

		<i>Papers</i>
1.1	AOB	
1.2	Apologies	
2.	Declarations of Interest	
3.	Updates	
4.	<b>Minutes/Committees</b>	
4.1	Minute of Meeting held on 17 March 2016 Board Action Log and Workplan Matters Arising	<b>Attached</b>
4.2	Minute of Board Development Day 28 April 2016	<b>Attached</b>
4.3	Audit & Risk Committee	
4.3.1	• Draft Minute of Meeting held on 19 May 2016	<b>Attached</b>
4.3.2	• Audit & Risk Committee Annual Report	<b>Attached</b>
	<b>Reports</b>	
5.	Review of Standing Orders	<b>Attached</b>
6.	Board Committees	
6.1	• Nominations Committee – Revision to Terms of Reference	<b>Attached</b>
6.2	• Membership of Committees	<b>Attached</b>
7.	Chief Executive's Report	<b>Attached</b>
8.	Fourth Quarter/Year-end Organisational Performance Report 2015/16: 1 April 2015 to 31 March 2016	<b>Attached</b>
9.	2015/16 Draft Budget Outturn	<b>Attached</b>
10.	Digital Strategy Update	<b>Attached</b>
11.	Review of Complaints 2016	<b>Attached</b>
12.	Equalities Network Annual Report	<b>Attached</b>
13.	Participation and Engagement of Children & Young People	<b>Attached</b>
14.	Locality Performance Reviews	<b>Attached</b>
15.	Influencing Report 2 December 2015 to 1 June 2016	<b>Attached</b>
16.	Corporate Planning Process	<b>Attached</b>
17.	Risk	
17.1	Strategic & Operational Risk Registers	<b>Attached</b>
17.2	New Risks	
18.	Date of Next Meeting: Routine Board Meeting – <b>Thursday 22 September 2016 - Aberdeen</b>	





Scottish Children's Reporter Administration  
Minutes of SCRA Board  
held on Thursday 17 March 2016 at Ochil House, Stirling

**Present:**

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

**In attendance:**

Neil Hunter (Principal Reporter/Chief Executive), Ed Morrison (Head of Finance & Resources), Lisa Bennett (Head of Strategy/OD), Susan Deery (HR Manager), Tom Philliben (Senior Operational Manager), Alistair Hogg (Senior Operational Manager), Thekla Garland (Scottish Government), Janis McDougall (Executive Officer – Minutes)

		Timescale	Action
1.1	<b>AOB</b> There were no additional items of business.		
1.2	<b>Apologies</b> Apologies were received from Andrew Menzies, Board Member, Kirsty Herson, Shadow Board Member, Malcolm Schaffer (Head of Practice & Policy) and Joe McKeown, UNISON.		
2.	<b>Declarations of Interest</b> <b>Noted:</b> The Chair declared an interest, as a member of SQA Board, in relation to the reporting of the positive evaluation of the SQA Inspection of SCRA's accreditation programme.  There was no requirement for the Chair to leave the meeting during discussion of this item as no decision was required.		
3.	<b>Updates</b> <b>Catherine Robertson</b> <ul style="list-style-type: none"> <li>attended recent Scottish Government event on Governance and February Audit &amp; Risk Committee</li> </ul> <b>Douglas Yates</b> <ul style="list-style-type: none"> <li>attended Art @ SCRA Event, Inverness and Scottish Government event on governance</li> <li>due to attend a CIPFA Effective Audit and Risk training event</li> </ul> <b>Anela Anwar</b> <ul style="list-style-type: none"> <li>attended SCRA Nominations Committee in February and had annual appraisal meeting with</li> </ul>		

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		Timescale	Action
	<p><b>Malcolm Dickson</b></p> <ul style="list-style-type: none"><li>• attended SCRA Audit &amp; Risk Committee</li><li>• met with Lisa Bennett, Head of Strategy/OD as part of her induction into her new role</li></ul> <p><b>Bernadette Docherty</b></p> <ul style="list-style-type: none"><li>• attended SCRA Audit &amp; Risk Committee</li></ul> <p><b>Carole Wilkinson</b></p> <ul style="list-style-type: none"><li>• involvement in recruitment of vacancies to the Board. The Minister has now made the announcement in relation to the appointment of two new members – Samantha Anderson and Martin Toye. There was a third candidate who was suitable for appointment – Suzanne Vestri and she has been offered, and accepted, a co-option to the Audit &amp; Risk Committee.</li><li>• undertook Anela Anwar’s annual appraisal.</li><li>• visited the Hamilton office</li><li>• chaired a meeting of the Equalities Network. The Group is now moving to a programme of themed meetings, seeking external speakers for input to group meetings and holding meeting in localities to allow increased engagement with staff.</li><li>• Along with the Press &amp; Comms Team and South East Locality, hosted an event at SCRA offices in Fountainhall Road on 3 March with the Cabinet Secretary for Fair Work, Skills &amp; Training, Roseanna Cunningham MSP. The event was linked to the Minister’s campaign for a 50:50 gender balance in public sector boards by 2020 and for the Minister to hear about SCRA’s progress in attracting, appointing and developing potential Board Members in its work towards a more diverse Board. The Minister also spent time talking with staff and panel members. The Chair acknowledged and thanked all staff involved in making the visit a success.</li><li>• Participated in and gave a presentation to the recent NDPB Networking governance event on work undertaken Board succession planning and the new approach taken in the recent recruitment round for new board members.</li></ul>		

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		<b>Timescale</b>	<b>Action</b>
4.1	<p><b>Minute of Meeting held on 21 January 2016</b> The minute was agreed as a correct record and there were no matters arising.</p> <p><b>Board Action Log &amp; Workplan</b> The action log and workplan were reviewed.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"><li>1. Partnership with UNISON – the current Branch Secretary is retiring and UNISON are reviewing how arrangements will work. <b>Agreed:</b> To revisit the Board lead for partnership once UNISON have reviewed arrangements.</li><li>2. CPD Training – a starter paper has been developed on the principles of CPD. The Board recognised that this was an ongoing piece of work. <b>Agreed:</b> Feedback to be scheduled for September Board meeting.</li></ol> <p>In noting that Joe McKeown was retiring, the Chair, on behalf of the Board, acknowledged the positive contribution made by Joe as UNISON Branch Secretary and wished him well for the future.</p>	<b>Sept 16</b>	<b>SD</b>
4.2	<p><b>Nominations Committee Draft Minute of meeting held on 3 February 2016</b> The Chair spoke to the draft minute from the February Nominations Committee.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"><li>• The focus for the meeting had been to review the recent recruitment process in terms of success, identifying improvements and lessons learned for future recruitment rounds.</li><li>• The work undertaken had resulted in a broader and different range of applications in terms of experience, skills mix and background.</li></ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"><li>• Whilst attracting an increased number of applications for the positions and in particular an increase in application from younger men, the revised approach had not seen an increase in terms of ethnicity and disability. This has been identified as an area for focus for future recruitment rounds.</li><li>• It was clear from the recent NDPB governance event that many other NDPBs are still using the traditional recruitment methods and SCRA is seen as pace setting in making changes to create a</li></ul>		

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		Timescale	Action
	<ul style="list-style-type: none"><li>• The Public Appointments Team are now much more responsive to a move away from traditional methods and are encouraging Boards to look at innovative approaches.</li><li>• The Chair acknowledged the support from both the Public Appointments Team as well as SCRA Sponsor Team.</li></ul> <p>In concluding discussion of this item Board members welcomed the progress made by the Nominations Committee and the review of the process and identification of lessons learned.</p>		
4.3	<p><b>Audit &amp; Risk Committee Draft Minute of Meeting held on 18 February 2016</b></p> <p>In the absence of Andrew Menzies, Audit &amp; Risk Committee Chair, Malcolm Dickson spoke to the draft minute of the February Audit &amp; Risk Committee and highlighted:.</p> <p><b>Case Sampling</b></p> <ul style="list-style-type: none"><li>• The range of actions underway in relation to recent Case Sampling exercise on Recording of Decisions and Withdrawn Court Applications to Proof.</li></ul> <p><b>Information Governance</b></p> <ul style="list-style-type: none"><li>• The routine report on case information and non-disclosure breaches and in particular the decision taken by the organisation to send out only redacted sets of papers (rather than redacted and non-redacted sets) to avoid confusion and to advise that the redacted information is available to those entitled to receive it.</li></ul> <p><b>Research Report on Non-Disclosure</b></p> <ul style="list-style-type: none"><li>• The report has been shared with CHS and work will continue internally and with panel members and others to raise awareness of legal thresholds for non-disclosures measures.</li></ul> <p><b>Quality Assurance Report on Case Sampling on Decision-making by the Reporter</b></p> <ul style="list-style-type: none"><li>• Locality Managers will share and use the findings of the report at local level in reporter practice meetings and progress the action plan.</li></ul> <p><b>Audit Fees</b></p> <ul style="list-style-type: none"><li>• External audit fees will remain at the current level.</li></ul>		

