pension contribution or the failure of the employer to grant ill health retirement). Consequently, consideration should be given as to who should be responsible for adjudicating on such "employer related" disagreements.

SCRA Policy
Where the appeal concerns "employer related disagreements" the specified person to hear an appeal they should write in the first instance to the HR Manager who will make arrangements for an appropriate person to hear and consider their appeal.

2.9 Acceptance of Late Transfer Payments

Summary of Discretion
Consider whether to extend the normal time limit for acceptance of a transfer value beyond 12 months from joining the LGPS.

SCRA Policy
Unless there have been administrative delays or omissions as determined by the Chief Finance Officer of Falkirk Council, belated transfer payments will only be accepted where the request to transfer has been made within 12 months of participating in the Falkirk Council Pension Fund.

2.10 **Extension of 30 Day Deadline for Shared Cost APCs**

Summary of Discretion
Consider whether to extend the 30 day deadline for a member to elect for a shared cost APC upon return from an unpaid authorised period of absence from work (n.b. does not apply to authorised leave relating to illness or injury, relevant child-related leave or reserve force service leave as separate rules apply).

SCRA Policy
In the event of unpaid authorised leave of absence as described above, the scheme member will be allowed to elect to buy-back the amount of "lost" pension within three months of returning from that leave of absence or within one month of them having received details of the costs of the buy-back from the employer, whichever is the later.

3. Financial Implications

3.1 By utilising any of these discretions will have a financial impact on SCRA. Each case will be considered on its own merits and the funding sources identified appropriately with the Head of Finance and Resources prior to any final decisions being made. As an employer in the public sector SCRA must ensure that all financial implications in exercising these discretions are fully considered before any commitment is made.

SCRA (MAY 13) Item:

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Review of Complaints -June 2015

Accountable Director: Head of Practice & Policy **Date:** 13th May 2015

Recommendations:
1 To approve the report and actions taken

Reason for Report:	To provide an annual review of SCRA complaints as originally requested by Board June 2013
Resource Implications:	None
Strategy:	SCRA Complaints Procedure,
Consultation:	EMT
Document Classification:	Sensitive

1. Introduction

1.1 SCRA's complaints procedure came in at the end of 2011 following a full review by a working party drawn from all over SCRA and having regard to guidelines from the Scottish Public Ombudsman. In particular the new process was designed:

- To allow for more proactive recording of issues as complaints
- To encourage greater resolution at front line
- To encourage greater visibility of issues of learning for SCRA

1.2 A report was last done for the Board in June 2014 and it was asked that an annual report be presented. Actions identified from last year's complaints included::

- A need to work on the reduction of delay -, actioned through the sustainability programme
- Improving customer care, especially when hearings running late, actioned through hearing management group and through customer care project and training
- Improvements in internal logging and understanding of complaints-being actioned through improved recording measures and training

2. Number and Source of Complaints

2.1 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 while looking at topics , the area that has featured much less this year has been in relation to delays in reporter decision making , hopefully indicating progress in the sustainability programme of increasing efficiency.

2.2 16 of the complaints were received from relevant persons and a further 11 from other carers, -mainly foster parents and grandparents. Only one was received from a child/young person, the same as the previous year . That latter figure is one we would not be complacent about and recognise that in improving participation we should also wish to encourage greater ability of young people to complain hwere a service is not provided. The one complaint received was upheld in relation to scheduling of a hearing where the young person was on holiday.

2.3 We received 6 complaints from victims of youth crime and a further 5 from parents of victims .these were received following information received from our victim information officers about our actions in a case.and while some related to dissatisfaction with the decision taken from a victim's point of

view , others related to process.and have been helpful in identifying potential weaknesses .these are referred to in section 7

3 Locality

3.1 Locality reporting was s more evenly spread than last year. Glasgow had 6, South East 2, Tayside and Fife 3, North Strathclyde 9, Lanarkshire and Dumfries 6 , Central 9, Highland 2, Grampian 3 and Ayrshire 2 .

3.2 The most significant drop in the volume of complaints was in Glasgow.

4. Nature of Complaints

4.1 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)
- 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)

4.2 In relation to children's hearing process these may often relate to issues of dissatisfaction with not just SCRA but panel members as well.We have established an Information governance group with CHS to ensure there is an overview of how joint complaints are considered.On sevral 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 in the main been upheld .

4.3 In one case, a mother and child felt that they were given insufficient protection by SCRA against contact with the father within the hearing centre.That complaint was upheld and led to a review of property and process in an individual office.It has also been used in hearing Management group .In another case , referred to previously, a child justifiably complained about being brought back from holiday to attend a hearing which ended not proceeding.This case is one of several that has led to discussion and hopefully action about ensuring better hearings that in scheduling take proper account of the child's circumstances and views.

4.4 Complaints about data breaches have in the main been upheld although there were a couple of cases where SCRA acted in good faith upon wrong information given by partner agencies . that has been highlighted nationally and a new procedure suggested.

4.5 Victims or relatives of victims have made more complaints than last year , usually about the outcome of a case.Reporters have tried to respond ,as have victim information officers, but there are limits on the degree of personal information about the decision that can be shared and in addition, decisions in the best interests of a child may not always be compatible with the wishes of a victim .there have hwoever bene justifiable

complaints about the undue length that productions are retained eg a child's mobile phone and we have remedied that where it has arisen.

4.6 Complaints received from panel members have related to both process and efficiency of particular teams .Whilst we have not upheld process complaints we have recognised that a complaint about a particular teams efficiency in dealing with panel papers was justified and this led to senior management intervention.

5. Complaint Resolution

5.1 32 out of 42 complaints have been resolved thus far of which 11 were upheld and 9 upheld in part.

5.2 32 out of 42 were acknowledged within three days, 22 were answered in full within 20 days.

6. Referrals to the Scottish Public Ombudsman

6.1 Where a complaint is not upheld by SCRA the complainant is advised that in the event of continuing dissatisfaction, he/she may contact the SPSO.

6.2 In 2012/13 four cases were referred to the Ombudsman and none were upheld. In 2013/14, two were referred, one upheld in entirety, one in part. We have had no complaints referred to the Ombudsman in the last year .

6.3 We have met the Ombudsman in the last year to look at any improvements we could make in our process. This was helpful in relation to taking a stronger line with vexatious complainants.

7. Actions Recommended/Taken

7.1 A number of managers have received further training from the Ombudsman's staff.We have 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.

7.2 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 also been highlighted with them

7.3 We have logged several issues from victims which we shall take forward with the police. Including handling of communications and productions .

7.4 We are 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

8. Conclusion and Recommendations

8.1 The Board is asked for comments on the report and on any improvements that can be made to the information provided and the actions highlighted

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

ORGANISATIONAL DEVELOPMENT STRATEGY – TOWARDS CLEARER MANAGEMENT STANDARDS IN SCRA

Accountable Director: Principal Reporter/Chief Executive Officer **Date:**

Recommendation:

1. EMT to consider and agree to the establishment of a set of management standards and a way forward for consultation and implementation.

Reason for Report: For EMT review/approval

Resource Implications: No financial implications within the proposed actions.

Strategy: Organisational Development Strategy
Workforce Plan

Consultation: Principal Reporter/CEO
Organisational Development Manager

Document Classification: Internal Use Only

1. Introduction

1.1 There has been a desire in SCRA for some time to further develop our core framework for supporting and assisting managers in delivering the organisations future direction and priorities. This discussion was given further impetus in 2013/14 via the joint SCRA/UNISON Health and Well Being Group which identified the need for more explicit expectations of managers in managing and supporting people. The SCRA workforce plan, approved by the SCRA Board in December 2014 also places emphasis in developing the management cohort. Latterly the SCRA Organisational Development Strategy, supported by EMT and the National Partnership Forum committed the organisation to further leadership and management development.

1.2 This paper brings these strands of work together and outlines the need for establishing Management Standards for SCRA (with middle management as a priority) and suggests a set of 18 core standards derived from the National Occupational Standards developed by the Management Standards Centre.

1.2 The paper also explores a prioritised skill set for SCRA managers and suggests the next steps for further development and implementation of the standards.

1.3 EMT are asked to consider these proposals and endorse/enhance suggestions for the way forward.

2. Background

2.1 Clear standards of management competence are a potentially crucial element of effective performance management as they can help provide an adequate source of answers to the following critical questions.

Recruitment: What values and competencies should we seek when recruiting into management positions?
Learning & Development: What are the essential skills and knowledge that managers need to develop in the role?
Succession Planning: What are the essential competencies we are seeking, or what do we need to develop, in the managers of the future?
Staff Support & Wellbeing: What special skills do managers need to develop in order to provide adequate support for staff, particularly in times of change?
Capability: What is an acceptable level of competence in a management role?

2.2 To date SCRA has not had a definitive set of standards or competencies aimed at management roles yet the need for such a framework remains, or arguably becomes even more important, as we continue to embed a devolved and empowered decision-making structure. Management standards are important demarcation lines within which managers are expected to operate,

they state minimum expectations and represent a solid footing against which managers can express their creativity and flair.

2.3 At this stage middle management standards would be the first priority for SCRA since this would cover the vast majority of the management roles that we have.

2.4 Accepting that we need to generate a set of management standards appropriate for SCRA, the obvious starting point is the National Occupational Standards produced by the Management Standards Centre.

3. National Occupational Standards & The Management Standards Centre

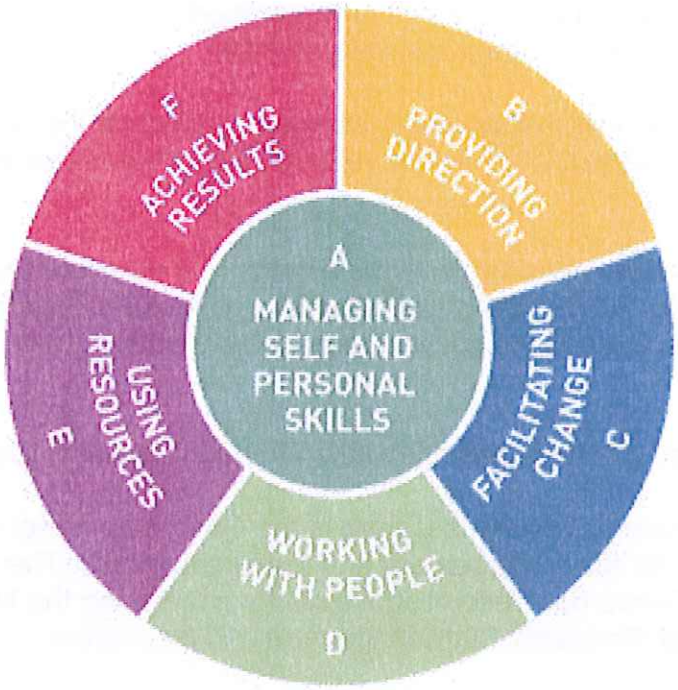
3.1 The Management Standards Centre is the Government recognised standards setting body for the management and leadership areas. The Management Standards Centre has been responsible for developing the National Occupational Standards for management and leadership.

3.2 The National Occupational Standards for management and leadership are statements of best practice which outline the performance criteria, related skills, knowledge and understanding required to effectively carry out various management and leadership functions.

3.3 The standards describe the activities/functions of management and leadership at various levels of responsibility and complexity. Therefore, they are relevant to anyone for whom management and leadership is, to a greater or lesser extent, part of their work. This applies to managers and leaders in all sizes and types of organisation, and in all industries and sectors.

3.4 The National Occupational Standards (NOS) are revised periodically (the latest revision being in 2008). They are used for many purposes including as the basis for management qualifications, competencies for recruitment and selection, as a platform for development etc.

3.5 The NOS are divided into 74 units and these units are grouped into six functional areas which are as follows.



Source: Management Standards Centre

3.6 Each Unit of the Standards is fully described on an information sheet under the headings: Unit Summary; Outcomes of Effective Performance; Behaviours Which Underpin Effective Performance and Knowledge & Understanding. A snapshot of one of the Units is shown in Appendix 1.

4. SCRA Standards

4.1 The 74 units of the Management Standards are designed to cover as many different eventualities as possible, they will not all be equally applicable to SCRA. The Management Standards Centre helps to make things more manageable by grouping the list into those applicable to different levels of management – team leader, first line, middle and senior. If we choose just the middle manager units we can reduce the number to 47 units.

4.2 Once the number is down to this level it is difficult to eliminate more on the basis that they are irrelevant – other than the one or two particularly commercial units such as "F18 – Prepare sales proposals and deliver sales presentations". However we can further rationalise the list by categorising the units into those which are core to the role, those which are secondary and those which are peripheral. To some extent this categorisation will have an element of subjectivity behind it. Nonetheless this process does produce a much more usable hierarchy of standards which is illustrated at Appendix 2.