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		Timescale	Action
	<p><b>Internal Audit Plan 2016/17 to 2018/19</b></p> <ul style="list-style-type: none"><li>Minor changes were proposed to the draft internal audit plan in relation to timings for specific areas of work.</li></ul> <p><b>Pensions Update</b></p> <ul style="list-style-type: none"><li>Staff have been informed of changes in relation to the state pension and loss of the National Insurance rebate. A salary table calculator showing the impact of the changes will be uploaded to the staff intranet.</li></ul> <p><b>Issue arising during discussion:</b> <b>Information Governance</b></p> <ul style="list-style-type: none"><li>The decision in relation to issue of redacted sets of papers was the correct one and a query was raised around establishing a monitoring system to collect the number of requests for the redacted information from those entitled to it.</li></ul> <p>In response the Senior Operational Manager confirmed that where the practice of issuing only redacted sets has been in operation for some time, there have been no requests for the redacted information.</p> <p>The Principal Reporter/Chief Executive proposed that the Executive Management Team consider whether it would be useful/proportionate to establish a monitoring system for this purpose.</p> <p><b>Agreed:</b> To remit to the Executive Management to consider monitoring requests for redacted information.</p>		
5.	<p><b>Chief Executive's Report</b></p> <p>The Principal Reporter/Chief Executive spoke to the update report which detailed a wide range of activity across the organisation.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"><li>The activity spanning partnership working, , operational business, HR, information and research and in particular:<ul style="list-style-type: none"><li>Staff Health &amp; Wellbeing – the second health &amp; well-being survey took place in November 2015.</li></ul></li></ol>		

		Timescale	Action
	<p>Analysis of the survey results is consistent with the overall analysis at the outset of this work – issues such as resource, demands, targets, facilities and tools to do the job well remain some of the highest ongoing concerns. Work will continue to make progress in these areas.</p> <ul style="list-style-type: none"> <li>• Managers’ events – the focus for these sessions will move away from information to leadership development.</li> <li>• Independent Review – Aberdeen City – there has been significant media coverage around the 16 year old school boy who was found guilty of killing another 16 year old at a school in Aberdeen. SCRA will be involved in the independent review.</li> <li>• Digital Strategy – A high level business case has now been submitted to Scottish Government.</li> <li>• Accreditation Programme – a positive evaluation has been received from SQA Inspection of SCRA’s Accreditation Programme.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Digital Strategy - the need (as previously identified by the Board) <ul style="list-style-type: none"> <li>▪ to keep the whole Board sighted on the digital strategy as the project progresses</li> <li>▪ for the governance structure to be in place at the outset</li> <li>▪ for ‘gateway’ type reviews to be undertaken at appropriate stages in the project</li> <li>▪ to ensure that there is mechanism to keep all partners sighted and able to exert influence e.g. via a stakeholders group.</li> </ul> </li> </ul> <p>It was acknowledged that there were no guarantees that finance would be available to progress the digital strategy and the PR/CE confirmed that work would be undertaken on an incremental basis with developmental work not being undertaken on the assumption that finance will be forthcoming.</p> <ul style="list-style-type: none"> <li>• FOI requests - in response to a question raised by a Board member, it was confirmed that the FOI requests were all routine.</li> </ul>		

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		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>Minimum Age of Criminal Responsibility (MACR) – the Board welcomed the Practice &amp; Research teams' involved in the MACR Advisory Group.</li> </ul> <p>It was hoped that there will be a positive outcome for a new MACR in Scotland.</p> <ul style="list-style-type: none"> <li>It was acknowledged that if further progress is to be made with more routinely managing 16/17 year olds in the Hearing system rather than the criminal justice system some significant further evolution of the skills, confidence and repertoire of available interventions would be required.</li> <li>Research on 'the quality of engagement for children from ethnic minorities in the Hearings System' – members welcomed this research and in particular it was agreed that Anela Anwar would link with the Head of Practice &amp; Policy and Research Manager to discuss the scoping study.</li> </ul> <p><b>Agreed:</b></p> <ol style="list-style-type: none"> <li>The Digital Strategy report scheduled for the June Board to be routed via the May Audit &amp; Risk Committee.</li> <li>The Head of Practice &amp; Policy to link in with Anela Anwar, Board Member in relation to the scoping study (detailed above).</li> </ol>	<p><b>May &amp; June 16</b></p> <p><b>April 16</b></p>	<p><b>NH/EM</b></p> <p><b>MS</b></p>
6.	<p><b>Organisational Performance Report (1 October to 31 December 2015)</b></p> <p>The Head of Strategy/OD spoke to the organisational performance report for the period 1 October to 31 December 2015.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>The results of performance work are being seen through the operational indicators, with all three on target for the quarter). Of these, decision making and initial Hearings proceeding to disposal are both likely to meet target for the year while Hearings scheduled within 20 days is likely to be amber. Referrals awaiting a decision over 100 days are at historically low levels and reflect sustained focus on this element of performance at team/locality level.</li> </ol>		

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		<b>Timescale</b>	<b>Action</b>
	<p>2. A case sampling exercise on appeals will take place in early 2016/17 and report to the August Audit Committee. This will focus on cases where the appeal against the Hearing's decision was successful and is a follow up to previous exercises. Successful appeal levels are high. The case sampling will look at those successful appeals and whether they were opposed or not by the Reporter. If the appeals were not opposed, the sampling will look at why this was the case, the appropriateness of this and whether there is any action that could have been taken by SCRA or any other agency to reduce the number of unopposed appeals.</p> <p>3. Breach incidents are showing an increasing trend. There were six non-disclosure and 18 case information breach incidents in the period. In addition, there were three lapsed orders in the quarter. Localities continue to report all lapses to senior management and review their procedures to minimise the potential for future incidents.</p> <p>4. Joint reports retained by the Reporter continue to increase in line with the strategic direction of reducing young people going into the adult system. Hearings and Compulsory Supervision Orders continue to decrease while the counting conventions around interim orders have been changed to improve the accuracy of reporting.</p> <p>5. The next round of Locality Performance Reviews with the Senior Operational Managers will begin in March. These will continue to look at progress against current locality plans and plans for the coming year. They will also cover locality development and how we continue with our focus on sustainable performance.</p> <p>6. The working days lost to absence target will not be met for the year. A programme of work is underway via the joint SCRA/ UNISON Health and Wellbeing group in order to address the issues of absence in the workforce which will include the development of an Absence Management Strategy to provide clear guidance, expectations and support for managers and staff. The focus so far has been in relation to employee mental health/stress and anxiety.</p>		

	Timescale	Action
<p>7. The 2015 Health and Wellbeing Survey reports on significant progress in relation to work related/generated levels of stress, anxiety, depression and exhaustion. For the agreed priority of absence, SCRA will examine our practice and policy in relation to early intervention and support for employees to effect appropriate early return to work, preventative work in relation to reducing absence, centrality of individual support and supervision and action planning for individuals. Absence Management will form part of the 2016/17 Management Development Programme.</p> <p>8. Financial forecasts continue to point to revenue pressures. Since writing the report there has been a change to the forecast overspends which are currently £46k revenue and £6k capital. The forecast overspend has reduced by £80k since last quarter due to revisions to forecasted translation costs and staff vacancies.</p> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• <b>All About Me Forms</b> <ul style="list-style-type: none"> <li>▪ It would be useful for Board Members to have some context in relation to the numbers of forms issued compared to those returned.</li> <li>▪ There are limitations around verifying if the views on the form are those solely expressed by the child.</li> <li>▪ Feedback from focus group in relation to the form identified that the young people would prefer to have structured questions rather than a blank form.</li> <li>▪ The Participation Group has been discussing issues around further developments in the recording of the views of children and young people.</li> <li>▪ In the longer term the Digital Strategy will provide opportunities to hear direct from children and young people e.g. voice/video technology.</li> <li>▪ The Head of Strategy/OD confirmed that work is underway to spec out a new All About Me Form in an electronic game style format.</li> </ul> </li> <li>• <b>Absence Management</b> <ul style="list-style-type: none"> <li>▪ the profile of the organisation does contribute to absence rates particularly long-term absence due to cancer-related illnesses</li> </ul> </li> </ul>		

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		Timescale	Action
	<ul style="list-style-type: none"> <li>▪ There will be a continued focus on absence management with Locality Reporter Managers taking a pro-active approach in addressing individual absence issues and concerns as appropriate.</li> <li>▪ The new HR system will generate automatic emails in relation to absence direct to line managers and this will assist with active management.</li> </ul> <p><b>Agreed:</b> The need for the organisation to keep a continued focus on managing absence.</p> <ul style="list-style-type: none"> <li>• Performance           <ul style="list-style-type: none"> <li>▪ The Board acknowledged the excellent performance in relation to the 100 days target.</li> <li>▪ The high number of CPOs in Tayside &amp; Fife is due to partner practices. The Locality Reporter Manager has been working with partners and the numbers are starting to reduce. Additional resources were provided to Tayside &amp; Fife last year to support the locality due to this working practice as well as support due to long-term sickness.</li> <li>▪ Similarly the numbers of applications at court and appeals is affected in part by locality issues – e.g. Panel Member reasons together with a litigious environment.</li> <li>▪ The case sampling exercise in relation to appeals will provide good information in terms of lessons learned and sharing of good practice with partners.</li> </ul> </li> </ul> <p>In concluding discussion of the performance report, Board Members acknowledge the significant effort and commitment of staff in improving performance and targets.</p>		
7.	<p><b>Budget Monitoring 2015/16</b> The Head of Finance &amp; Resources spoke to the report which provided a summary of SCRA's financial position for year to February 2016 and forecast for the full year 2015/16.</p> <p><b>Noted:</b> 1. Scottish Government Sponsor Team has confirmed it will fully fund settlement of a case where action has been taken against the Principal Reporter.</p>		

		Timescale	Action
	<p>2. Finance continue to work closely with localities, Head Office Business Partners and Business Managers in monitoring spend and forecasts between now and the year end.</p> <p>3. 2015/16 strategy - If all anticipated overspends materialise there is potential for a forecast revenue overspend of around £46k (0.22%) although work continues to reduce the overspend.</p> <p>4. In setting the 2016/17 draft revenue budget it has been assumed that the final position will be an overspend of £50k which has been carried forward and in effect has reduced revenue budget plans for 2016/17. There will be offsetting slippage in 2015/16 of £64k on the strategic engagement with DTS, giving a net underspend based on the latest forecast of £18k. The slippage of £64k will be adjusted in the final 2016/17 revenue budget uploaded to the finance system.</p> <p>5. The capital budget is currently forecast to be £6k underspent. This is dependent on a number of key assumptions particularly that the underspends on Inverness, Perth and Tranent projects are offset by accelerated spend on IT infrastructure replacement. Although capital spend to the end of February 2016 has been more than offset by the receipt for the sale of Gladstone Place a clear plan is in place to achieve a year end accruals based capital spend of £770k. All projects will continue to be closely monitored to ensure that the outturn is as close to the available budget as possible.</p> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Tranent - the reinstatement costs were in excess of the value of the property due to the extensive nature of the fire damage. Alternatives to reinstatement were considered but were more expensive and on that basis it was agreed to proceed with reinstatement. The initial inspection report had not proved reliable and a further detailed report had revealed the extent of the damage and subsequent increased costs to reinstate the building – lessons have been learned for future inspections.</li> <li>• SCRA does not have insurance as per SPFM and there is no Scottish Government or SCRA contingency fund. In the event of any claim, SCRA seeks funding from Scottish Government – the risks round this were noted since there are no guarantees that funding would be available. It was</li> </ul>		

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	agreed that this should be raised at the next SCRA/Scottish Government accountability meeting.		
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		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>• <b>General</b> The Board acknowledged the significant amount of work undertaken and commended the staff in managing the budget to close to a break even position.</li> </ul> <p><b>Agreed:</b></p> <ol style="list-style-type: none"> <li>1. To note the revenue and capital positions and to approve the year end strategy for capital as detailed in the report.</li> <li>2. To remit to the Executive Management Team to raise the issue of insurance cover with Scottish Government Sponsor Team.</li> </ol>	<b>June 16</b>	<b>NH/EM</b>
8.	<p><b>Draft Budget Plans 2016/17</b></p> <p>The Head of Finance &amp; Resources introduced the report which sought approval of the draft 2016/17 revenue and capital budgets, the staffing establishment and delegation of the minor works capital budget to the Executive Management Team.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. The main risk in setting the 2016/17 revenue budget is that a large revenue budget gap emerges in 2017/18 due to lack of clarity over future funding. EMT have considered the following factors in considering whether the attached set of draft revenue budget plans mitigate or increase this risk: <ul style="list-style-type: none"> <li>• The need to limit the level of new recurring expenditure in the draft revenue plans – the main factor here is the pay remit.</li> <li>• The extent of non-recurring expenditure in the plans which could be stopped in 12 months</li> <li>• The likelihood of not overspending the revenue budget in 2016/17 linked to setting a realistic savings targets</li> <li>• The scope for new efficiency savings in 2017/18, primarily in relation to further progress with electronic communications.</li> </ul> </li> <li>2. SCRA has concluded that the draft 2016/17 revenue budget plans are marginally helpful in reducing the risk of a significant revenue budget gap emerging in 2017/18. The main factor will be the revenue funding settlement for 2017/18 and this will remain an uncertainty until autumn 2016.</li> </ol>		

		Timescale	Action
	<p>3. In arriving at the draft 2016/17 revenue and capital plans presented in this report EMT have made some tough choices and deprioritised areas of spend that would be viewed in any previous year as highly desirable.</p> <p>4. The following choices were deemed necessary in arriving at a balanced revenue budget position:</p> <ul style="list-style-type: none"> <li>• 2.40% savings target</li> <li>• Facilities management service reductions</li> <li>• Deferring recruitment of new trainees</li> <li>• No further progress in enhancing the skills mix</li> <li>• Opportunistic trimming of the establishment.</li> </ul> <p>5. The main capital projects for 2016/17 are the property projects in Perth, Tranent and Irvine along with a substantial Minor Works programme including improvements in around 6-8 hearing centres. The focus of IT capital investment will be on updating the underlying infrastructure on which it is hoped to build the components of the Digital Strategy from late 2016/17.</p> <p>Following a meeting of the Establishment Group later today there will be minor changes to the number of FTEs.</p> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Grounds Maintenance – options are still being considered by the Executive Management Team in relation to the level of service reduction.</li> <li>• Facilities Management Contract – there is an overall facilities management contract of which grounds maintenance is one element. The various elements are sub-contracted out and there have been difficulties with quality of service over the last two years - these are currently being addressed.</li> <li>• In response to a Board member seeking confirmation that contractors pay the Scottish Living Wage, it was noted that there is a clear expectation within the tender documentation in relation to fair work and fair pay.</li> <li>• VR/VER – the organisation has taken the decision not to hold a further round of VR/VER in 2016 but it may be that this may require to be revisited during the financial year.</li> </ul>		

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		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"><li>• Devolved Budgets – the organisation is now into its fifth year of operating devolved budgets and the process is working effectively. Lessons have been learned and implemented into day to day management of budgets. Feedback from staff is that this approach is welcomed and has led to ownership at locality level with shared responsibilities and risks. The establishment of the Budget Leads Group has been an extremely positive addition to the operating arrangements.</li><li>• Translation and Interpretation – the contract for this service is part of the Scottish Government framework. Practice direction is now in place which clearly sets out the organisation’s position in relation to provision of translation and interpretation services taking account of legal and wider obligations – in particular around participation and engagement. Feedback from Reporters is that the practice direction is helpful. This issue of the need for cost effectiveness, balanced against delivering active participation has been discussed at the Equalities Network.</li><li>• The Chair and the Principal Reporter/Chief Executive acknowledged the support and input from Scottish Government Sponsor Team in budget discussions who have recognised the challenging position and difficult choices made around staffing and skills mix.</li><li>• The case examples provided at the meeting with the Minister clearly demonstrated the challenges faced by the organisation and the crucial role played by SCRA in the wider hearings system. Further such case studies are being scoped.</li><li>• The potential re-introduction of a three year budget settlement (2017-20) will greatly assist with forward planning. The organisation is now working at the ceiling of a budget which can support the service. Scope to find further reductions is now very limited – for example – looking at reduction in the absolute margins (grounds maintenance/cleaning windows etc.) The decision not to have a further VR/VER programme in 2016 will be a risk and may introduce pressures in 2017. However the Board’s long standing concerns that the organisation is at minimum possible staffing was also acknowledged.</li></ul>		

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		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>In the absence of a financial contingency, monitoring of the budget will be critical.</li> </ul> <p><b>Agreed:</b></p> <ol style="list-style-type: none"> <li>To approve the draft 2016/17 revenue and capital budgets.</li> <li>To approve the staffing establishment of 388.19 whilst recognising this will be subject to minor changes by the Establishment Group.</li> <li>To delegate approval of the minor works capital budget to the Executive Management Team.</li> </ol>		
9.	<p><b>Business Planning 2016/17</b> The Head of Strategy/OD spoke to the draft 2016/17 Business Plan.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>The 2016/17 Business Plan provides a detailed picture of how SCRA will seek to deliver the third and final year of its 3 year Corporate Plan 2014/17. Planned activities fall into 2 main categories: <ul style="list-style-type: none"> <li>Those we committed to in the 2014/17 Corporate Plan which did not fall into years 1 and 2.</li> <li>Those in the current Business Plan which will not be completed by March 2016, and which will carry forward.</li> </ul> </li> <li>Activities are grouped under our three core strategies – Sustainability, Quality &amp; Performance, Customer Focus and Engagement - alongside our Infrastructure Plan.</li> <li>Activities that remained outstanding when the Board last viewed the draft plan (Jan 16) were: <ul style="list-style-type: none"> <li>Detailed planning to determine scheduling of activities.</li> <li>Staff engagement to enable cascading of plans and alignment with locality plans.</li> <li>Target setting, with operational aspects to be determined by a bottom up process taking account of local circumstances, and based on agreeing of locality targets that are stretching but achievable.</li> <li>Finalisation of Revenue and Capital Budgets</li> <li>Detailed consultation with the Scottish Government Sponsor Team</li> </ul> </li> </ol> <p>These activities have all been completed, allowing finalisation of the Business Plan.</p>		

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		<b>Timescale</b>	<b>Action</b>
	<p>4. Work on Locality Plans is now underway with all localities focused on planning their local contributions towards achievement of national outcomes, balanced against additional local objectives. This work is informed by the Locality Performance Reviews led by the Senior Operational Managers.</p> <p>5. Work on target setting continues to utilise the approach successfully introduced for 2015/16, that engaged each Locality Management Team in setting local targets and improvement plans that are challenging but realistic given their current operating context. These planned improvements and related targets are then used to determine our national targets.</p> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Plan to be reviewed to ensure consistency of terminology e.g. 'children' and 'children and young people'.</li> <li>• The plan is clearly set out and easy to understand.</li> <li>• In response to a question on how the Board would be reassured that the plan was on schedule, the Head of OD/Strategy confirmed that teams would be provided with a set of milestones which will be monitored via an automated process on a quarterly basis. This will in turn feed into the Organisational Performance Report.</li> <li>• Where project timings run past the end of the financial year in 2017 these will be carried forward</li> </ul> <p><b>Agreed:</b> To approve the Business Plan subject to a final proof read to ensure consistency of terminology.</p>	<b>March 16</b>	<b>LB</b>
10.	<p><b>Getting it Right for Looked After Children and Young People</b></p> <p>The Principal Reporter/Chief Executive introduced the report which advised members of the publication of the Scottish Government's Strategy for Looked After Children and Young People.</p> <p><b>Noted:</b></p> <p>1. Key elements of the strategy include Alignment of the LAC Strategy to the Programme for Government – with an emphasis on a fairer country, strengthening our communities, life chances, growth, attainment and helping all young people reach their full potential.</p>		