4.3 From this process we arrive at just 18 units which are core to SCRA middle management roles. These are as follows (the colours denote the functional area that the units belong to).

SCRA Core Management Standards

A1 - Manage your own resources.

B1 - Develop and implement operational plans for your area of responsibility.

B6 - Provide leadership in your area of responsibility.

B8 - Ensure compliance with legal, regulatory, ethical and social requirements.

C2 - Encourage innovation in your area of responsibility.

C4 - Lead change.

D2 - Develop productive working relationships with colleagues and stakeholders.

D6 - Allocate and monitor the progress and quality of work in your area of responsibility.

D8 - Help team members address problems affecting their performance.

D9 - Build and manage teams.

D11 - Lead meetings.

D13 - Support individuals to develop and maintain their performance.

E2 - Manage finance for your area of responsibility.

E10 - Take effective decisions.

E11 - Communicate information and knowledge.

F3 - Manage business processes.

F8 - Work with others to improve customer service.

F14 - Prepare for and participate in quality audits.

4.4 We can now consult on these standards to ensure that there is a general consensus that these are indeed core to the role of SCRA managers – changes and adjustments can be made as necessary.

5. Further Work On Skills

5.1 Each of the Units of the Management Standards contains a list of the skills associated with that particular unit. Often a skill associated with one unit is associated with other units as well e.g. the skill of "communication" is common to a number of units. We can produce a picture of the most commonly required skills by processing the lists of skills through a word cloud generator (this is a simple program freely available on the internet). The word cloud generator makes a picture of the words giving more emphasis to a particular word the more often it is repeated in the list. By putting the amalgamated list of skills associated with each of the core units through the word cloud generator we arrive at the picture shown in Appendix 3.

5.2 The word "communicating" clearly dominates this picture, closely followed by the word "feedback". This demonstrates that "communicating" and "providing feedback" are critical skills for SCRA managers. From the word cloud, a list of

the most significant skills associated with management in SCRA looks like this:

- Communicating
- Providing feedback
- Decision-making
- Monitoring
- Motivating
- Leadership
- Problem-solving
- Valuing
- Objective setting
- Planning
- Supporting
- Prioritising
- Involving
- Analysing
- Reviewing
- Presenting
- Consulting
- Assessing

6. Next Steps

6.1 EMT are asked to consider the contents of this paper and to endorse the approach making any changes and/or recommendations as necessary.

6.2 It is recommended that The Standards be presented to the National Partnership forum for consultation.

6.3 It is recommended that the Organisational Development Manager lead a small working/consultation group to consider how the standards should be used and implemented – the findings to be presented to EMT and the National Partnership Forum for further consideration and endorsement.

A 1

Managing self and personal skills

Manage your own resources

UNIT SUMMARY

What is the unit about?

This unit is mainly about making sure you have the personal resources (particularly knowledge, understanding, skills and time) to undertake your work role, and reviewing your performance against agreed objectives. It also covers identifying and undertaking aunderstanding where gaps have been identified.

Who is the unit for?

The unit is recommended for team leaders.

Links to other units

This unit is linked to unit **A2. Manage your own resources and professional development** in the overall suite of National Occupational Standards for Management and Leadership.

Skills

Listed below are the main generic 'skills' that need to be applied in managing your own resources. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Setting objectives
- Communicating
- Planning
- Time management
- Evaluating
- Reviewing
- Learning
- Obtaining feedback
- Self-assessment

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Identify and agree the requirements of your work role with those you report to.
2. Discuss and agree personal work objectives with those you report to and how you will measure progress.
3. Identify any gaps between the requirements of your work role and your current knowledge, understanding and skills.
4. Discuss and agree, with those you report to, a development plan to address any identified gaps in your current knowledge, understanding and skills.
5. Undertake the activities identified in your development plan and discuss, with those you report to, how they have contributed to your performance.
6. Get regular and useful feedback on your performance from those who are in a good position to judge it and provide you with objective and valid feedback.
7. Discuss and agree, with those you report to, any changes to your personal work objectives and development plan in the light of performance, feedback received, any development activities undertaken and any wider changes.
8. Check, on a regular basis, how you are using your time at work and identify possible improvements.
9. Ensure that your performance consistently meets or goes beyond agreed requirements.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
2. You prioritise objectives and plan work to make best use of time and resources.
3. You take personal responsibility for making things happen.
4. You take pride in delivering high quality work.
5. You agree achievable objectives for yourself and give a consistent and reliable performance.
6. You find practical ways to overcome barriers.
7. You make best use of available resources and seek new sources of support when necessary.

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1. Why managing your resources (particularly knowledge, understanding, skills and time) is important.
2. How to identify the requirements of a work role.
3. How to set work objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound).
4. How to measure progress against work objectives.
5. How to identify development needs to address any identified gaps between the requirements of your work role and your current knowledge, understanding and skills.
6. What an effective development plan should contain.
7. The type of development activities that can be undertaken to address identified gaps in knowledge, understanding and skills.
8. How to identify whether/how development activities have contributed to your performance.
9. How to get and make effective use of feedback on your performance.

10. How to update work objectives and development plans in the light of performance, feedback received, any development activities undertaken and any wider changes.
11. How to record the use of your time and identify possible improvements.

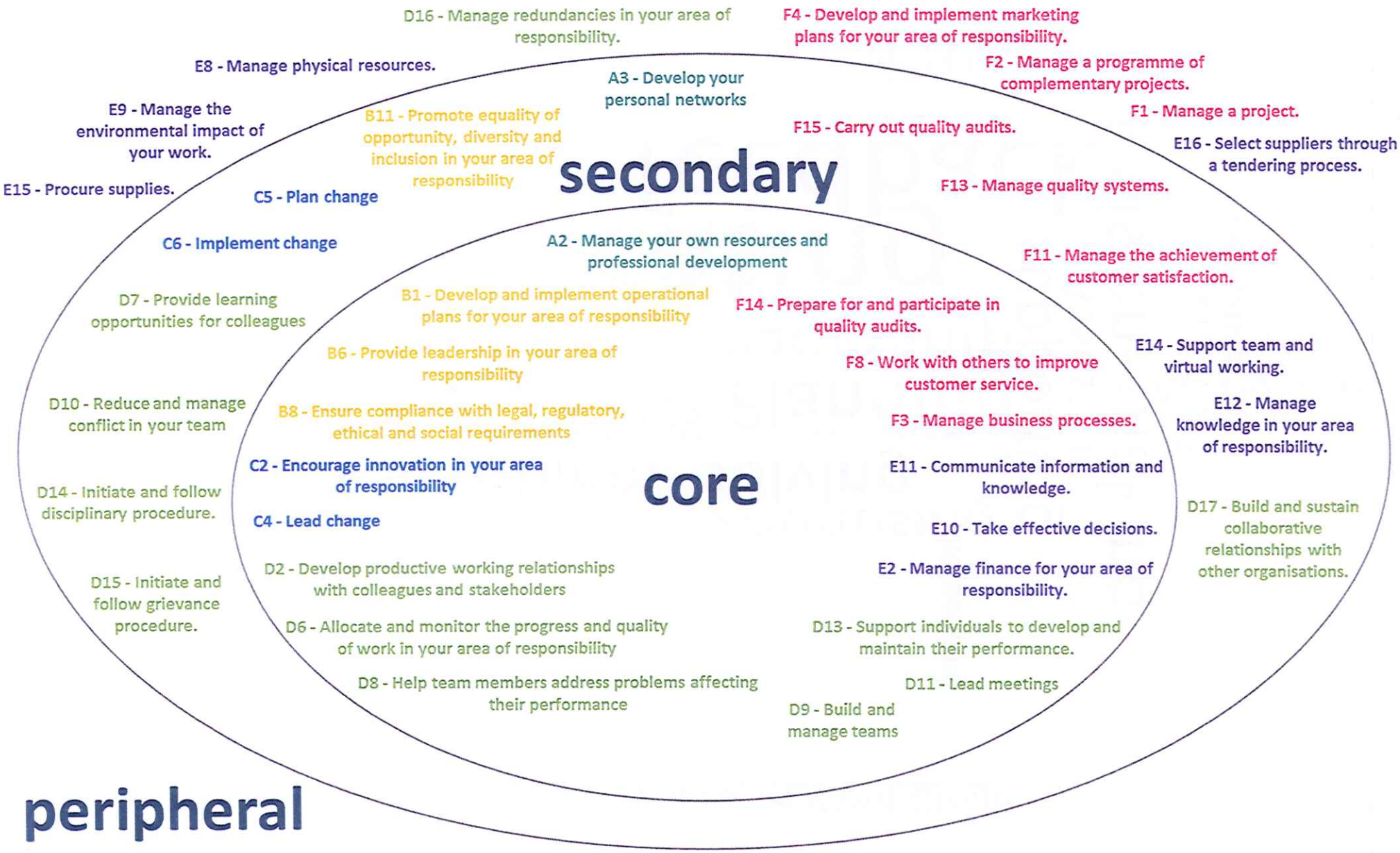
Industry/sector specific knowledge and understanding

1. Industry/sector requirements for the development or maintenance of knowledge, understanding and skills.

Context specific knowledge and understanding

1. The agreed requirements of your work role including the limits of your responsibilities.
2. Your agreed personal work objectives.
3. The reporting lines in your organisation.
4. Your current knowledge, understanding and skills.
5. Identified gaps in your current knowledge, understanding and skills.
6. Your personal development plan.
7. Your organisation's policy and procedures in terms of personal development.
8. Available development opportunities and resources in your organisation.
9. Possible sources of feedback in your organisation.

SCRA Management Standards Hierarchy



Key Management Skills Word Cloud

Appendix 3

Practice Direction on Translation & Interpretation

Outline of Proposed Approach to identifying Need

Introduction

In considering what SCRA is required to do concerning the provision of translation and interpreting support to children and families within the hearing system, there are two main questions to be asked:

1. What should SCRA staff members do in order to identify which individuals[1] require this support?
2. If it is necessary, what services are SCRA – rather than another person or organisation – responsible for arranging?

This note considers the first question and should be read along with an earlier note (attached as an Appendix) which dealt with the second question.

General Approach

The overall approach of SCRA staff must be consistent with what is fair.

Article 6 of the ECHR states:
"In the determination of his civil rights and obligations or of any criminal charge against him, everyone is entitled to a fair and public hearing within a reasonable time by an independent and impartial tribunal established by law."

In considering what a fair hearing is European case law identifies a number of aspects. The most significant in this context is the right to "effective participation". The issue of what support a party requires to participate effectively is a matter of fact to be decided by the tribunal or court before whom the party appears.[2] However, the way the reporter carries out statutory functions in advance of the hearing can support effective participation at the hearing by individuals.

Communications regarding receipt of a referral and the reporter's decision on that referral are not part of the "proceedings" to which Article 6 of the ECHR applies. However in order to fulfil the duty to inform certain people the communications should be capable of being understood.[3]

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[1] Such "individuals" will for the most part be children and relevant persons and people who appear to the reporter to have significant involvement in the child's upbringing.
[2] *K v Authority Reporter* 2009 SLT 1019
[3] Addressed in earlier paper pp.1 and 2

Summary of Proposed Approach

- SCRA and partners require to establish a clear framework with appropriately shared responsibilities around identifying and meeting the need for translation and interpretation.
- On receipt of a referral the reporter will only arrange for translation of communications (receipt of referral, investigation or decision/notifications) where the need for same was clearly identified in the referral.
- Where there is further investigation, the reporter will only arrange for translation of communications (decision letter or notifications/papers) and/or interpretation at the hearing where the need for these has become clear during the investigation.
- Where possible need for interpretation or translation has been raised by the referrer or a report provider but there is uncertainty as to exactly what is required, the reporter should seek clarification.
- Exceptionally, where possible need for interpretation or translation has not been raised by the referrer or a report writer but the reporter has previous information indicating need, the reporter may seek clarification of need.
- If translation and/or interpretation have not been assessed in advance of the hearing as necessary, it remains open to the hearing to consider and determine whether either or both is required for an individual to participate effectively in the hearing.