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		Timescale	Action
	<ul style="list-style-type: none"> <li>• Children’s Hearings reform is seen as a key part of the landscape of improvement which will help meet these goals and aspirations for looked after young people.</li> <li>• The assimilation of the GIRFEC principles and lining up our approach to looked after young people is seen as a key consolidating ambition of the strategy.</li> </ul> <p>2. SCRA research and evidence is used throughout the document to provide statistics and research evidence to support the overall direction of travel.</p> <p>3. The long term vision underpinning the strategy is described as:-</p> <ul style="list-style-type: none"> <li>• Building on the assets and strengths of families and communities to prevent children and young people from becoming looked after</li> <li>• For those who need to be looked after – making early permanence a key feature</li> <li>• Ensuring all looked after children and young people’s well being and outcomes are improved through stable, secure, loving relationships, care and support to meet their individual needs</li> <li>• Each child’s rights, interests and needs to be individually and uniquely reflected in how we support and care for them</li> </ul> <p>4. Additional specific aims of the strategy include:-</p> <ul style="list-style-type: none"> <li>• Earlier engagement with children and young people who have wellbeing and/or protection needs</li> <li>• Fewer children and young people to become looked after</li> <li>• Quicker decisions about permanence</li> <li>• Substantial reduction of children and young people on long term statutory supervision</li> <li>• Outcomes which are improved for all looked after children and young people</li> </ul> <p>5. Specific areas which are earmarked for change and improvement within the strategy are:-</p> <ul style="list-style-type: none"> <li>• Improving our ability to listen to the voice and views of children and young people</li> <li>• Ensuring improvement method’s and culture is embedded in community planning arrangements and wider partnerships</li> <li>• Ensuring the right services are available at the right time through better strategic commissioning</li> <li>• Improvements in the quality of care (mainly associated with children and young people</li> </ul>		

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	who are accommodated).		
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		Timescale	Action
	<p>6. Specific sections of the strategy relate to issues such as securing improvements in permanence, improving data and information on outcomes, effective legal processes for children and young people, improving the quality of care, education, health and leaving care support – proposals which SCRA strongly supports and helps deliver in some very specific ways through national and local programmes of work.</p> <p>7. Whilst the organisation supports the direction and content of the LAC strategy as a whole, SCRA has raised a number of issues about some elements of the LAC strategy and is due to meet shortly with SG officials to discuss our concerns. These include unexpected changes from the final draft of the document in July 2015, use of references and citations which we do not believe precisely support the assertions subsequently made. Of most significance to SCRA is the conflation of use of compulsory measures with the subsequent implementation of those measures in order to deliver good outcomes for children and young people.</p> <p>8. In January 2016 the SCRA Board approved the Research programme for 2016/17 which includes scoping a research project on looked after children/young people at home. SCRA wish to contribute this work positively to the debate about how it can ramp up the outcomes experienced by children and young people who are looked after at home. SCRA will work constructively with partners to examine how we can deliver this.</p> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The Board welcomed the strategy and that the research evidence supports SCRA’s position in relation to the issues identified above.</li> <li>• The key elements in relation to home supervision were to understand why outcomes were poorer than for those young people accommodated.</li> <li>• The implications of a presumption against home supervision would be significant for Local Authorities both in financial and practice terms</li> <li>• SCRA has a critical role to play in delivery of the strategy.</li> </ul>		

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		<b>Timescale</b>	<b>Action</b>
	<p><b>Agreed:</b> To support the strategy and endorse the action taken by SCRA in raising issues and the need for further discussion and research in relation to improving outcomes for children and young people looked after at home.</p>		
11.	<p><b>Health &amp; Safety Annual Report</b> The PR/CE spoke to the Health &amp; Safety Annual report which provided annual data on health and safety activity across SCRA for the year 2014/15.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"><li>1. 2014/15 saw a significant decrease in the number of incident reports from the previous financial year.</li><li>2. There have been 20 physical assaults since 2009. Seven of these have been directed towards SCRA staff, with the rest aimed at other attendees at the hearing such as the social worker or other family members.</li><li>3. In 2015/16 there has been a significant drop in verbal abuse incidents recorded from the previous two years. Information and advice will continue to be provided to managers and staff on the reporting of accidents and incidents to ensure that there are no areas of under-reporting.</li><li>4. Policy Development<ul style="list-style-type: none"><li>• A Drugs and Alcohol Policy is currently being developed and will be submitted for discussion and approval to the Health &amp; Safety Committee on 21 March 2015.</li><li>• In line with legislation and best practice, revisions to the Display Screen Equipment Policy, First Aid Policy Statement and Risk Assessment summary document will also be considered by the Health &amp; Safety Committee for approval.</li></ul></li><li>5. Training<ul style="list-style-type: none"><li>• The Health and Safety Adviser is seeking to maximise the use of SCRA's e-learning portal and has rolled out the first two Health and Safety modules of a series of six modules in January, 2016. These are mandatory training courses, the aim of which is to ensure that we look after the health and wellbeing of our staff and that we fulfil our statutory responsibilities by ensuring that all employees are properly informed.</li></ul></li></ol>		

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		Timescale	Action
	<ul style="list-style-type: none"> <li>• Staff have been reminded through Connect that there is a requirement to complete the first two modules by the end of February. To date 214 (43%) have completed these modules. Further reminders via line managers will be communicated. The next two modules will also be available to staff from March 2016.</li> <li>• In addition to the e-learning and to support the Glasgow Locality H&amp;S improvement plan, a number of “toolbox talks” have been delivered to staff within the Bell Street office during February, with further sessions scheduled for April. Toolbox talks are methods traditionally used within industrial settings to cover issues affecting groups of staff. Typically they normally last less than 2 hours and do not go into great detail on any particular subject but rather provide the basics on a topic. The Glasgow toolbox talks have covered accident reporting, fire safety, working with a display screen, manual handling as well as lighting briefly on lone working and conflict handling.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Malcolm Dickson as Board Health &amp; Safety lead receives a copy of the Health &amp; Safety Committee papers and is advised of any RIDDOR incidents</li> <li>• There is a qualified first aider in every SCRA office.</li> <li>• Staff do react differently to verbal assaults in terms of reporting incidents.</li> <li>• SCRA are liable for all assaults happening on SCRA premises and there have been a couple of serious incidents. There is now a protocol in place with Police Scotland which has assisted in some areas where localities had encountered difficulties where a police presence was required.</li> <li>• It was confirmed that SCRA does not have employers’ liability insurance.</li> </ul> <p><b>Agreed:</b> The issue of employers’ liability insurance to be raised at the next SCRA/Scottish Government accountability meeting.</p>	<p>June 16</p>	<p>NH/EM</p>

		Timescale	Action
12.	<p><b>Risk</b>  <b>Revised Risk Management Policy</b>                      The PR/CE spoke to the revised Risk Management Policy.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. The current Risk Management Policy was approved by the Board in June 2012 following review by the Audit &amp; Risk Committee at its meeting in May 2012.</li> <li>2. Scott Moncrieff undertook a review of SCRA's Risk Management arrangements and provided a report to the February 2015 Audit Committee.</li> <li>3. Progress on the actions identified in the review to embed risk management has been reported to the Audit &amp; Risk Committee and in particular the work underway in SCRA's Risk Reference Group which has been established to act as an internal focus for the development of SCRA's approach to risk issues and provide leadership on the delivery of the Risk Management Policy.</li> <li>4. The internal auditors risk management report also identified areas for improvement to the Risk Management Policy.</li> <li>5. The main terms of the policy document remain unchanged but it has been updated to reflect the auditors' findings and also to update the policy in terms of the establishment of the Risk Reference Group.</li> <li>6. The Board and the Risk Reference Group recently reviewed the risk appetite and the current assessment is as set out in the policy at paragraph 8.4.</li> <li>7. The Audit &amp; Risk Committee at its February meeting reviewed the revised policy and approved it for submission to the Board.</li> <li>8. An action identified for the Board, as part of discussions at the Committee and during the joint session involving the Committee and the Risk Reference Group, was that the Board should find ways of promoting an understanding of risk appetite to staff. As part of this communication, it would also be helpful to include a more detailed explanation and range of definitions within each risk category.</li> <li>9. Following Board approval of the revised Risk Management Policy, the Board communication will be issued to staff alongside the revised policy.</li> </ol>		

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		<b>Timescale</b>	<b>Action</b>
	<p><b>Issues arising during discussions:</b></p> <ul style="list-style-type: none"> <li>• The Board welcomed the reference in the policy that controls put in place to mitigate risks should be proportionate to the risk.</li> <li>• The Risk Reference Group is now well established and there had been a positive discussion at the recent joint session involving the Risk Management Group and Audit &amp; Risk Committee.</li> <li>• The Chair and Principal Reporter/Chief Executive will consider the most appropriate forum to communicate the risk appetite to the service.</li> </ul> <p><b>Agreed:</b></p> <ol style="list-style-type: none"> <li>1. To make a minor amendment to the Risk Management Structure detailed at Appendix 1 to SCRA Board and Audit Committee reviews regular reports to gain <b>assurance</b> on Risk Management (rather than to gain <b>reassurance</b>).</li> <li>2. To approve the revised Risk Management Policy subject to the change referenced above to the amendment agreed at point (1) above.</li> </ol> <p><b>New Risks</b></p> <p><b>Noted:</b> The risks around the position in relation to insurance were noted.</p> <p><b>Agreed:</b> To remit to the Executive Management Team to scope the risk and, if appropriate, to include it on the Strategic Risk Register.</p>	<p><b>Immediate</b></p> <p><b>April 16</b></p>	<p><b>JMcD</b></p> <p><b>NH</b></p>
13.	<p><b>Date of Next Meeting:</b> Board Development Day – 28 April 2016 – Dundee Routine Board meeting – 22 June 2016</p>		

At the conclusion of the meeting the Chair advised that as Malcolm Dickson and Andrew Miller were due to conclude their term of office in May 2016 this would be their final routine Board meeting. On behalf of the Board she acknowledged the significant contribution made by both Malcolm and Andrew to the Board over the last 8 years – they would be greatly missed and wished them well for the future.

## Board Action Log as at June 2016

Meeting Date/ Item	Action	Timescale	Owner	Comments	Status
26/6/15 Board Dev Day Note	Report to be prepared on SCRA's role as Corporate Parent – how SCRA will discharge duties and integrate into day to day work + how corporate parenting will work in relation to UNCRC.	Nov 15	MS	Briefing Note discussed at November Development Day.  Dates being identified to hold a training session.	Complete  Underway
26/9/15	Update report on engagement /participation from the Participation Officer to be scheduled for a future Board meeting	March 2016	NH/MMcl	Report on June agenda	Complete
10/12/15	Further case examples across all localities to be collated to evidence the volume and case type	March 16	MS	Case examples being collated.	Underway
21/1/16 Digital Strategy Update	Formal report to be scheduled for March Board meeting	March 16 June 16	NH	Formal report has been delayed to June to allow work to be completed on the IT Operational Strategy scheduled for end March 16. Report on June agenda	Complete

<b>Meeting Date/ Item</b>	<b>Action</b>	<b>Timescale</b>	<b>Owner</b>	<b>Comments</b>	<b>Status</b>
17/3/16	CPD Training – Feedback on development of principles paper	Sept 16	SD		Not yet due
17/3/16 Chief Executive's Report – Digital Strategy	Reports scheduled for June Board to be routed via the May Audit & Risk Committee	May & June 16	NH/EM		Complete
17/3/16 Budget Monitoring 2015/16	EMT to raise the issue of insurance cover with Scottish Government Sponsor Team	June 16	NH/EM		Scheduled for Accountability Meeting 24 June 16
17/3/16 Business Plan	Final proof read to be undertaken to ensure consistency of terminology	March 16	LB		Complete
17/3/16 Risk Management Policy	Minor amendments to be made to Risk Management Policy	March 16	JMcD		Complete
	Executive Management Team to scope risk in relation SCRA's position in relation to insurance cover.	April 16 June 16	NH	Self-Insurance – the issue identified in relation to the organisation's insurance position in relation to property/personal claims is currently being assessed by the Head of Finance & Resources	Underway

## SCRA Board Meeting Workplan

Business Item								
<b>Strategic/Corporate</b>	<b>10/12/15</b>	<b>21/1/16</b>	<b>17/3/16</b>	<b>28/4/16*</b>	<b>22/6/16</b>	<b>22/9/16</b>	<b>3/11/16*</b>	<b>14/12/16</b>
Policy & Influencing Report	✓				✓			✓
Research Programme		✓						
Annual Strategy Seminar							✓	
Risk Register	✓				✓			✓
Communications Strategy								
<b>Governance</b>								
Audit Committee Minutes	✓		✓		✓	✓		✓
Development Day Minutes	✓				✓			✓
Committee Annual Reports					✓			
Feedback on Board Performance							✓	
Nominations Committee Minutes			✓					
<b>Finance</b>								
Budget Monitoring Report	✓		✓		✓	✓		✓
Draft Budget		✓	✓					
Annual Report & Accounts						✓		
<b>Planning</b>								
Draft Corporate & Business Plan	✓		✓					✓
Annual Workforce Planning Report	✓							✓
<b>Performance</b>								
Organisational Performance Report	✓		✓		✓	✓		✓
<b>Operational</b>								
Chief Executive's Report	✓		✓		✓	✓		✓
Complaints Review					✓			
Equalities Annual Report			✓		✓			
Environmental Annual Report						✓		
Overview of Policies Annual Report	✓							✓

\* Board Development Days

<b>Business Item</b>								
	<b>10/12/15</b>	<b>21/1/16</b>	<b>17/3/16</b>	<b>28/4/16*</b>	<b>22/6/16</b>	<b>22/9/16</b>	<b>3/11/16*</b>	<b>14/12/16</b>
Health & Safety Annual Report						✓		
Efficiency Report						✓		
New Bio-diversity Duties						✓		
Procurement Strategy	✓							
Corporate Parenting	✓ ~							
Participation & Engagement Update			✓		✓			
Digital Strategy Update					✓			
Update on New Grounds				✓				
Performance Management Review					✓			
HR Strategy						✓		
OD Strategy						✓		
Locality Performance Reviews					✓			✓

\* **Board Development Days**

~ **Briefing paper presented to Board Development Day**



**Scottish Children's Reporter Administration  
Minutes of SCRA Board Development Day  
held on Thursday 28 April at SCRA Offices, Dundee**

**Present:**

Carole Wilkinson (Chair), Malcolm Dickson, Andrew Miller, Bernadette Docherty, Catherine Robertson, Andrew Menzies, Douglas Yates

Board Members Designate: Martin Toye, Sam Anderson

**In attendance:**

Neil Hunter, Lisa Bennett, Susan Deery, Janis McDougall, Pamela Armstrong

For Item 6 Tom Philliben, Senior Operational Management Team, and Tayside & Fife Locality Management Team – Anne Gerry, Rosie Campbell, Kelly Campbell, Elizabeth Stirling, Anne Marie McIntosh

**Apologies:**

Apologies were received from Anela Anwar, Kirsty Herson, Ed Morrison and Malcolm Schaffer.

		Timescale	Action
1.	<p><b>Minute of Board Development Day held on 5 November 2015</b></p> <p><b>Noted:</b> The minute had been submitted to the December 2015 Board meeting.</p> <p><b>Board Action Plan:</b> The action plan was reviewed. It was proposed to remove items on the action plan which had now moved into “business as usual” to keep the plan focused at strategic level.</p> <p><b>Agreed:</b></p> <p>1. To remove items on the action plan which had now moved into “business as usual” as follows:</p> <ul style="list-style-type: none"> <li>• Development Days to be held at locations other than Ochil House – now programmed into Board Planner.</li> <li>• Establishment of Young People’s Board – updates contained within Chief Executive’s routine report to Board.</li> <li>• Partnership Working including locality involvement in community planning – now well established.</li> <li>• Building Relationships with Scottish Government/Minister; Children’s Hearings Scotland, COSLA – ongoing.</li> <li>• Workforce Planning – being routinely reported</li> </ul>		

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	to Board and Remuneration Committee.		
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		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>• Financial Sustainability – specific action to hold a discussion with Scottish Government – completed for Spending Review 2016.</li> </ul> <p>2. Briefing on UNCRC will be picked up as part of the Corporate Parenting session being organised.</p> <p>3. The revised action log is attached as an Appendix to this minute.</p>		<b>PA</b>
2. 2.1	<p><b>Governance</b></p> <p><b>Review of Standing Orders</b></p> <p>The revisions to the Standing Orders were discussed.</p> <p><b>Issues arising:</b></p> <ul style="list-style-type: none"> <li>• The standing orders have been reviewed against good governance standards and benchmarked against other NDPBs.</li> <li>• On the issue of whether to include the full text of Committee remits within the Standing Orders it was felt that, on balance, a reference to the Committee remits within the document was sufficient.</li> </ul> <p><b>Agreed:</b></p> <p>To make revisions as follows:</p> <ul style="list-style-type: none"> <li>• General tidying up to reflect Committee titles etc.</li> <li>• Amendment to Arrangements for Appointment of meeting Chair: “If the Chair is absent, he/she will nominate a member to Chair the meeting. If it has not been possible for a nomination to be made in advance by the Chair, the Board members present will appoint a Chair for the meeting”.</li> <li>• Co-option to Committees – sentence to be added to reflect that co-opted members have full voting rights.</li> <li>• Working Party or Groups – to include an expanded clarification around the status of the working parties/groups to reflect that they are not an executive arm of the Board.</li> <li>• Timescale for revision of Standing Orders to be included.</li> </ul> <p>and to submit the revised Standing Orders to the June Board for approval.</p>	<b>June 16</b>	<b>CW/JMcD</b>



		Timescale	Action
2.4	<p><b>Review of External Governance Failure – Kids Company</b>            Board Members reviewed the extract report on the collapse of the Kids Company detailing conclusions and recommendations.</p> <p><b>Issues arising during discussion:</b>            Many of the themes emerging were similar to those identified when reviewing other external governance failures. These included:</p> <ul style="list-style-type: none"> <li>• Lack of appropriate/level of scrutiny/challenge by Board members</li> <li>• Lack of clarity around role of internal and external auditors and lack of understanding of the limitations of audit</li> <li>• The skills mix of Board members was not balanced</li> <li>• Relationships were not well regulated particularly and between the Board Chair and Chief Executive; the Board Chair and Board Members and also between the Board and Minister.</li> <li>• The Board did not address voiced concerns in the wider sector about the operation of the company.</li> <li>• There was no robust evaluation of outcomes.</li> <li>• Information being presented to the Board was controlled by the Chief Executive.</li> <li>• Where there are no time limits for terms of office for Board members, this can lead to continued bad practice.</li> </ul> <p>Board members then reviewed these themes against practice within SCRA and the good governance checklist.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. The skills mix has recently been reviewed and the Board has a good balance in terms of its experience/backgrounds.</li> <li>2. The Board has worked hard to develop a culture of openness and transparency (meetings are only held in private where essential) and to encourage the Senior Team to engage the Board at developmental stages of work rather than bring a finished product.</li> <li>3. Office visits and Board engagement with locality staff routinely takes place to provide wider sources of re-assurance</li> </ol>		