Detail of Approach to be taken

General

1. The obligation to identify which individuals require translation or interpretation does not sit with SCRA alone. It is incumbent on partner agencies to consider the issue even before a referral is made to SCRA.
2. There will need to be engagement with partners to help ensure that there is a clear and consistent approach by them to this issue. A "consistent" approach will involve consistency over time as well as consistency across all 9 localities.
3. The reporter will not arrange for translation and/or interpretation unless the need for either or both is clearly identified.
4. It is not to be assumed that an individual will require both translation and interpretation. It might be that only one or the other (or neither) is required for effective participation.
5. In assessing need, the reporter will take account of all relevant information and is not bound to follow the views of a particular agency or individual.

Following Receipt of referral

6. Where a referral is received from partner agencies the expectation is that those agencies will have carried out some assessment of the need for translation and/or interpretation for (i) the child and (ii) relevant persons.
7. Where the referral is not received from an agency but from a private individual then there is no expectation that they will have considered the need for translation or interpretation.

8. In the absence of a clearly stated need for the reporter's communications (further investigation or of a decision) to be translated, the reporter will not arrange it.
9. If the referral information makes clear that an individual will require translation, and specifies the language required, communications to that person are to be translated. .
   If the referral information (or previous information held by the reporter) indicates that an individual ***may*** require translation or interpretation then the reporter is to seek clarification of the need for same, generally from relevant partner agencies..
10. Whatever further information is sought by SCRA there should be no delay in making an initial decision and progressing investigation into the child's circumstances.

Following Investigation

11. Where an untranslated receipt of referral letter is sent to an individual ***and*** it is subsequently ascertained that they will not have understood it, then (unless a decision has been made on the referral) a translated letter should be sent. There is no need to do so where the reporter is satisfied that they have otherwise been made aware of the information contained within it (for e.g. discussion with social work through a translator).
12. If an individual contacts the reporter and indicates that they wish translation and/or interpretation then the reporter must assess whether that support is needed in order for the individual to participate effectively in the proceedings. It is to be presumed that such support is needed but the reporter must take into account all relevant information in coming to a decision.
13. Where the need for translation and/or interpretation is identified by any agency, the agency should at the point of submitting its report indicate (i) who requires translation and/or interpretation, (ii) what language is required, and (ii) how the terms of the report have been communicated to them.[4]

Children's Hearings

14. Where the need for translation or interpretation has not been identified prior to a children's hearing, then any decisions on the need for translation and interpretation are at large for the hearing.[5] If the reporter becomes aware of the possibility that an individual is likely to require translation or interpretation then the issue should be drawn to the attention of the hearing once it commences, if the individual is not able to raise the issue themselves.
15. If the reporter has assessed on the day of the hearing that an individual requires translation or interpretation, and the hearing has not given the matter consideration, the reporter is to intervene and express a view on the need for the hearing to consider the issue.

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[4] There needs to be consideration of what we can expect local authorities to do pre-hearing and national agreement thereon.

[5] The hearing have the power per Rule 61(1)(f) to: "require the Reporter to make arrangements for an interpreter for the child or any relevant person or take any other step with a view to securing participation of the child or any relevant person in the hearing;"

Final Points

16. While the focus has been on language support, some direction on the provision of signing for hearing impaired could be included within the final Practice Direction.

17. In a similar vein, brief direction could be included on appropriate action where individuals have visual impairment.

Gordon Bell
Practice Team
5th June 2015

APPENDIX – Note on responsibility for Translation and Interpretation from December 2014

Interpretation and Translation

This paper looks at the different elements of the hearings process and considers what obligations there are on SCRA to arrange for documents to be translated or proceedings interpreted.

Note that the following questions of (i) how we assess the need for interpretation or translation and (ii) how might costs be reduced through use of standard letters, forms or leaflets, are not considered here. We need to clarify our broad responsibility before looking at how we meet that responsibility.

It is assumed that if the reporter arranges translation or interpretation for a child or relevant person the fact of the arranging being done by one party to the proceedings (the reporter) for another party (the child or relevant person) does not raise any issue of ECHR compliance. It is thought that using accredited services under the contract for translation and interpretation services would address any possible concerns.

This paper has been informed by discussion with staff from the Scottish Court Service, the Scottish Legal Aid Board, Glasgow City Council, the Mental Health Tribunal for Scotland, and from social work services via Social Work Scotland.

The paper looks in turn at each point in the hearing and related court processes where there is potentially a need to interpret proceedings or translate documents and give a view on whether any obligation sits with the reporter. For ease of reference, the conclusions are summarised in an appendix to this note.

1. Translation of Receipt of Referral Notification

There is no statutory duty in the 2011 Act to advise a child or relevant person of our having received a referral. However, as reflected in PD 14 at para. 1.5:

"The Data Protection Act 1998 requires that individuals are informed that SCRA holds their personal information and is processing it. Therefore, the child (if of sufficient understanding) and relevant persons are to be told that the reporter has received a referral and the investigation being undertaken, unless to do so would cause significant harm to any person….."

It seems reasonable to assume that in order for us to comply with this obligation our communication must be capable of being understood. Where we know that an individual is unable to understand English, this means either (i) the communication is translated by us before sending, OR (ii) we are satisfied that there exists a clear and accessible mechanism whereby the substance of the letter can be translated or interpreted for the recipient. It is difficult to see how the reporter will be able to be satisfied of (ii) other than very occasionally (a local project, for example).

If a translated document is required the obligation to provide one must rest with the reporter.

CONCLUSION: SCRA requires to translate.

2. Translation of Notification of Decisions NOT to arrange a Children's Hearing

The reporter is under an obligation per s.68 to advise children and relevant persons of these decisions. We "must inform (children and relevant persons) of....the fact that the question of whether a compulsory supervision order should be made in respect of the child will not be referred to a children's hearing".

Again, in order for us to comply with this obligation our communication must be capable of being understood, and if a translated document IS required for that understanding then the obligation to provide one must rest with the reporter.

CONCLUSION: SCRA requires to translate.

3. Translation of Notifications and Papers for hearings

It is from this point on in the hearing process that ECHR Article 6 – the right to a fair hearing - can be said to apply. For Article 6 to be complied with a party to the proceedings must be able to participate effectively.

The need to ensure that the overall system applying to children's hearings enables hearings to be fair sits with the member state. Individual hearings have a duty to operate in compliance with Article 6 (unless primary legislation prevents it) and the reporter has an interest in supporting fair process, including effective participation. However the question of what specific obligations sit with the reporter must be considered in the context of what steps can be, or should be, taken by other agencies involved in hearing system. These agencies include CHS, SLAB and the Scottish Courts Service.

(i) Notifications

The Hearings Rules impose on the reporter the obligation to notify children, relevant persons and others about a children's hearing.

In order for our obligation to be complied with the notification must be capable of being understood, and if a translated document IS required for that understanding then the obligation to provide it must rest with the reporter.

CONCLUSION: SCRA requires to translate

(ii) Papers

For hearings to be fair hearings parties must be able to participate effectively. It is an essential component of the ability to participate effectively that any party has all of the material information that other parties and the decision-makers have.

In criminal cases the requirement is that only "essential" documents require to be translated. However in such cases parties will almost certainly have the benefit of a legal representative who can consider all documents and advise on what is essential and make representation to the court on this question. Where the court decide that a document is essential they then have to decide who arranges for its translation and the cost thereof.

However the approach in criminal proceedings of not necessarily requiring translation of all documents does not translate well to children's hearings. The reasons for this are:

- The ethos of the hearings system is very different and revolves around more direct, more informal participation. While legal representation is available, the need for translated documents should not be a factor in the obtaining of legal representation.
- The material which comprises the papers is for the most part dictated by the procedural rules. There is an argument that if the Rules say it should be included then it is material.
- There are provisions which oblige the chairing member to confirm whether a party has received all of the papers and has had the opportunity to review them and has understood them. This reinforces that the ethos of the hearing system supports full translation of all hearing papers.

If translation is required, it is possible for the children's hearing to require the reporter to arrange for translation. Rule 61(1)(f) of the Children's Hearings Rules empowers the hearing to "require the Reporter to make arrangements for an interpreter for the child or any relevant person or take any other step with a view to securing participation of the child or any relevant person in the hearing;"

There is therefore an argument that the need for translation is something that could be left to the hearing to determine. However, where the need for translation is known to the reporter, awaiting a direction from the hearing to arrange for translation will lead to delay in decision-making for the child, wasteful use of resources for a number of agencies and unnecessary upset to the child and family.

(There remains a question concerning possible interpretation by other agencies pre-hearing, for example, translation of an SBR or part thereof by the local authority given expectations that the report should have been discussed with the child and relevant persons.)

CONCLUSION: SCRA requires to translate the hearing papers.

4. Interpretation at the hearing

Rule 61(1)(f) is directly relevant to interpretation in that it expressly refers to the hearing requiring the reporter to make arrangements for an interpreter.

However, as with translation, where the need for interpretation is known to the reporter, awaiting a direction from the hearing to arrange for translation will lead to

delay in decision-making for the child, wasteful use of resources for a number of agencies and unnecessary upset to the child and family.

Contact with the Mental Health Tribunal for Scotland revealed that in most cases the obligation to arrange an interpreter fell to the hospital with responsibility for a patient's care. Where the person wasn't a patient then it fell to the tribunal. The tribunal administration would pay.

CONCLUSION: (i) SCRA requires to engage and pay for an interpreter where, in the reporter's assessment at the outset, an interpreter is required for effective participation in the proceedings.

An issue for further consideration in relation to situations where the hearing has directed the reporter to arrange interpretation or translation relates to payment. Consideration may be given to whether CHS are approached to discuss their role in paying for 61(1)(f) appointments in a similar manner to the funding of independent reports. However if the reporter is identifying most cases in advance and arranging for interpretation and/translation, and paying, there may be little merit in seeking an alternative approach for a limited number of cases.

5. Translation of Outcomes from hearings

It is reasonable to apply similar considerations to outcomes as to notifications. An integral part of the right to a fair trial is the right to a "reasoned judgement". This is necessary in order to support the right of a participant to properly consider any appeal.

CONCLUSION: SCRA requires to translate.

6. Intimating S.93/s.94 Application and Date of First Proof Calling

Given there is an obligation on the reporter to notify a party by giving a copy of the application and advising him of when that application calls in court, then standing the approach taken with other notifications it falls to the reporter to have to notify a party who does not read English in a manner that can be understood.

CONCLUSION: SCRA requires to translate.

7. Proof Proceedings

These are civil proceedings where the reporter is a party as are children, relevant persons, children, safeguarders and curators.

Worthwhile looking separately at 3 different elements:
(i) Translation of Disclosed Documents
(ii) Translation of Reporter Productions
(ii) Interpretation of Proceedings

(i) Translation of Disclosed Documents
This relates to those documents which are not to be lodged as productions . Productions are dealt with in the next section.

SCRA's policy on disclosure is based on our assessment of our Article 6 obligations. Where a party is represented it would meet this obligation were the documents to be forwarded to the legal representative of the party who does not understand English.

Where such a party does not understand English AND is not legally represented then there may be an obligation on SCRA to provide information in a translated form. However, the reason why the party is not represented is crucial. If they have decided NOT to obtain legal representation then arguably it is their decision that interferes with the right to participate effectively. If however they have been denied legal aid then it may be that an argument can be made regarding the need for the reporter to translate. However these arguments require to be canvassed before the sheriff who will decide what requires to happen. Submissions can be developed to support the reporter at such times.

CONCLUSION: SCRA not to translate. We are under no obligation to provide translations of these documents and should not do so unless ordered to do so by a sheriff.

(ii) Translation of Productions
There are 2 aspects to this:
A. What requires to be translated?
B. Who is responsible for arranging the translation?

A. What requires to be translated?
Clearly for a party to be able to participate effectively they must have the opportunity to consider the substance of productions lodged (or at least the relevant parts thereof). It is notable that SLAB guidance (which applies to criminal and civil) states: **"It should not be necessary to have complaints, petitions or indictments or any other court documents translated on behalf of the client as the relevant issues can be discussed at the meetings in the presence of the interpreter."**

Which makes sense – ordinarily documents like productions are not passed by solicitors to clients but held by solicitors who peruse them, consult on the relevant parts and obtain instructions.

So the general proposition should be that productions need not be translated at all for participation to be effective where a party is legally represented. If there is any question as to whether a document does require to be translated then this should be determined by the sheriff.

B. Who is responsible for arranging any translation that is required?
A Glasgow City Council solicitor, in talking about Permanence Order cases, advised as follows: **"If it was a PO then I would take the view that if the parent had legal representation and was thus legally aided then unless ordered to do so by the court, it would be a matter for them to get any documents translated."**

Certainly SLAB has confirmed that legal aid is available for translating documents. However we are aware of one case where SLAB refused to grant sanction to a legally aided party to translate productions as in their view it was for SCRA to provide them. We can find no basis to support this view.
In considering unrepresented parties, the comments made above regarding disclosure are relevant here too. Namely, the reason why the party is not represented is crucial. If they have decided NOT to obtain legal representation then arguably it is their decision that interferes with the right to participate effectively. If however they have been denied legal aid then it may be that an argument can be made regarding the need for the reporter to translate.