		<b>Timescale</b>	<b>Action</b>
	<p>4. The Audit &amp; Risk Committee actively review the internal audit plan to ensure the plan covers risks and also includes areas identified by Board members for review. The Committee also seeks assurance on internal and external co-operation as part of its annual private meeting with the auditors.</p> <p>5. Case Sampling exercises are undertaken and findings reported to the Audit &amp; Risk Committee.</p> <p>6. Report authors are invited to meetings to present reports.</p> <p>7. There is good performance data which has official externally accredited status.</p> <p>8. There is a scheme of delegated authority in place and the Board receives an annual overview of policies in place/reviewed.</p> <p>9. Board members feed into both the research programme and case sampling activity. Information has also been requested on which areas of case sampling were looked at but not included in the programme.</p> <p>In concluding this session, all agreed that it is an extremely useful exercise to review external governance failures such as this one. The Audit &amp; Risk Committee will continue to routinely undertake this twice per year with the Board occasionally undertaking a review as part of its governance programme of work.</p>		
4.	<p><b>New Grounds for Referral</b> The Head of Strategy/OD spoke to the paper detailing an analysis of the grounds (reasons) for referral under the 2011 Act.</p> <p><b>Noted:</b></p> <p>1. The Children’s Hearings (Scotland) Act 2011 was implemented on 24 June 2013. With the new Act came several new grounds of referral including a specific domestic abuse ground and a forced marriage ground.</p> <p>2. The most common ground has been lack of parental care followed by child committing an offence.</p>		

		<b>Timescale</b>	<b>Action</b>
	<p>3. In terms of the new grounds over the two calendar years:</p> <p>(f) - domestic abuse is the third most prevalent with over 3,000 referrals per year. Arrangements are underway to start a programme of one day training for reporters in this area in collaboration with Women's Aid;</p> <p>(m) – relating to child's conduct had over 3,600 referrals in 2015 and has added potential significance should the minimum age of criminal responsibility be raised; and</p> <p>In relation to (p) and (q) the forced marriage grounds, having had 9 referrals in the first year, there have been none in 2015. SCRA will be doing further work with partners to look at reasons for that.</p> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• There has been a slight shift in patterns due to the change in categories.</li> <li>• There are differences across localities in relation to paths for referral.</li> <li>• There is currently no mechanism to record disability referrals at initial stage – if the referral proceeds to detailed investigation and/or hearing then it would be known. The issue around what information is known in relation to disabled children and young people was raised at the recent Equalities Network. SCRA relies on equality information being contained in the initial referral. Options are being considered via Equality network to improve this.</li> <li>• Information on parental substance use can be collected via case sampling but there is no structured data at point of referral.</li> <li>• If the minimum age of criminal responsibility is raised to 12, then there may be an increase use of grounds m (child's conduct harmful to self or others) and n (beyond control of a relevant person) for referrals on offence grounds. In this ground harm includes wider context to include high risk behaviours and situations.</li> </ul> <p><b>Agreed:</b> The Head of Strategy/OD to provide a breakdown on how many of the referrals, by ground proceed to a</p>	<p><b>June 16</b></p>	<p><b>LB</b></p>

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	hearing.		
		<b>Timescale</b>	<b>Action</b>
5.	<p><b>Strategic and Business Planning 2017/20</b>  The Head of Strategy/OD spoke to the paper which set out proposals for development for SCRA's Corporate Plan and of other plans which require to be developed in alignment with the Corporate Plan.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. The proposals adopt the sequencing and detail outlined in SCRA's Performance Management Framework which was approved by EMT in June 2015.</li> <li>2. Timescales have been brought forward to permit the more in-depth planning and co-ordination required every third year when a new Corporate Plan is required rather than simply an annual Business Plan.</li> <li>3. Key developments to the planning approach which will be adopted for the first time in this cycle include: <ul style="list-style-type: none"> <li>• Mechanisms designed to enable significant corporate planning input from localities, to ensure that the needs, priorities and concerns of front line teams are at the forefront of our thinking as we develop our strategic direction for the next 3 years.</li> <li>• Development of Financial and Workforce Plans and an Organisational Development Strategy concurrent with development of the Corporate Plan, with the aim of enhancing alignment of the key strands of resource management which will support delivery of the Corporate Plan.</li> </ul> </li> </ol> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• In response to a question seeking clarification of where self-assessment linked into the process, the Head of Strategy/OD advised that there would be an element of self-assessment as part of planning sessions. It would not take the form of a traditional self-assessment exercise – more of a discussion with Business Partners' involvement.</li> <li>• It would be useful to include Board milestones to the chart identifying the key steps and also to include separately property planning and IT infrastructure to the strategic context boxes.</li> <li>• The Board welcomed the continuation of the 'bottom-up' approach and the clear link to locality plans/risk registers.</li> </ul>	<p><b>June 16</b></p>	<p><b>LB</b></p>

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		<b>Timescale</b>	<b>Action</b>
	<p><b>Agreed:</b> To endorse the approach adopted for development of SCRA's Corporate Plan 2017/20.</p>		
6.	<p><b>Tayside &amp; Fife Locality Team Discussion</b> The Tayside &amp; Fife Locality Management Team gave a presentation on the work of the locality outlining the progress over the last three years.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"><li>1. The starting point for the locality had been to address:<ul style="list-style-type: none"><li>• Inconsistent process and practice</li><li>• High level of delays</li><li>• Performance – there were difficulties meeting legal obligations due to the high number of CPOs (high profile child deaths had led to a spike in CPOs with significant impact on performance and challenges to get to standard referrals).</li><li>• Low staff morale.</li></ul></li><li>2. Three years on the locality is in a different place and individuals have grown as Managers and as a Locality Management Team. In a stepped way the focus has changed from being on productivity (quantity) to the standard of care for staff, children, young people, families and partners.</li><li>3. The performance data provided to all LMTs allows issues to be identified early, monitored and reviewed with appropriate action and interventions being put in place at an early stage.</li><li>4. The introduction of Grade A posts made a positive, instant impact in relation to front-end handling of referrals.</li><li>5. The Assistant Reporter role has allowed Reporters to focus on decision-making and court work. The locality has been exceeding national performance for some months.</li><li>6. There are now written processes and procedures and a protocol in place with partner agencies. (All processes are in line with national guidance). All of the staff group were involved in the process manual and it is reviewed regularly.</li><li>7. Proactive partnership working is undertaken by the Locality Reporter Managers including delivery of social work training.</li></ol>		

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		<b>Timescale</b>	<b>Action</b>
	<p>8. The Locality Management Team works well – roles, responsibilities and procedures are all clearly defined and this allows the LMT, as a leadership group, to support and develop the wider staff group.</p> <p>9. There is a communications strategy in place and a greater level of staff involvement/engagement with staff.</p> <p>10. There are staff meetings, regular supervision, notice board, open door approach and team minutes on connect to share information. Staff now feel empowered to get involved in organisation-wide groups looking at new ways of working, and other strands of work knowing that the locality is able to support release for these activities in a managed way. This not only benefits individual members of staff but the localities also in terms of sharing information/exchange of ideas and impacts on job satisfaction and self-worth.</p> <p>11. The locality works to ensure staff are kept informed and are striving to improve the service to children and families. Changes to the premises in Dundee and Glenrothes have been made in line with the Modern Apprentices' report on hearings facilities.</p> <p>12. Dundee will be involved in a pilot electronic court as part of the Digital Strategy preparatory work and in Fife there is involvement in the national Advocacy project.</p> <p>13. In the next phase of improvement the locality will focus on three key areas:</p> <ul style="list-style-type: none"><li>• Decision-making KPIs and Quality</li><li>• Transition to a New Hearing Centre in Perth</li><li>• Court Work.</li></ul> <p>14. There are plans to undertake a Reporter survey to identify reasons for cases being adjourned in Court to allow targeting of Reporter practice as appropriate. (The Dundee Court sits within SCRA's premises and during these sessions there is a sole focus on SCRA cases but the arrangements have not yet been evaluated).</p> <p>15. Dundee Court has been chosen as the Digital pilot and planning is underway in terms of stakeholder engagement, equipment purchases and training.</p>		

		Timescale	Action
	<p><b>Summary of issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Board members congratulated the locality on the significant progress made.</li> <li>• Partnership Work – there were lessons for other localities in relation to the approach with partners in particular around referrals being more fully formed and consistent with GIRFEC and pre-referral screening and the consequent positive conversion rate. This reinforces the concept of right referral, right time, right information.</li> <li>• Data – the importance and beneficial use of the weekly data issued to localities was recognised in managing casework and early interventions to sustain performance. The data showing comparison across Scotland is a trigger for the locality to look wider and it also has received positive feedback from partners.</li> <li>• Protocols –there has been positive sharing of experiences/protocols between localities to develop partnership agreements.</li> <li>• Localities now routinely share experiences/provide support/help to each other.</li> <li>• Leadership – the locality has taken a stepped approach to make progress and continues to build on practice now in place.</li> <li>• Use of the Assistant Reporter and Grade A roles has made a significant impact on managing workload. The Business Partner model has been of huge benefit to the locality.</li> <li>• Staff Engagement/Participation – staff morale has improved with locality involvement in various organisation wide groups. One of the Fife team is involved in rolling out the mindfulness programme across SCRA.</li> <li>• LSM Network – this forum has proved beneficial to locality support managers to share experiences and the organisation has acknowledged and empowered this key role.</li> <li>• There are still some issues to overcome around IT flexibility and resilience e.g. slow broadband and integration with diaries would be hugely beneficial. It was acknowledged CMS has been key to improving performance and allowing cross locality support – this would not have been possible with the previous system.</li> </ul> <p>In concluding the session, the Chair thanked the Locality Management Team for the informative and enjoyable presentation and in particular, for the significant work undertaken within the locality</p>		