There is an additional point to consider and that is that the Scottish Court Service (SCS) may be responsible for translating those documents that require to be translated for civil party litigants. Current SCS guidance is unclear but raises at least the possibility that SCS have a role in arranging translations.

We think it appropriate that if any dispute arises over who, if anyone, requires to obtain a translated document then the matter should be considered by the sheriff. Again, outline submissions can be developed to support the reporter at such times.

CONCLUSION: SCRA not to translate. We are under no obligation to translate productions and should not do so unless ordered to do so by a sheriff.

(iii) Interpretation of Proceedings

Unlike where productions are concerned, there is a clear need for any proceedings to be interpreted for the benefit of a non-English speaking party for those proceedings to be fair. The question is – who is under an obligation to arrange for this?

We consider that a case can be made that it falls to each party (within a system allowing equality of arms) to equip themselves in the manner necessary for their effective participation. The question was raised with SLAB who indicated:
"In general we will pay for translation and interpreting where appropriate and subject to our guidance. Whether it is civil or children's legal aid the rules are the same."

Interestingly, contact with Glasgow City Council revealed that they had arranged and paid for an interpreter in permanence order cases but that, having considered the matter as a result of our discussions they would take a different approach.

Where a party is NOT legally represented then the issues are more or less the same as set out in 7(ii) above. There is in relation to interpretation (as opposed to translation) a stronger argument that SCS may have a role to play. SCS guidance acknowledges that **"If an interpreter is required for court proceedings (to interpret for an accused person or a party litigant in civil proceedings) Scottish Court Service is responsible for the provision of such an interpreter in all circumstances other than the initial appearance from custody…."**

In light of all of the above, we consider that there is no clear obligation on the reporter to arrange for an interpreter and if this issue arises then it should be determined by the sheriff. Again outline submissions can be developed to support the reporter at such times.

CONCLUSION: SCRA not required to arrange or pay for interpreter (unless ordered to do so by the court). At the moment arranging and paying for interpreters at court routinely falls to SCRA. However we think that a case can be made that the responsibility should lie elsewhere. Specifically, a strong case can be made that represented parties should make arrangements themselves and that legal aid should cover the costs.

8. Appeals (to the Sheriff)

On the basis that an appeal is a process that is initiated by another party - and assuming that the reporter has complied with his/her obligations up to that point - whether a decision of a hearing or of a sheriff after proof - we can see no basis for arguing that the reporter has an obligation in the appeal that follows to either translate any document or to interpret any calling.

CONCLUSION: SCRA not to translate or arrange for an interpreter.

Gordon Bell
4th December 2014

APPENDIX

SITUATION	SCRA OBLIGATION	RECOMMENDATION
Translation of Receipt of Referral Notification	To translate where necessary.	SCRA to continue to translate
Translation of Notification of Decisions NOT to arrange a Children's Hearing	To translate where necessary.	SCRA to continue to translate
Translation of Notifications for hearings	To translate where necessary.	SCRA to continue to translate
Translation of Papers for hearings	To translate those papers which have not already been translated.	1. SCRA to continue to translate. 2. Enter into discussions with local authorities regarding translation of reports pre-hearing.
Interpretation at the hearing	1. To arrange for an interpreter to be present where it is clear beforehand one is necessary. 2. To arrange an interpreter where hearing direct reporter to per Rule 61.	1. SCRA to continue to arrange in both cases 2. Clarify whether SCRA is required to pay for interpreter arranged through Rule 61.
Translation of Outcomes from hearings	To translate where necessary	SCRA to continue to translate
COURT: Material required by Disclosure Practice Direction	No obligation (unless ordered by the Sheriff).	SCRA not to translate material to be disclosed.
COURT: Translation of Notification of Court application and initial proof hearing	To translate where necessary.	SCRA to continue to translate
COURT: Translation of Reporter Productions	No obligation (unless ordered by the Sheriff).	1. SCRA not to translate productions 2. Consider how to approach SLAB given possible contrary position.
COURT: Interpretation of Proceedings	No obligation (unless ordered by sheriff).	1. Consider how best to approach other agencies (court, SLAB) given that this will be a shift in practice. 2. Give consideration to a position to adopt in the meantime.
COURT: Appeals	No obligation on reporter to translate documents or interpret any aspect of the proceedings (unless ordered by the sheriff).	SCRA not to translate productions or arrange interpreter.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

2014/15 Budget Outturn and 2015/16 Budget Pressures

Accountable Director: Principal Reporter/Chief Executive **Date:** 5th June 2015

Report prepared by: Head of Finance and Resources

Recommendations:

1. To consider the draft revenue and capital outturn positions for the year to March 2015.
2. To approve that, given the current revenue position, no carry forward overspend to 2015/16 is required.
3. To approve capital carry forward to 2015/16 of £48k to meet the costs of the Bell Street lift replacement delayed from 2014/15.

Reason for Report: Board approval

Resource Implications: Within available resources

Strategy: Within agreed plans

Consultation: Budget Holders

Equalities Duties: An Equalities Impact Assessment is not required.

Document Classification: Not protectively marked

1. Introduction

1.1 Sections 2 to 4 of this report provide a summary of SCRA's draft financial position for the year to March 2015 and section 5 provides an update on emerging budget pressures in 2015/16.

2. Background

2.1 The total available revenue resource for 2014/15 is £21,543k, comprising £21,158k of Grant in Aid (GiA) and £385k other income (externally-funded posts, rents etc.). The revised GiA includes an additional £150k offered by Scottish Government in February and £100k in March 2015. The revised GiA also includes £108k which reflects shared services delivered to Children's Hearings Scotland (CHS) up to March 2015. This amount is treated as Other Income in the table in section 3.1 below (as reported throughout the year) rather than GiA. As a result GiA is shown as £21,050k in the table. Carry-forward revenue underspend of £135k has been factored in to the 2014/15 budget.

2.2 Depreciation is reported within expenditure expense head and is a non-cash charge. A non-cash budget of £2.75m has been included in the 2014/15 allocation by the Scottish Government to cover depreciation, amortisation and impairment charges.

2.3 The total available capital resource for 2014/15 is £837k, comprising £500k of GiA and carry-forward underspend of £337k from 2013/14. As previously advised, the sale of Perth, which would have provide additional resources of £125k, did not take place, and work on a replacement Hearing centre has been halted due to other priorities.

3. Revenue

3.1 The following table summarises the position to March 2015 and the last forecast outturn for the year by expense head.

Previous Full Year Actual £000	Expense Head	Budget YTD March £000	Actual YTD March £000	Variance YTD March £000	Full Year Budget £000	Full Year Forecast £000	Forecast Variance £000	Variance %
16,017	Staff Costs	15,844	16,218	374	15,844	16,140	296	1.87%
3,042	Property Costs	2,810	2,744	-66	2,810	2,746	-64	-2.28%
252	Travel Costs	198	244	46	198	213	15	7.58%
2,401	Other Operating Charges	2,380	2,406	26	2,380	2,315	-65	-2.73%
2	Capital Financing	-1	4	5	-1	-1	0	0.00%
1,380	Unfunded Pensions	200	185	-15	200	200	0	0.00%
-640	Other Income	-496	-535	-39	-496	-501	-5	1.01%
22,455	**Sub-total**	**20,935**	**21,266**	**331**	**20,935**	**21,112**	**177**	0.85%
-21,940	Grant In Aid	-20,800	-21,050	-250	-20,800	-20,950	-150	0.07%
515	Sub-total	135	216	81	135	162	27	20.00%
2,743	Depreciation	2,500	2,342	-158	2,500	2,500	0	0.00%
3,258	**Net Total**	**2,635**	**2,558**	**-77**	**2,635**	**2,662**	**27**	1.02%

Revenue expenditure in the year to March 2015 is £331k (1.6%) over budget. The overspend reduces to £81k as a result of additional GiA of £250k. This is an increase of £54k over the net forecast overspend of £27k.

3.2 The following table summarises the position, excluding depreciation, unfunded pensions and additional GiA, to March 2015 by budget centre.

Previous Full Year Actual £000	Expense Head	Budget YTD March £000	Actual YTD March £000	Variance YTD March £000	Full Year Budget £000	Full Year Forecast £000	Forecast Variance £000	Variance %
268	Executive	275	285	10	275	281	6	2.18%
999	Practice and Policy	1,078	1,115	37	1,078	1,097	19	1.76%
5,030	Support Services	4,131	4,033	(98)	4,131	4,028	(103)	-2.49%
7,224	North West Area	7,068	7,091	23	7,068	7,014	(54)	-0.76%
8,635	East and Central Scotland Area	8,183	8,557	374	8,183	8,492	309	3.78%
22,156	**Net Expenditure**	**20,735**	**21,081**	**346**	**20,735**	**20,912**	**177**	**0.84%**

3.3 The forecast spend by Locality is detailed as follows:

Locality	YTD variance	Forecast Variance to March £000	Variance %
East & Central Scotland Office	2	3	1.69
Tayside And Fife Locality	165	127	7.84
South East Locality	60	48	3.11
Central Locality	58	50	3.74
Lanarks Dumfs Gallwy Locality	65	39	1.81
Ayrshire Locality	24	42	3.03
East And Central Scotland Area	**374**	**309**	**3.78**
North West Area Office	-24	-23	-12.17
Highlands And Islands Locality	-55	-68	-6.74
Grampian Locality	12	-32	-2.34
North Strathclyde Locality	97	84	4.98
Glasgow Locality	-7	-14	-0.51
North West Area	**23**	**-54**	**-0.76**
TOTAL	**397**	**255**	**1.67**

The Locality position is shown in greater detail in Appendix A.

3.4 **East and Central Scotland**

East and Central Scotland Area missed its share of the 3.1% budget savings target by £374k (4.57%). The overspend of £309k previously forecast anticipated a late surge in translation costs of £25k against a monthly budget of £7k; however, actual spend was £59k. Furthermore, the last forecast did not fully anticipate outstanding travel and overtime expenses nor accruing postages costs.

The overspend on staff costs is £183k due to employment of temporary supernumeraries and backfilling absences to support frontline operations, without the ability to contribute to the budgetary savings target. All East and Central Scotland LMTs have robust plans in place to ensure the 2015/16 savings requirement of 2.8% is fulfilled, and early performance indicators suggest all localities are making significant progress towards achieving the performance targets without the requirement to recruit

beyond their core establishment headcount.

Other significant overspends include postages £33k, staff travel expenses £23k and translation and interpretation £113k. The East and Central Scotland LMTs will identify options to remain within budget in these areas 2015/16. Local action will be supported by national initiatives, including the Benefits Realisation Programme and SCRA's participation in the Scottish Government's Digital Strategy although it may be 2016/17 before national initiatives start to make a significant impact.

3.5 **North West**

As in East and Central, a late surge on spending on translation is a contributing factor to the increase in spend from the last forecast (£54k underspend) to the actual (£23k overspend), along with more accruals than forecast. Additionally, a greater than budgeted number of staff in the pension scheme in Grampian, a difference between the staff budget on monitoring documents and that originally allocated within North Strathclyde and a late Service Charge balancing charge in Grampian all contributed to an overspend of £23k.

3.6 **Head Office**

The overspend of £10k on the Executive budget is due to the limited scope for making the 3.1% savings target, a challenging mileage costs target and an overspend on internal audit fees.

Support Services has an overall underspend of £98k. Significant underspends include a saving of £176k on the SCOTS Charge and £27k staff savings in Planning due to a new role costing less than budgeted and being delayed. Significant overspends include £66k in HR staff costs due to Unison role being more expensive than budgeted and an additional HR business partner and £68k in IS staff costs largely due to supporting and improving the Case Management System (principally the helpdesk service and the User Interface Improvement Programme). Other areas of Support Services delivered a net underspend of around £30k, including additional shared services income from CHS.

Practice and Policy is missing its savings target by £37k, primarily due to a £45k overspend on legal costs and insufficient staff vacancy savings, offset by an underspend on books.

3.7 **2013/14 Outturn**

As previously advised, the final revenue budget underspend for 2013/14 was £697k. Of this, £436k was committed to voluntary severance, leaving a revised underspend against available budget of £261k. £135k was carried forward into the 2014/15 revenue budget, with £124k of the remainder available to fund the balance of the latest round of voluntary severance.

3.8 **Addressing the 2014/15 forecast overspend**

The final revenue overspend of £331k was offset by additional GiA of £250k reducing the final overspend to £81k. This is an increase of £54k from the forecast reported to the Board in March 2015. A significant factor in this is the surge in translation and interpretation costs at year end, resulting outturn expenditure exceeding forecast by £60k with almost 2/3rds of this figure in Grampian and Tayside & Fife. The revised revenue overspend of £81k is within the limit of overspend that can be tolerated in 2014/15 as discussed with the Board. Therefore no carry forward overspend into 2015/16 will be required.

4. Capital

4.1 Net expenditure in the period to March 2015 is £789k. Details of the budgets, spend to date and forecast for the year are as follows:

2014/15 Capital Budget and Forecast

	Board-approved Budget March 2014 £000	Adj. £000	Available Budget 2014/15 £000	Actual YTD March £000	Full Year Forecast £000	Variance actual to budget £000
INFRASTRUCTURE PROGRAMME						
Inverness lease and fit out	160	-140	20	9	20	-11
Lerwick lease and fit out	80		80	74	80	-6
Stornoway	0	50	50	5	8	-45
Livingston finance lease	35		35	36	35	1
Perth asset protection works	0	64	64	62	62	-2
Perth Belhaven House Hearing Centre	120	23	143	42	22	-101
Perth disposal	-125		-125	0	0	125
Fraserburgh works	0	80	80	72	73	-8
Glasgow lift works	0	0	0	0	56	0
Minor Works	100	67	167	222	213	55
CMS development	100		100	134	114	34
IT security – system accreditations	25		25	0	14	-25
IT security – initiatives	25		25	3	3	-22
Bandwidth upgrade	0		0	11	21	11
New VC units	0		0	8	8	8
LGPS upgrade for ITRENT	0		0	18	18	18
Infrastructure Programme Total	**520**	**144**	**664**	**696**	**747**	**32**
BENEFITS REALISATION PROGRAMME						
e-Communications	75		75	44	50	-31
Unallocated	25	28	53	8	8	-45
Benefits Realisation Programme Total	**100**	**28**	**128**	**52**	**58**	**-76**
Fit For Us Programme	**45**		**45**	**41**	**45**	**-4**
Total capital resource	**665**	**172**	**837**	**789**	**850**	**-48**

4.2 The lease of the whole Lerwick building was finalised with an effective date of 2nd March and the fit out was completed by the year end. However the Stornoway project fit-out expenditure has now moved to 2015/16 freeing up resource in 2014/15 to offset additional expenditure on Minor Works, the two main projects being works to support the Lanarkshire integration in Hamilton and air conditioning in Aberdeen.

4.3 Finance has confirmed that the lift works in Bell Street, charged by the landlord as part of the service charge, meet the criteria for capitalisation and had therefore been added to the Capital Forecast. However the spend of £56k has moved into 2015/16 and a further sum of £51k has been allowed in 2015/16 for replacement of both lifts.

4.4 In relation to e-Communications, the external developer resource focused recently on developing panel paper functionality in CMS with a view to getting CMS ready for electronic transmission of panel papers in due course. The main deliverables were functionality to add documents to the panel papers folder at the point of import/indexing and merging sets of panel papers into a single document.

4.5 The CMS project spend includes the cost of capitalising an IT manager for 6 months to lead on the CMS User Interface (UI) Improvement Plan. The Technical Team have skilled up and are delivering the CMS UI changes in house.

4.6 The underspends in the Benefits Realisation Programme were required to offset the overspend in the infrastructure programme total, principally the Glasgow lifts replacement and LGPS upgrade for ITrent both of which are unavoidable projects which were not known at 2014/15 budget setting. The net underspend of £48k will be carried forward to 2015/16 to meet the cost of the Bell Street lift replacement delayed from 2014/15.

5. 2015/16 Budget Pressures

5.1 Core GiA for 2015/16 has already been confirmed as £21,200k revenue (including £400k for VR/VER) and £500k capital. SCRA has permission from Scottish Government to retain the £471k net capital receipt from the sale of Gladstone Place in April 2015.

5.2 A £100k contracts savings target was approved for inclusion in the 2015/16 revenue budget. It was anticipated that £75k of this would come from moving CMS hosting to SCOTS from Pulsant. Initial planning discussions with ISIS suggest the move can be completed in time and deliver significant revenue savings from 2015/16. However the change will not be fully implemented until August 2015 and there will be one off capital and revenue costs associated with the move resulting in a shortfall against the £75k savings target and a need to redirect some capital resource from current plans. The one-off and recurring costs for the service from ISIS will be fully assembled in the next four weeks and will be reported to EMT before the move is implemented.

5.3 The Head of Practice and Policy has advised that, on investigating and reviewing the current translation and interpretation practices around the country, there is likely to be no practice direction that can achieve all of the £35,000 savings target agreed at Challenge and Review. In addition the late surge of translation and interpretation costs in 2014/15 may suggest another permanent uplift in demand. Ongoing management of this largely unavoidable budget figure will be discussed with Sponsor Team.

5.4 Following discussions with staff who expressed an interest in Voluntary Severance, the HR Manager has indicated that, while future full year savings and upfront costs are in line with projected levels, in-year savings of £160k will not be achievable due to the leaving dates of staff. Latest projected savings are £135,000, resulting in a £25k budget pressure. These estimated figures are dependent on take up of offers made to staff and projected leaving dates which could yet change increasing the budget gap. At this stage a small amount of available funding has yet to be committed so it may be possible to generate some additional savings later in the financial year.

5.5 Mitigating against these budget pressures, discussions with PIRC suggest additional rental income and cost recovery of the freed-up space within Hamilton House may generate £42k of cost recovery based on a potential 1 July 2015 entry date.

5.6 Finally, the salary budget computation meant there was budget provision made for all those staff not entitled to progression to receive a (pro-rated) £300 non-consolidated lump sum. The pay award only awards such non-consolidated payments to staff on grades C and above: for other staff the £300 is consolidated within salary scales. This means there is an over-provision for the pay award in the SCRA staff budget of £33k including on-costs.

6. Conclusions

6.1 The 2014/15 revenue budget is currently £81k 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.

6.2 The 2014/15 capital budget is currently £48k underspent, again subject to conclusion of the annual accounts audit.

6.3 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 with approved budget levels. Close attention will also be paid to the budget pressures set out in section 5 and EMT will consider options to either reverse potential overspends or divert resources to cover them.

7. Recommendations

7.1 To consider the draft revenue and capital outturn positions for the year to March 2015.

7.2 To approve that, given the current revenue position, no carry forward overspend to 2015/16 is required.

7.3 To approve capital carry forward to 2015/16 of £48k to meet the costs of the Bell Street lift replacement delayed from 2014/15.

Appendix A

VARIANCE REPORT – LOCALITIES

East & Central Scotland Office

Expense Head	Variance Year to March	Forecast Variance for Year
Staff Costs	1.6	3.0
Travel Costs	0.8	0.0
Other Operating Charges	-0.7	-0.5
Net Total	**1.7**	**2.5**

Tayside And Fife Locality

Expense Head	Variance Year to March	Forecast Variance for Year
Staff Costs	112.3	110.5
Property Costs	7.3	2.1
Travel Costs	11.8	7.5
Other Operating Charges	41.8	12.0
Other Income	-8.3	-5.0
Net Total	**164.9**	**127.1**

South East Locality

Expense Head	Variance Year to March	Forecast Variance for Year
Staff Costs	-23.7	-17.0
Property Costs	-4.8	-6.5
Travel Costs	5.0	2.0
Other Operating Charges	74.7	62.3
Other Income	8.8	7.0
Net Total	**60.0**	**47.9**

Central Locality

Expense Head	Variance Year to March	Forecast Variance for Year
Staff Costs	21.9	29.5
Property Costs	7.2	-1.5
Travel Costs	0.8	0.0
Other Operating Charges	28.2	22.0
Other Income	0.0	0.0
Net Total	**58.1**	**50.0**

Lanarkshire, Dumfries & Galloway Locality

Expense Head	Variance Year to March	Forecast Variance for Year
Staff Costs	24.7	20.0
Property Costs	23.9	8.0
Travel Costs	2.2	0.0
Other Operating Charges	13.8	11.0
Other Income	0.0	0.0
Net Total	**64.6**	**39.0**

Ayrshire Locality

Expense Head	Variance Year to March	Forecast Variance for Year
Staff Costs	46.2	43.5
Property Costs	-25.9	-7.5
Travel Costs	2.2	0.5
Other Operating Charges	11.5	3.5
Other Income	-9.7	2.0
Net Total	**24.3**	**42.0**

North West Area Office

Expense Head	Variance Year to March	Forecast Variance for Year
Staff Costs	-8.8	-8.7
Property Costs	-1.9	-2.0
Travel Costs	-3.1	-2.0
Other Operating Charges	-9.9	-10.0
Other Income	0.0	0.0
Net Total	**-23.8**	**-22.7**

Highlands And Islands Locality

Expense Head	Variance Year to March	Forecast Variance for Year
Staff Costs	-32.8	-37.5
Property Costs	-31.4	-21.0
Travel Costs	7.5	0.0
Other Operating Charges	2.8	-10.0
Other Income	-1.3	0.0
Net Total	**-55.1**	**-68.5**

Grampian Locality

Expense Head	Variance Year to March	Forecast Variance for Year
Staff Costs	13.4	2.3
Property Costs	2.0	-17.0
Travel Costs	0.0	-2.0
Other Operating Charges	15.1	2.0
Other Income	-18.5	-17.0
Net Total	**11.9**	**-31.7**

North Strathclyde Locality

Expense Head	Variance Year to March	Forecast Variance for Year
Staff Costs	53.0	41.7
Property Costs	3.8	6.0
Travel Costs	4.3	3.0
Other Operating Charges	36.1	33.0
Other Income	0.2	0.0
Net Total	**97.4**	**83.7**

Glasgow Locality

Expense Head	Variance Year to March	Forecast Variance for Year
Staff Costs	34.2	34.6
Property Costs	-17.9	-18.0
Travel Costs	1.7	0.0
Other Operating Charges	-25.8	-30.0
Other Income	0.4	-1.0
Net Total	**-7.3**	**-14.4**

Briefing note

From: **Neil Hunter**
Principal Reporter/Chief Executive
Scottish Children's Reporter Administration

To: **EMT**

Date: **14 June 2015**

Subject: **International Federation of Social Workers – European Conference, 6th – 9th May 2015**

1. Background Information

1.1 The International Federation of Social Workers will hold their European Conference at the Edinburgh International Conference Centre on 6 – 9 September 2015. The theme of the conference is 'Celebrating the Achievements of Social Work Partnerships in Europe'

1.2 The conference will attract some 1500 delegates from across Europe and is being organised by BASW/SASW with support from the Scottish Government (Office of the Chief Social Work Adviser), Social Work Scotland, Scottish Social Services Council and a range of other national and local bodies

2. Themed seminars

2.1 On the 9th September Conference delegates will split up and travel to venues across Scotland to participate in themed seminars. These are to be hosted by members of the conference planning group. SCRA offered to organise one such seminar in Glasgow on the theme of 'Children's rights and legal interventions' (see appendix 1 for draft aims). It is anticipated that 120 delegates will attend. Travel is being supplied by Lothian Regional Transport as part of their sponsorship of the Conference.

2.2 The Glasgow session will focus on the approach we are taking in Scotland to develop children's rights in the context of GIRFEC, the Children's Hearings System and wider Social Work Practice. A range of speakers have been invited to participate and lead inputs/discussions. Amongst those already confirmed are Social Work Scotland, CELCIS and the NSPCC. Some European speaker are also being sought once the full delegate list is known. The Children's Hearing System and GIRFEC will feature prominently in the programme/agenda.

3. Support and sponsorship for the seminar

3.1 SCRA is seeking sponsorship for the cost of lunches and accommodation for the event from CELCIS and Glasgow City Council. SCRA would seek to make a contribution to these and set aside a small budget Glasgow City Council is being asked to support the seminar with a contribution in kind and in particular free accommodation for the event at one of its existing city venues. The requirement are for 120 delegates, with the possibility of some break out space.

4. Summary

4.1 This is a prestigious Social Work conference which is being hosted in Scotland for the first time in many years. The 3rd day of the conference will see delegates travel across Scotland to other venues in order to gain wider perspective and meet/come together with local service providers. It is planned that Glasgow will host the 'Children's Rights and Legal Interventions' seminar. We would be keen that SCRA take the opportunity to have a key role in sponsoring, developing and delivering the event as well as promoting the Scottish Children's Hearing System to a pan European audience.