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	management team in relation to staff engagement.		
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		<b>Timescale</b>	<b>Action</b>
7.	<b>Forward Planning</b> <b>Noted:</b> There will be an update on the IT Operational Plan at the June Board meeting. The Digital Strategy High Level Business Case will be discussed.  <b>Agreed:</b> 1. The model adopted for the development days is working well. 2. The September Board meeting is scheduled to be held in Aberdeen. The PR/CE and Governance Officer will liaise with the Chair on planning for the event.	<b>June 16</b>       <b>By Aug 16</b>	<b>NH</b>       <b>NH/PA</b>

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### Board Development Workplan – Updated 28 April 2016

	Action	Lead	Timescale	Progress/Comments	Status
1.	The development of lead areas for Board members to be expanded further.	CW/NH	Jan 14  By Dec 16	Leads areas and links with Executive Management Team agreed on 10/4/14.  Lead areas and links to be updated in light of Board member changes. (Timescale changed to align with completion of Board appraisals)	Complete  Underway
2.	As part of our wider strategy engagement with partners, the need for SCRA to be centrally located in the child protection system, early years, prevention and GIRFEC approaches.  SCRA and the Hearing System will plan for, develop and adapt in response to demographic and social changes and needs over the next decade.	NH and EMT	Ongoing	Information to be collated to include: Reference: <ul style="list-style-type: none"> <li>▪ Research data</li> <li>▪ Operational Performance Data</li> <li>▪ Financial strategy</li> <li>▪ Report on the impact of the new Act (scheduled for March 14)</li> <li>▪ Qualitative workload analysis</li> <li>▪ Future models of partnership</li> <li>▪ Preparing for future scrutiny</li> </ul>	Underway
	Information needs to be developed to show the increased operational impact in the light of reducing referrals.			Extensive work programme linked to CHIP GIRFEC workstream being led by SCRA including role of compulsory measures.  Will be evident within the 2014-17 Corporate Plan (GIRFEC and Early Years/prevention).  Qualitative workload analysis	Via CHIP – March 15 – complete. Phase 2 now being planned.  Complete within Corporate Plan  Complete and incorporated in 16/17 Workforce plan (for Board

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				underway with UNISON	December meeting).
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	Action	Lead	Timescale	Progress/Comments	Status
3.	Undertake work around developing SCRA's approach to risk management to make it become more alive and effective	CW/AM		<p>The issue of risk management techniques and tools to be picked up via the Audit Committee.</p> <p>Risk Reference Group now established. Two Workshops facilitated by internal auditors have been held. Joint session held with Audit &amp; Risk Committee. Locality Risk Registers now in place. Revised Risk Management Policy approved by Board March 2016..</p>	Complete
4.	Briefing on UNCRC for Board	NH		To refresh Board awareness of UNCRC and potential contributions of Children's Hearings System. To coincide with CYP(S) Act guidance and go live.	Briefing complete and circulated – await formal Guidance on 2014 Act
5.	Training <ul style="list-style-type: none"> <li>Corporate Parenting Session</li> </ul>	MS/ PA  CW/NH	By end 16  By end 16	Session to be organised for Board Members  Session to be organised for	Dates to be identified (will look at dates beyond June 2016)  Potential to use November 16

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	• Equalities Training			Board Members	Development Day
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SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Review of Standing Orders

**Accountable** Chair  
**Board Member:**

**Date:** 2 June 2016

**Report Author:** Executive Officer

**Recommendation:**

**To review and approve SCRA's Standing Orders**

**Reason for Report:** For discussion and approval

**Resource Implications:** Not applicable

**Strategy:** Within agreed strategy plans

**Consultation:** Board Members

**Document Classification:** Not protectively marked

**Background Papers:**

**Board Report: Governance Arrangements, January 2013;**

**Board Report for Development Day: Standing Orders April 2016**

## 1. Introduction

- 1.1 The Board, as part of its annual business programme, is scheduled to undertake a review of its governance arrangements.
- 1.2 A full review of Standing Orders was undertaken in December 2010, January 2013.
- 1.3 As part of the governance session at the April Board Development Day, members reviewed the Standing Orders and amendments were proposed as noted below for submission to the June Board for approval.

## 2. Revised Standing Orders

- 2.1 Revisions to the Standing Orders (attached as an Appendix to this report) have been made as follows:  
(Note – revisions are highlighted in red on the revised Standing Orders).

### 2.2 Paragraph 4 – Arrangements for Chairing Board Meetings

- 4.1 – Wording has been changed to reflect that there is no longer a Deputy Chair and that if the Chair will not be present at the meeting and has not made a nomination in advance for a Chair then the members present will appoint a Chair for the meeting.

### 2.2 Paragraph 12 – Committees

- 12.5 Co-option of Members – sentence added to reflect that co-opted members have full voting rights.
- 12.8 – changes to reflect Committee names (Audit & Risk Committee and Remuneration & Succession Planning Committee) and addition of Nominations Committee as a Standing Committee
- 12.10 – new paragraph added to reflect that Committees have their own remits which are approved by the Board.

### 2.3 Paragraph 13 – Working Parties or Groups

- 13.1 Additional sentence added as follows: A working party or group is not an executive arm of the Board and may regulate its procedure as it sees fit unless any particular procedure has been prescribed for it by the Board

### 2.4 Final section added – Section 16 – Revision of Standing Orders

The Standing Orders will routinely be reviewed on three yearly cycle but will be subject to early review in the light of:

- relevant legislative changes;
- guidance issued by Scottish Government or Sponsor Department
- recommendations made by either internal or external auditors.

## 3. Recommendation

To review and approve the revised Standing Orders.

# SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

## STANDING ORDERS

### General

The Board has made the following arrangements for the discharge of its functions, these arrangements to be referred to as the Standing Orders of the Board.

These Standing Orders take effect until further notice and supersede all prior Standing Orders.

The Standing Orders apply to the Board and its Standing Committees and unless the Board specifies to the contrary, to any other committees, or sub-committees which may be set up by the Board from time to time but shall not apply to working parties or groups.

Standing Orders may be suspended at any meeting of the Board at which the majority of the members present are in favour. Unless expressly agreed otherwise by these members, such suspension will have effect only for the item of business immediately following, and standing Orders will come into force again immediately afterwards.

### 1 Board Meetings

- 1.1 There will be a minimum of four Board meetings per annum.
- 1.2 The Board will meet at such place and at such time as it may determine.

### 2 Notice of Meetings

- 2.1 The Executive Office will notify members of all Board meetings. The agenda, minutes and papers will be communicated to members seven calendar days before the meeting.
- 2.2 Only in exceptional circumstances, and with the permission of the Chair, will late papers be discussed at the meeting. Papers will be dispatched if there is available time, if not, these will be tabled at the meeting.
- 2.3 Members may propose items for the agenda. These should be sent to the Executive Office at least ten calendar days before the meeting to allow them to be included in the finalised agenda.
- 2.4 If sufficient notice is not given for an item of business to be included on the agenda, it may be dealt with at the meeting if the Chair rules that there are reasons why it is urgent and gives those reasons. If the Chair rules that the matter is not urgent, it shall be included as an item for the next ordinary meeting, unless it is withdrawn or dealt with in some other way before then.
- 2.5 Lack of service of the notice to any member shall not affect the validity of a meeting.

### **3 Special Meetings of the Board to deal with Exceptional or Urgent Business**

3.1 The Executive Office will arrange that a meeting of the Board be called if:

- ◆ required by the Chair;
- ◆ a request signed by one third of the whole number of members is made in writing for that purpose. At least three calendar days' notice will be given of any special meeting and of the business proposed for that meeting. No business will be transacted beyond that specified in the request which called for that special meeting.

### **4 Arrangements for Chairing Board meetings**

4.1 At every meeting of the Board, the Chair, if present, will preside. If the Chair is absent, he/she will nominate a member to Chair the meeting. If it has not been possible for a nomination to be made in advance by the Chair, the Board members present will appoint a Chair for the meeting.

### **5 Quorum**

5.1 No decisions will be made at a meeting of the Board unless at least half the currently serving members of the Board are present. (If the meeting is inquorate discussion of business may take place but no decisions can be made.)

5.2 The quorum of any Board Committee will be agreed by the Board as part of agreeing the Board Committee remit.

5.3 Any members unable to attend in person a meeting of the Board or its Committees may participate in the meeting via a video link or telephone conference call. A member participating in this way will have the same rights and responsibilities as members attending in person, including full voting rights, and his/her participation will count as attendance for the purposes of establishing whether a quorum is present.

### **6 Conflict of Interest**

6.1 All Board and Committee agendas will include a standing item at the start of the meeting inviting Board Members to declare any (a) financial interests, (b) non-financial interests or (c) the interests, financial or non-financial, of other persons.

6.2 If a member declares a financial interest, the member must leave the meeting room until discussion of the relevant item is concluded. If a non-financial interest is declared, the member must decide whether to stay and participate in the discussion and decision, or to leave the room.