Appendix 1-

'Children's rights and legal interventions' (9 September 2015 - Glasgow) – draft aims of the seminar

The aim of the event is to invite cross European comparisons, share knowledge and practice etc., compare relative histories, strengths of different approaches and to encourage enduring pan European collaborations/relationships to develop in areas of common interest.
GIRFEC

Plays to practice and values of delivery of social work in Scotland and should be the underpinning of the Scottish contribution to the session. GIRFEC gives us the opportunity to locate the principles of Kilbrandon on the context of 2015 – social justice and equality, empowerment, growth and development, empathy, person centric approaches, community

Ethos and Values– interweaving GIRFEC and Kilbrandon together. Integrated approaches to the law, strategy, practice - key elements that form GIRFEC and the Scottish approach

Legislation – the 2014 Act and 2011 Act – child's planning, corporate parenting, and the role of the state, inter-agency assessment of needs etc.

Strategy – Children's Services Planning, Community Planning

Practice – coalescing through the child's plan, joined up delivery, universal and targeted services etc.

Tell the story about how the elements fit together

Specific topic issues

- Permanence and the experience f the Permanence and Care Team (PACT) approach/improvement methodology
- Youth justice
- Child protection
- Alternative care

9 September

Morning session

10.00 Delegate arrival

10.15 Welcome/intro – for IFSW/SASW

10.30 Plenary 1

Securing Children's Rights in the early years – the challenge of planning for permanent alternative care – Jenifer Davidson? *Approached and confirmed*

Children's Rights and Legal systems – Malcolm Schaffer? *Approached and confirmed*

European comparators – based on Churchill Scholarship findings- Matt Forde – NSPCC *approached and confirmed*

Moving from intervention to prevention – how services are bridging the gap and shifting priorities – Mike Burns? – *approached and confirmed*

12.00 Workshops 1 (see below)

13.00 Lunch (and poss civic reception)

1345 Plenary 2

Developing the Social Work profession as an integral part of legal decision making for children and young people – Alistair Gaw? *Approached and confirmed*

Involving the wider community – a volunteer led tribunal system – the ethics, dillemmas and practicalities – Boyd McAadam – *approached and confirmed*

Youth Justice – need to think about what's current/translates across Europe…??

Managing Risk and concern – the role of the Police as partners in protecting children and young people from harm and exploitation – Grant Manders?

1430 Discussion and finish

15.15 Delegates travel back to Edinburgh for Final Conference session (5pm)

Workshops (if we run them – venue dependent)

Early and Effective Intervention – the power of inter-professional planning, sharing and discourse in determining the need for compulsory interventions

Getting it right for every child – Universal and targeted services working together for an integrated child's plan with defined professional roles

Using professional collaborative and improvement methods to focus on the child's early years – a whole nation approach

The Children's Hearing System – radical reform on caring and protecting children – a perspective over 4 decades

Engagement and Participation – (Clare gave me a contact for Autumn Roesch Marsh and I've been looking at her stuff on participation in LAC reviews etc…what do you think – or is this a workshop?)

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Environmental Report

Accountable Director: Principal Reporter/Chief Executive **Date**: 8th June 2015

Report Author: Head of Property

Recommendation:

1. EMT to review the draft Environmental Report and advise on any amendments necessary prior to submission for Board consideration.
2. Along with the Environment Group, members of EMT to take part in a formal evaluation of our organisation's Climate Change maturity through use of the Climate Change Assessment Tool.
3. To consider and advise upon the preferred action to be taken in relation to SCRA's Climate Change reporting for the financial year 2014/15.
4. EMT to consider the most suitable arrangements to be put in place for the coordination, resourcing and management of activities to meet our Climate Change and Environmental duties.

Reason for Report:	**Additional Information on Board Report**
Resource Implications:	**Not within available resources**
Strategy:	**Not within agreed plans**
Equalities Duties:	**A preliminary Equalities Impact Assessment has been completed.**
Document Classification:	**Internal Use**

1.0 Introduction

1.1 The attached draft Board report provides an update on recently introduced, and planned, regulations under Environmental legislation.

1.2 It is expected that these regulations will have significant implications for SCRA that require to be considered in the context of existing resources and commitments. The following sections provide some additional information on these implications and activities that are recommended for delegation to EMT.

2.0 Background

2.1 Part 4 of the Climate Change (Scotland) Act 2009 came into force on 1 January 2011 and places specific environmental duties on public sector organisations. The Act requires SCRA to comply with the following duties in the course of exercising its functions:

- Mitigation – to contribute towards reducing greenhouse gas emissions
- Adaptation – to deliver any statutory climate change adaptation programme
- Sustainability – to embed sustainability as a core organisational value

2.2 In July 2014, the Scottish Government announced that the 2012 annual emission target had been missed. This was the third consecutive year that the target has been missed and if the Government's ambitious targets set for 2020 are to be achieved then further action is required.

2.3 New regulations are being introduced that reinforce the duties contained within Part 4 of the Climate Change Act and will require more robust statutory reporting on our organisation's environmental strategy and targets. Potentially, this process could be used to hold organisations to account for failing to meet their Climate Change duties.

2.4 It can reasonably be expected that environmental regulations will continue to be strengthened if the Government is to achieve its 2020 and 2050 (42% and 80% reduction in greenhouse gas emissions) targets. These regulations will impact directly on the way we use and operate from property, the management of our estate and how the organisation secures the goods, services and works it requires.

3.0 Further Information And Implications

3.1 SCRA is classed as a "major player" by Scottish Government and it seems unlikely that this status will change. The new draft climate change reporting format requires greater detail to be submitted setting out our strategies and plans for contributing towards climate change reduction. From a review of the reporting template we have a lot of work to do.

3.2 Our current Sustainability Report is relatively brief and concentrates primarily on Corporate Emissions. The new draft standard report is attached at Appendix A

of the Board report. The new report significantly expands on the areas to be covered and requires much greater detail to be included. Organisations are required to record their strategies, performance and progress against the following areas:

- Governance, Management and Strategy
- Corporate Emissions, Targets and Projects
- Adaptation
- Procurement

3.3 Reference is made within the reporting template to the Climate Change Assessment Tool (CCAT). It is expected that organisations will detail the key findings of this self-assessment tool and the actions the organisation has/will put in place as a result.

3.4 The CCAT is intended to be used in a facilitated group setting that includes representatives from Senior Management, Finance, Property, HR and Operations. A series of 4 to 7 questions are asked for each subject area at 3.2 along with a further area on behaviours. Upon completion of the exercise, a dashboard system is used to display the results and an action plan is produced.

3.5 An informal trial of the CCAT has been completed with SCRA scoring very low in all areas and overall rated red on the traffic light system used. From this exercise it is clear that SCRA has significant work to do to reach the standard expected by Government. It is recommended that SCRA undertake a formal self-assessment.

3.6 The main implication from the new reporting format and the self-assessment tool is that Scottish Government expects environmental strategies, policies and decision making to be mainstreamed in all public sector organisations to ensure that robust plans are in place for contributing to climate change mitigation, adaptation and sustainability. Climate Change is expected to feature prominently in organisational strategy, and operations, with Senior Management committed to leading the process of embedding environmental considerations in all areas of the organisation to achieve year on year improvements.

3.7 Although the new reporting format will become mandatory from 2016, Scottish Government has indicated that it wishes major players to complete the new report for the 2014/15 financial year on a voluntary basis. The time and resources required to complete the new reporting format is onerous and requires significant input from Senior Management and a number of Head Office teams. As the voluntary report is to be submitted in October, SCRA will need to make an early decision on whether to dedicate the necessary resource to complete the report or work towards a more robust report in 2016. As an alternative to completing the new Climate Change report, SCRA could consider preparing an expanded Sustainability report for 2014/15 that includes information on the new reporting areas.

3.8 The draft Board report recommends that responsibility is delegated to EMT to put in place suitable arrangements for the management and resourcing of the

activities required to meet our Climate Change and Environmental duties. In the first instance, it would seem appropriate to bring Environmental projects under the Infrastructure Programme.

3.9 Several members of the environment group intend to meet again shortly to pull together a list of all the various documents and activities that require to be in place, or referenced, as a part of our Climate Change reporting duty. As indicated within the draft Board report, the organisation has a number of significant ongoing projects that are not currently labelled as environmental projects, but include environmental benefits. These include our digital strategy and progress towards reducing paper usage. As the driver behind many of our projects is to reduce our costs, such projects are also very likely to have environmental and sustainability benefits.

4.0 Recommendation

4.1 EMT to review the draft Environmental Report and advise on any amendments necessary prior to submission for Board consideration.

4.2 Along with the Environment Group, members of EMT to take part in a formal evaluation of our organisation's Climate Change maturity through use of the Climate Change Assessment Tool.

4.3 To consider and advise upon the preferred action to be taken in relation to SCRA's Climate Change reporting for the financial year 2014/15.

4.4 EMT to consider the most suitable arrangements to be put in place for the coordination, resourcing and management of activities to meet our Climate Change and Environmental duties.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Environmental Report

Accountable Director: Principal Reporter/Chief Executive **Date**: 8th June 2015

Report Author: Head of Property

Recommendation:

1. To note the contents of this report, the public sector duties placed on SCRA and the expected impact of new environmental regulations.
2. To delegate responsibility to EMT to put in place suitable arrangements for the coordination, resourcing and management of activities to meet our Climate Change and Environmental duties.
3. Further reports will be brought back to the Board to provide updates on the actions taken in relation to climate change mitigation, adaptation and sustainability.

Reason for Report:	**To Update Board On Progress**
Resource Implications:	**Not within available resources**
Strategy:	**Within agreed plans**
Equalities Duties	**A preliminary Equalities Impact Assessment has been completed.**
Document Classification:	**Not protectively marked**

1.0 Introduction

1.1 The purpose of this report is to provide the Board with an update on recently introduced, and planned, regulations under Environmental legislation.

1.2 These regulations have significant implications for SCRA that require to be considered in the context of existing resources and commitments.

2.0 Background

2.1 Part 4 of the Climate Change (Scotland) Act 2009 came into force on 1 January 2011 and places specific environmental duties on public sector organisations. The Act requires SCRA to comply with the following duties in the course of exercising its functions:

- Mitigation – to contribute towards reducing greenhouse gas emissions
- Adaptation – to deliver any statutory climate change adaptation programme
- Sustainability – to embed sustainability as a core organisational value

2.2 In July 2014, the Scottish Government announced that the 2012 annual emission target had been missed. This was the third consecutive year that the target has been missed and if the Government's ambitious target of reducing greenhouse gas emissions by 42% before 2020 (80% by 2050) are to be achieved then further action is required.

2.3 The public sector is expected to be a role model for responding to the threat of climate change. New regulations are being introduced that reinforce the duties contained within Part 4 of the Climate Change Act and will require more robust statutory reporting on our organisation's environmental strategy and targets.

2.4 In addition, further environmental and sustainability regulations are being introduced that will impact directly on our property, the management of our estate and how the organisation secures the goods, services and works it requires.

3.0 New and Forthcoming Regulatory Changes

3.1 The existing and planned regulations will require an increasing strategic and resource commitment by SCRA to meet the duties placed on public sector organisations. The following section covers the main areas where changes are being introduced:

- Biodiversity Reporting
- Climate Change Reporting
- Energy Performance Certificates (EPCs)
- Energy Performance and Emissions Assessment (Non-Domestic Buildings)
- Sustainable Procurement

3.2 Biodiversity Reporting

The Biodiversity duty was originally introduced with the Nature Conservation (Scotland) Act 2004 and requires every public body "to further the conservation of biodiversity so far as is consistent with the proper exercise of those functions".

The Wildlife and Natural Environment (Scotland) Act 2011 reinforces the provisions of the 2004 Act and widens the duty to include the publication of a report, at least every 3 years, detailing the strategy and actions taken by the public body to contribute towards conservation of biodiversity.

In terms of the format of the report, the Act indicates that this can be in "such form and published in such manner" as the public body thinks fit and incorporated within another report prepared by the body. It is proposed, therefore that this will be incorporated within the SCRA annual report.

3.3 Climate Change Reporting

The Scottish Government undertook a consultation exercise between February and May this year regarding the introduction of regulations under Section 46 of the Climate Change (Scotland) Act. As the Government's emissions target has not been achieved for three consecutive years, the new regulations are intended to improve reporting and encourage public bodies to meet their climate change duties.

Under the proposed regulations, public bodies categorised as "major players" will be statutorily required to prepare more detailed annual reports on their environmental performance using a standardised reporting system. This change will bring Scotland into line with mandatory reporting in England.

SCRA currently prepares an annual public sector sustainability report (PSSR) along with our annual report. As we are designated as a "major player", it will be necessary to prepare a more comprehensive and robust annual climate change report under the Section 46 regulations. The new regulations are expected to be in force by November 2015 and the first standardised report for the 2015/16 year is to be prepared and submitted by October 2016. Subsequent reports completed within 6 months of year end. For reporting against 2014/15 performance, "major players" are expected to prepare and submit their report on a voluntary basis using the trial reporting format contained within the draft regulation.

The draft standard report is attached at Appendix A and requires organisations to record their strategies, performance and progress against the following areas:

- Governance, Management and Strategy
- Corporate Emissions, Targets and Projects
- Adaptation
- Procurement

3.4 Energy Performance Certificates (EPCs)

The requirement to produce energy performance certificates was originally introduced in 2009 and required public buildings over 1000 Sqm to display an EPC. From July 2015, the threshold for public sector organisations to undertake and display an EPC will be reduced to buildings that are 250sqm or larger. For SCRA this covers all but the smallest of our properties and will require EPC surveys to be undertaken by registered assessors.

3.5 Energy Performance and Emissions Assessment (Non-Domestic Buildings)

Under section 63 of the Climate Change (Scotland) Act, Scottish Ministers will introduce regulations for energy performance and emissions assessment of commercial properties. The regulations will also require owners of affected buildings to carry out the necessary works to improve energy performance and reduce emissions.

Initially, the regulations will only apply to larger buildings over 1000 Sqm, which involves the 3 largest properties in SCRA's estate. The same approach was adopted with the introduction of EPCs in 2009, so it can be expected that the requirement will be extended to smaller buildings over time. The implementation timetable has recently been published and it is expected that the regulations will be brought in during November and come into effect from June 2016. Guidance to accompany the new regulations is expected by the end of this year.

3.6 Sustainable Procurement

The Procurement Reform (Scotland) Act 2014 received Royal Assent in June 2014 and a number of new regulations are expected to be in place towards the end of 2015. This will include a Sustainable Procurement Duty requiring sustainability and environmental factors to be considered in every procurement exercise. The Procurement Act also includes a specific amendment to the Climate Change Act for the Scottish Ministers to introduce regulations to ensure that a specified proportion of the goods or works procured by public bodies use recycled or recyclable products.

3.7 The introduction of the regulations set out above can be seen to be directly related to the three areas of mitigation, adaptation and sustainability covered at 2.1.

4.0 Actions and Next Steps

4.1 The Environmental Group met again in May to discuss the various regulatory changes outlined in section 3 along with the priority project areas identified previously.

4.2 The closing date for submissions on the Climate Change Reporting consultation was 29th May and SCRA's response is attached at Appendix B. The proposals contained in the draft regulations were considered by the group and supported in principle. The main areas of concern related to SCRA's designation as a "major player" and whether a more proportionate approach should be applied to less environmentally influential organisations.

Around 150 organisations have been listed by Scottish Government as "major players" and for the purposes of the regulations, they are considered to be:

- Public bodies with large estates and large numbers of staff
- Public bodies with a high impact and influence, e.g. Scottish Government, local authorities, SEPA, SNH

- Public bodies with large expenditure
- Public bodies that provide an auditing or regulatory function

SCRA's response to the consultation reflects our concern regarding the major player status along with the financial and resource implications of the new reporting requirements. Taking into consideration SCRA's dispersed estate and our work with children & families, however, it could be argued that the organisation does have an influential (although not immediately obvious) role as a "major player".

4.3 Going forward, our Corporate and Business Plans will need to have an increasing focus on our environmental duties and our strategy / plan for contributing towards climate change mitigation, adaptation and sustainability.

4.4 Within the proposed reporting template attached at Appendix A, there is reference to both the Climate Change and Flexible Framework Assessment Tools. These tools have been developed for Scottish Government to allow public sector organisations to self-assess their progress towards achieving their duties. It is intended to formally undertake both of these assessment exercises with members of the senior management team to benchmark current performance and develop appropriate action plans.

4.5 The requirement to report on Biodiversity will be taken forward by the Environment Group for inclusion in the annual report. Biodiversity forms one of the main project areas that were identified previously by the Environment Group (listed below) and these will be referenced in the new Climate Change Report. In addition, there are a number of other significant organisation projects that are not currently labelled as environmental projects but include environmental benefits. These include our digital strategy and progress towards reducing paper usage. Significantly, many of the projects that SCRA is currently progressing to reduce our operational costs have environmental and sustainability benefits.

- Estate Rationalisation
- Utility Metering / Consumption
- Waste Minimisation
- Business Travel
- Sustainable Procurement
- Biodiversity
- Staff Awareness and Engagement
- Improving Data Collection

4.6 The new regulations concerning the environmental performance of our buildings will be incorporated into the work of the Property Team to determine the financial and resourcing impact. It is expected that future refurbishment and minor works projects will need to include an increasing element of adaptations to meet the requirements of current and future environmental regulations.

4.7 A separate report setting out the implications of the changes contained within the Procurement Reform Act, and the sustainable procurement duty, will be prepared by the Head of Finance and Resources.

4.8 At present, the activities that SCRA must undertake to comply with our climate change duties are being undertaken by a number of staff across Head Office teams in addition to their existing roles. Support to public sector organisations is available

through Resource Efficient Scotland and Zero Waste Scotland and SCRA has made initial contact to find out the help that is available. EMT will review the current arrangements for meeting our climate change duties to determine whether it is necessary to strengthen and formalise the existing structure.

4.9 In the first instance, it is proposed to include Environmental Management within the Infrastructure Programme overseen by the Change Board.

5.0 Conclusions

5.1 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.

5.2 The Government's targets for reducing greenhouse gas emissions were missed for the three reporting years 2010 to 2012. If targets continue to be missed it is likely that further legislation will be introduced to force the pace of change.

5.3 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.

5.0 Recommendation

5.1 To note the contents of this report, the public sector duties placed on SCRA and the expected impact of new environmental regulations.

5.2 To delegate responsibility to EMT to put in place suitable arrangements for the coordination, resourcing and management of activities to meet our Climate Change and Environmental duties.

5.3 Further reports will be brought back to the Board to provide updates on the actions taken in relation to climate change mitigation, adaptation and sustainability.

PART 1: ORGANISATIONAL PROFILE

1(a) Name of organisation
Provide the name of the organisation that is the subject of this report ("the organisation").

1(b) Type of the organisation

1(c) Number of FTE staff in the organisation

1(d) Alternative metrics used by the organisation
Specify any other metrics that the organisation uses to assess its performance in relation to climate change and sustainability (add rows as required).

Metric	*Units*	*Value*	*Comments*

1(e) Overall budget of the organisation
Specify approximate £/annum for the report year.

1(f) Report year
Specify the report year e.g. 2015/2016.

PART 2: GOVERNANCE, MANAGEMENT AND STRATEGY

Governance and management

2(a) How is climate change governed in the organisation?
Provide a summary of the roles played by the organisation's governance bodies and members. Include reference to adaptation, transport, business travel, waste, information and communication technology (ICT), procurement and behaviour change if these sit outside main climate change governance.

2(b) How is climate change managed and delivered by the organisation?
Provide a summary of how decision-making is managed and how responsibility is allocated to the organisation's senior staff, departmental heads etc. Include reference to adaptation, transport, business travel, waste, ICT, procurement and behaviour change if these sit outside its main climate change delivery structures.

Strategy

2(c) Does the organisation have specific climate change mitigation and adaptation objectives in its corporate plan or similar document?
Provide a brief summary of objectives if they exist.

Wording of objective	*Name of document*

2(d) **How is climate change action embedded across the organisation?**
Provide a brief summary of how climate change action for mitigation and adaptation is embedded within the organisation's services / departments, etc.

2(e) **Does the organisation have a climate change plan or strategy?**
If yes, provide the name and/or link to any such document.

2(f) **Does the organisation have any plans, strategies or policies covering the following areas that include climate change?**
Provide the name of any such document and the timeframe covered.

Topic area	*Name of document*	*Time period covered*	*Comments*
Adaptation			
Business travel			
Energy efficiency			
Fleet transport			
ICT			
Renewable energy			
Sustainable / renewable heat			
Waste management			
Water and sewerage			
Other			

2(g) **What are the organisation's top 5 priorities for climate change governance, management and strategy for the year ahead?**
Provide a brief summary of the organisation's areas and activities of focus for the year ahead.

2(h) **Has the organisation used the Climate Change Assessment Tool[a] to self-assess its capability / performance?**
If yes, please provide details of the key findings and resultant action taken.

Further information

2(i) **Supporting information and best practice**
Provide any other relevant supporting information and any examples of best practice by the organisation in relation to governance, management and strategy.

[a] This refers to the tool developed by Resource Efficient Scotland for the purposes of self-assessing an organisation's capability / performance in relation to climate change.

PART 3: CORPORATE EMISSIONS, TARGETS AND PROJECTS

Emissions

3(a) Corporate emissions from start of baseline year to end of report year

Complete the table below using the greenhouse gas emissions total for the organisation calculated on the same basis as for its annual carbon footprint / management reporting or, where applicable, its sustainability reporting. Include greenhouse gas emissions from the organisation's estate and operations[a] (measured and reported in accordance with Scopes 1 & 2 and, to the extent applicable, selected Scope 3 of the Greenhouse Gas Protocol[b]). If data is not available for any year from the start of the baseline year to the end of the report year, provide an explanation in the comments column.

Reference year	*Year*	*Year type*	*Scope 1*	*Scope 2*	*Scope 3*	*Total*	*Units*	*Comments*
Baseline carbon footprint							tCO2e	
Year 1 carbon footprint							tCO2e	
Year 2 carbon footprint							tCO2e	
Year 3 carbon footprint							tCO2e	
Year 4 carbon footprint							tCO2e	
Year 5 carbon footprint							tCO2e	
Year 6 carbon footprint							tCO2e	
Year 7 carbon footprint							tCO2e	
Year 8 carbon footprint							tCO2e	
Year 9 carbon footprint							tCO2e	
Year 10 carbon footprint							tCO2e	
Year 11 carbon footprint							tCO2e	
Year 12 carbon footprint							tCO2e	
Year 13 carbon footprint							tCO2e	
Year 14 carbon footprint							tCO2e	
Year 15 carbon footprint							tCO2e	

[a] No information is required on the effect of the organisation on emissions which are not from its estate and operations.

[b] This is the Greenhouse Gas Protocol developed by the World Resources Institute and the World Business Council on Sustainable Development which sets the global standard for how to measure, manage and report greenhouse gas emissions.

3(b) Breakdown of emissions sources

Complete the table below with the breakdown of emission sources from the organisation's most recent carbon footprint (greenhouse gas inventory); this should correspond to the last entry in the table above. Use the comments box to explain what is included within a category e.g. public transport includes taxis and trains but not buses and air travel as this data is not available. If it is not possible to use a simple emissions factor [a], leave this field blank and provide the total in the emissions column.

Emission source	*Scope*	*Consumption data*	*Units*	*Emission factor*	*Units*	*Emissions (tCO2e)*	*Comments*

[a] Emissions factors are published annually by the UK Government Department for Environment, Food and Rural Affairs (Defra)

Projects and changes

3(e) Estimated total annual carbon savings from all projects implemented by the organisation in the report year
If no projects were implemented against an emissions source, enter "0".
If the organisation does not have any information for an emissions source, enter "Unknown".
If the organisation does not include the emissions source in its carbon footprint, enter "N/A".

Emissions source	*Total estimated annual carbon savings (tCO_2e)*	*Comments*
Electricity		
Natural gas		
Other heating fuels		
Waste		
Water and sewerage		
Travel		
Fleet transport		
Other (specify in comments)		
Total		

3(f) Detail the top 10 carbon reduction projects implemented by the organisation in the report year
Provide details of the top 10 projects (based on estimated emissions savings) implemented in the report year.

Project name	*Funding source*	*First full year of CO_2e savings*	*Capital cost (£)*	*Operational cost (£/annum)*	*Project lifetime (years)*	*Primary fuel / emission source saved*	*Estimated carbon savings per year (tCO_2e/annum)*	*Estimated costs savings (£/annum)*	*Savings figures are estimated or actual*	*Comments*

3(g) Estimated decrease or increase in emissions from other sources in the report year
If the organisation's corporate emissions increased or decreased for any other reason in the report year, provide an estimate of the amount and direction.

Emissions source	*Total estimated annual emissions (tCO_2e)*	*Increase or decrease in emissions*	*Comments*
Estate changes			
Service provision			
Staff numbers			
Other (specify in comments)			
Total			

3(h) Anticipated annual carbon savings from all projects implemented by the organisation in the year ahead
If no projects are expected to be implemented against an emissions source, enter "0".
If the organisation does not have any information for an emissions source, enter "Unknown".
If the organisation does not include the emissions source in its carbon footprint, enter "N/A".

Emissions source	*Total estimated annual carbon savings (tCO_2e)*	*Comments*
Electricity		
Natural gas		
Other heating fuels		
Waste		
Water and sewerage		
Travel		
Fleet transport		
Other (specify in comments)		
Total		

3(i) Estimated decrease or increase in emissions from other sources in the year ahead
If the organisation's corporate emissions are likely to increase or decrease for any other reason in the year ahead, provide an estimate of the amount and direction.

Emissions source	*Total estimated annual emissions (tCO_2e)*	*Increase or decrease in emissions*	*Comments*
Estate changes			
Service provision			
Staff numbers			
Other (specify in comments)			
Total			

3(j) Total carbon reduction project savings since baseline year
If the organisation has data available, estimate the total emissions savings made from projects since the organisation's baseline year.

Total savings	*Total estimated emissions savings (tCO_2e)*	*Comments*
Total project savings since baseline year		

Further information

3(k) Supporting information and best practice
Provide any other relevant supporting information and any examples of best practice by the organisation in relation to corporate emissions, targets and projects.

PART 4: ADAPTATION

Assessing and managing risk

4(a) Has the organisation assessed current and future climate-related risks?
If yes, provide a reference or link to any such risk assessment(s).

4(b) What arrangements does the organisation have in place to manage climate-related risks?
Provide details of any climate change adaptation risk management procedures, strategies, action plans and any adaptation policies and actions included across policy areas.

Taking action

4(c) What action has the organisation taken to adapt to climate change?
Include details of work to increase awareness of the need to adapt to climate change and build the capacity of staff and stakeholders to assess risk and implement action.

4(d) **Where applicable, what progress has the organisation made in delivering the policies and proposals referenced N1, N2, N3, B1, B2, B3, S1, S2 and S3 in the Scottish Climate Change Adaptation Programme[a] ("the Programme")?**
If the organisation is listed in the Programme as an organisation responsible for the delivery of one or more policies and proposals under the objectives N1, N2, N3, B1, B2, B3, S1, S2 and S3, provide details of the progress made by the organisation in delivering each policy or proposal in the report year. If it is not responsible for delivering any policy or proposal under a particular objective enter "N/A" in the 'Delivery progress' column for that objective.

Objective	*Objective reference*	*Theme*	*Policy / proposal reference*	*Delivery progress made*	*Comments*
Understand the effects of climate change and their impacts on the natural environment.	N1	Natural Environment			
Support a healthy and diverse natural environment with capacity to adapt.	N2	Natural Environment			
Sustain and enhance the benefits, goods and services that the natural environment provides.	N3	Natural Environment			
Understand the effects of climate change and their impacts on buildings and infrastructure networks.	B1	Buildings and infrastructure networks			
Provide the knowledge, skills and tools to manage climate change impacts on buildings and infrastructure.	B2	Buildings and infrastructure networks			
Increase the resilience of buildings and infrastructure networks to sustain and enhance the benefits and services provided.	B3	Buildings and infrastructure networks			
Understand the effects of climate change and their impacts on people, homes and communities.	S1	Society			
Increase the awareness of the impacts of climate change to enable people to adapt to future extreme weather events.	S2	Society			
Support our health services and emergency responders to enable them to respond effectively to the increased pressures associated with a changing climate.	S3	Society			

[a] The Programme aims to address impacts identified for Scotland in the UK-wide climate change risk assessment which are not otherwise addressed by the UK-wide National Adaptation Programme through policy in relation to reserved matters.

Review, monitoring and evaluation

4(e) **What arrangements does the organisation have in place to review current and future climate risks?**
Provide details of arrangements to review current and future climate risks, for example, what timescales are in place to review the climate change risk assessments referred to in Question 4(a) and adaptation strategies, plans and policies in Question 4(b).

4(f) **What arrangements does the organisation have in place to monitor and evaluate the impact of the adaptation actions?**
Please provide details of monitoring and evaluation criteria and adaptation indicators used to assess the effectiveness of actions detailed under Question 4(c) and Question 4(d).

Future priorities for adaptation

4(g) **What are the organisation's top 5 climate change adaptation priorities for the year ahead?**
Provide a summary of the areas and activities of focus for the year ahead.

Further information

4(h) **Supporting information and best practice**
Provide any other relevant supporting information and any examples of best practice by the organisation in relation to adaptation.

PART 5: PROCUREMENT

Flexible Framework Assessment Tool[a]

5(a) When did the organisation last complete the Flexible Framework Assessment Tool?
Include the month (e.g. April 2015).

5(b) What scores were achieved by the organisation when it last used this tool?

Name of target	*Level achieved (completed)*	*Target level*	*Date to be achieved*	*Comments*
People				
Policy				
Process				
Suppliers				
Results				

Climate change and sustainable procurement

5(c) Incorporating climate change / sustainability into new build projects
Provide a brief description of how climate change / sustainability issues were taken into account in the design and procurement of any new build projects by the organisation in the report year.

[a] This refers to the tool developed by the UK Sustainable Procurement Task Force for the purposes of charting an organisation's progress towards achieving sustainable procurement.

5(d) Achievements in incorporating climate change / sustainability into procurement
Provide a brief description of any achievements by the organisation in incorporating climate change / sustainability considerations into procurement in the report year.

5(e) Challenges to incorporating climate change / sustainability into procurement
Provide a brief description of any challenges identified by the organisation.

5(f) How procurement policies contribute to compliance with climate change duties
Provide information relating to how the procurement policies of the organisation have contributed to its compliance with climate changes duties.

5(g) How procurement activity has contributed to compliance with climate change duties
Provide information relating to how procurement activity by the organisation has contributed to its compliance with climate changes duties.

Further information

5(h) Supporting information and best practice
Provide any other relevant supporting information and any examples of best practice by the organisation in relation to procurement.

PART 6: VALIDATION AND DECLARATION

6(a) Internal validation process
Briefly describe the organisation's internal validation process, if any, of the data or information contained within this report.

6(b) Peer validation process
Briefly describe the organisation's peer validation process, if any, of the data or information contained within this report.

6(c) External validation process
Briefly describe the organisation's external validation process, if any, of the data or information contained within this report.

6(d) Declaration
I confirm that the information in this report is accurate and provides a fair representation of the organisation's performance in relation to climate change.

Name	
Role in the organisation	
Date	

CONSULTATION QUESTIONNAIRE

Question 1: Do you agree that the powers in the Climate Change (Scotland) Act 2009 should be used to improve climate change reporting by public bodies?

Yes

Comments

The powers in the Act give the Scottish Government the ability to require reports to be prepared and to set out the format of those reports. It is agreed that adequate reporting should be undertaken by public bodies. To date, SCRA has prepared annual reports providing information on performance. However, the proposed amendments to the reporting format are expected to increase the organisational resources necessary to comply with the new requirements during a period where resources are being reduced. The proportionality of the information being gathered should be carefully considered in relation to public bodies' core functions.

Question 2: Do you agree that standardised reporting will improve the quality and consistency of climate change information reported by public sector major players?

Yes

Comments

In principle and over time it could be expected that standardised reporting will improve the quality and consistency of information. However, the current "major players" list covers a wide range of public bodies that are at various stages in relation to their climate change duties. Inevitably, more detailed and standardised reporting will highlight those bodies that do not have climate change at the core of their organisational role. To meet the reporting requirements it is anticipated that existing resources will require to be diverted to ensure compliance. At a time of increasingly constrained resources this is likely to be a challenge. The benefits for public sector bodies themselves could be more clearly set out, particularly in terms of how the information is intended to be used. For example if the standardised reporting is intended to identify barriers and carries with it the potential for increased Scottish Government resource to overcome these barriers, this should be made clear.

Question 3: Do you agree with the policy subjects and questions included in the proposed climate change reporting form (see Schedule 2 to the draft order)?

Yes

Comments

The policy subjects and questions are relevant and cover a good range of areas. For a number of organisations designated "major players" that do not have climate change and environmental matters firmly embedded in the organisational makeup (particularly organisations whose primary focus of work is not environment related) the additional reporting will require significant additional resources.

It would also seem desirable to ensure that public bodies could meet other reporting requirements through inclusion within a single report. For example the separate duty for reporting on Biodiversity could be included as part of a single report. It would be helpful for the Scottish Government to ensure that these requirements are joined up so far as is possible, both to minimise workload and to ensure that the maximum possible value is extracted from the reports themselves.

Question 4: What would you consider to be an appropriate deadline date for the annual submission of climate change public bodies duties reports?

Comments

The draft order specifies a period of 6 months from the financial year end for submission of reports. Allowing for the resources and internal procedures necessary for compilation of reports, as well as time delays retrieving key data, we consider that a revised period of 9 months from the end of the financial year would be more practical.

Question 5: Based on your current level of climate change/sustainability reporting, are there any additional resource implications associated with the proposed reporting requirement?

Comments:

The new reporting requirements are expected to lead to an increased level of time and resources being dedicated by SCRA to meet our climate change/sustainability reporting duty. It is expected that new internal data gathering systems and processes will be required which will divert resources from supporting the delivery of core operational functions.

Question 6: For public sector respondents only:

- **Do you agree with the list of "major players" in Schedule 1 to the draft order?**

No

Comments:

The phrase may be misleading as use of the term "major players" suggests that these are organisations that have environment/climate change at the core of their organisational functions. This would indicate organisations such as SEPA and SNH. Whilst all public sector bodies have a role to play in contributing towards climate change reduction, in a number of cases organisations currently designated as "major players" are unlikely to have major influence or impact.

- **Would you voluntarily provide additional climate change information if recommended by the Scottish Government?**

Yes

Comments

SCRA would seek to respond positively to any such request. As we have noted above, the currently proposed reporting requirement and any additional voluntary information will have significant time and resourcing implications that will impact upon support provided to core operational functions.

Question 7: What guidance should be provided for climate change public bodies duties reporting?

Comments

For public bodies, like SCRA, that do not have climate change/environmental work at the core of their statutory functions, additional guidance and support will be essential.

In terms of specifics, guidance on how to extrapolate information where exact information isn't available, for example, water use where there is no water meter or electricity use in shared premises. For a diverse estate such as SCRA's, correctly calculating this is critical to providing accurate figures.

Question 8: How do you think climate change public bodies duties reports should be monitored?

Comments

Any monitoring undertaken of the reports should be accompanied by extensive support and assistance to enable less experienced organisations to develop and improve over time. A monitoring approach based on encouragement, support and the sharing of good practice rather than penalisation would be welcomed.

Question 9: What should the consequences be if a major player does not comply with the climate change public bodies duties?

Comments

Financial penalties for non-compliance are not considered appropriate, particularly for less developed organisations for whom meeting the reporting requirements will involve the commitment of significant resources. The use of any form of "league table" is also not considered appropriate and the focus should be on supporting organisations to fulfil the duties.

Question 10: Do you believe climate change public bodies duties reports should be validated prior to submission?

Yes, independent Yes, internal Yes, peer to peer Not Needed

Comments

Validation of reports prior to submission will reduce the time available for preparation of the report. SCRA has no experience of this process although it is anticipated that it will necessitate further commitment of time and resources.

Question 11: Would you be content for your climate change public bodies duties report to be published annually on the Sustainable Scotland Network (SSN) website?

Yes

Comments

N/A

Question 12: How much time would your organisation expect to spend preparing a report in accordance with the draft order? (include any external consultancy time)

Comments

The consultation document suggests 20 hours per organisation to complete the report. Given the current level of development of SCRA's climate change systems and processes, it is expected that the time commitment to produce the report will significantly exceed this estimate and involve contributions from various individuals and parts of the organisation to bring the information together in a meaningful and useable form.

Question 13: With reference to the draft BRIA, do you think that the policy proposal presented may impact on business, the third sector (voluntary) or any other relevant areas?

Comments

Unable to comment

Question 14: Do you think that the policy proposal presented may impact on people differently depending on characteristics such as age, disability, gender, race, religion or belief, sexual orientation, gender identity or marriage or civil partnership status? Could the proposals enhance equality or good relations? If so, please comment.

Comments

Unable to comment