- 6.2 The Board will establish a register of members' interests and maintain a regular review of it.
- 6.3 The Register of Interests will be published on SCRA's website.

## **7 Adjournment of Meeting**

- 7.1 A meeting of the Board or of a Committee of the Board may be adjourned by the Chair to any other hour, day or place. Unless the time and place are specified in the motion for adjournment, the adjournment will be until the next scheduled meeting.

## **8 Voting**

- 8.1 A meeting may make a decision unanimously or by a majority of the members present. In the latter case, a vote of the members may be taken orally, in writing or by a show of hands at the Chair's discretion. The Chair shall have a casting, as well as a substantive vote.
- 8.2 The minute of the meeting shall record any decision taken. In the absence of a statement to the effect that the decision was taken by a majority, it will be deemed to record a unanimous decision. A member dissenting from a majority decision may ask for their dissent to be recorded in the minutes.
- 8.3 A member not present at a meeting at which a decision is taken from which he or she dissents may raise his or her concerns with the Chair. Such a decision will normally be implemented. However, it is within the discretion of the Chair to defer that the matter will appear as an item on the next agenda of the Board or committee or arise through the minutes.

## **9 Ruling**

- 9.1 The ruling of the Chair on the conduct of the meeting and the application of Standing Orders will be final and will not be open to question or discussion.

## **10 Admission of the Public to Board Meetings**

- 10.1 Board meetings are open to be observed by members of the public and the dates will be advertised on SCRA's website.
- 10.2 All meetings which allow public access will be held in venues that are accessible to people with disabilities.
- 10.3 Any members of the public may attend and receive a copy of papers other than those dealing with the private business of the Board.

- 10.4 Business will only be conducted in private where there are overriding reasons for non-disclosure that outweigh any possible interest. Examples are matters relating to individual staff, private discussions with Ministers and areas where SCRA would not be required legally to disclose information.
- 10.5 A member of the public who disrupts the business of the meeting may be asked to leave the meeting after due warning has been given. Re-admission to that or other public meetings held by the Board is at the discretion of the Chair.

## **11 Minutes**

- 11.1 The names of members present at a meeting of the Board or of a committee of the Board will be recorded in the minutes.
- 11.2 Minutes of the proceedings of a meeting of the Board or a committee of the Board will be drawn up and circulated within five working days to the Chair of the Board/Committee for approval. Board minutes will be submitted to the next Board meeting for approval. Committee minutes will be submitted to the Board (if proceeding to the Board in advance of approval by its Committee these will be submitted in draft form).
- 11.3 Minutes and other papers may be circulated to such non-members of the Board on such conditions as the Board may determine. In addition papers will be available under the Freedom of Information (Scotland) Act and in accordance with SCRA's publication scheme.

## **12 Committees**

- 12.1 The Board may appoint committees to exercise functions on its behalf. Such committees may also appoint sub-committees.
- 12.2 Where functions are being carried out by committees or sub-committees, their members will be acting on behalf of the Board.
- 12.3 The Board will appoint the Chair of committees.
- 12.4 In the absence of the Chair at a committee meeting, its Depute will nominate a member to act in their place. Where there has been no prior agreement as to who will act in place of the Chair the members present shall elect one of their number to act in his/her place.
- 12.5 Committees and sub-committees may co-opt members with relevant expertise and knowledge who are not members of the Board. Co-opted members should not make up more than half the membership of committees and sub-committees. Co-opted members will have full voting rights.
- 12.6 Co-opted members of committees and sub-committees who are not members of the Board may claim certain travelling and other allowances but will not be remunerated.

- 12.7 Minutes of Committees and minutes of sub-committees will be submitted to the Board.
- 12.8 The Board has set up the following Standing Committees. These are:
- Audit & Risk Committee
  - Remuneration & Succession Planning Committee
  - Appeals Committee
  - Nominations Committee
- 12.9 The numbers and names of the Standing Committees their membership and the matters remitted to them may be varied by the Board from time to time. Membership of Standing Committees may include, or consist of, persons who are not Board members.
- 12.10 Standing Committees have their own remits which are approved by the Board.
- 12.11 The Board may also form other committees or sub-committees ad hoc which may include, or consist of, persons who are not Board members.

### **13. Working Parties or Groups**

- 13.1 Working parties or groups may be set up from time to time by the Board. A working party or group is not an executive arm of the Board and may regulate its procedure as it sees fit unless any particular procedure has been prescribed for it by the Board
- 13.2 Working parties or groups need not contain Board members. Where the conclusions of any working party or group require the authority of the Board or a committee before they can be implemented, the working party or group shall submit a report to the Board or the relevant committee setting forth its recommendations. Working parties or groups should have a Chair, maintain minutes of proceedings and report no less frequently than quarterly to the Board or appropriate standing committee. These reports may be in writing or verbal.

### **14. Exceptional circumstances where Board business may be dealt with by correspondence**

- 14.1 Where there is urgent business of the Board and it is not practicable to convene a special meeting, the Chair may under exceptional circumstances deal with the matter(s) by correspondence.
- 14.2 In these exceptional circumstances relevant papers and recommendations will be circulated by email and in the post. Every effort will be made to contact Board members accepting that this may not be possible. There will require to be a quorate and majority decision. The actions/decisions arising from such exceptional circumstances will be reported to the subsequent Board meeting.

## **15. Collective Responsibility and Confidentiality**

- 15.1 The Board and Committees operate on the basis of collective responsibility for decisions. Members are therefore expected, if questioned on a matter where the Board or a committee has taken a view, to support the position reached.
- 15.2 If members are questioned on matters that fall within the remit of SCRA but on which a Board or committee view has not been taken, they may give a personal view but should stress that it does not necessarily reflect the view of SCRA. Before doing so, they are advised to consult with the Chair.
- 15.3 All members are required to maintain confidentiality as detailed in the SCRA Code of Conduct and any guidance to that code provided.
- 15.4 All members are required to fulfil their responsibilities as set out in their terms and conditions of appointment. Any issues in relation to non-performance will be addressed as part of the appraisal process for Board members.

## **16. Revision of Standing Orders**

- 16.1 The Standing Orders will routinely be reviewed on three yearly cycle but will be subject to early review in the light of:
- relevant legislative changes;
  - guidance issued by Scottish Government or Sponsor Department
  - recommendations made by either internal or external auditors.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

**Nominations Committee**

**Report prepared by:** Carole Wilkinson, SCRA Chair

**Date:** 6 June 2016

**Recommendation:**

The Board is asked to approved the Nominations Committee revised Terms of Reference

**Reason for Report:** Board approval

**Resource Implications:** Within available resources

**Strategy:** Within agreed plans

**Equalities Duties:** Equalities Impact Assessment not required

**Document Classification:** Not protectively marked

## 1. **Background**

1.1 The Board, as part of its governance structure has the following Committees:

- Risk and Audit Committee
- Remuneration and Succession Planning Committee
- Appeals Committee
- Nominations Committee.

## 2. **Nominations Committee**

2.1 The Board approved the established of a Nominations Committee in June 2014 to support them in its work on Board appointment processes.

2.2 The role of the Nominations Committee is to:

- (i) Lead the process for Board appointments and make recommendations to the Board;
- (ii) Offer advice to the Board on future appointments.
- (iii) Review and evaluation of skills, knowledge, expertise of current Board Members on an annual basis

## 3. **Proposed Changes to the Committee Terms of Reference**

3.1 The current constitution of the Committee is:

*SCRA Board Chair, two Board members and an official from the Scottish Government Sponsor Team.*

It proposed to amend this to increase the number of Board members to **three** to allow greater diversity across the Committee membership in terms of gender balance/experience.

3.2 It is also proposed to include a clause to allow other Board members/individuals to be invited to attend meetings to provide specialist advice/knowledge/expertise.

Note – the above changes are marked in red on the revised Terms of Reference attached as an Appendix to this report.

## 4. **Recommendation**

4.1 The Board is asked to approved the Nominations Committee revised Terms of Reference.

## SCRA Nominations Committee – Terms of Reference

The Board has established a Nominations Committee of the Board to support them in its work on Board Appointment processes.

Appointment processes should reflect the strong business case for balanced Boards and Committees - inclusive and diverse Boards are more likely to be effective, better able to understand their stakeholders and benefit from fresh perspectives, new ideas, vigorous challenge and broad experience.

The role of the Nominations Committee is to:

- (iv) Lead the process for Board appointments and make recommendations to the Board;
- (v) Offer advice to the Board on future appointments.
- (vi) Review and evaluation of skills, knowledge, expertise of current Board Members on an annual basis

### Constitution

1. The Nominations Committee shall consist of the SCRA Board Chair, **three** Board members and an official from the Scottish Government Sponsor Team.
2. The Chair of the Committee will be at the discretion of the Board and membership of the Committee will be reviewed as required by the Board from time to time.
3. The quorum required to be present at any meeting of the Committee shall comprise no fewer than three members.
4. Officers attending the Committee will include the Press and Communications Manager and the HR Manager. Other officers may be invited to attend for all or part of any meeting as and when appropriate.
5. The Committee will meet at least annually. The meeting will be timed to align with the board planning cycle. The Committee will also convene on an ad hoc basis to deal with issues such as unanticipated board member departures and changes to the operating environment.
6. The Committee will report to the Board and will take directions from the Board either generally or on any specific matter. A copy of the minutes will normally form the basis of the report.
7. The Committee will review its own effectiveness and provide an overview report to the Board annually on the Committee's work and key considerations.
8. The Nominations Committee may
  - (i) co-opt additional members for a period not exceeding one year to provide specialist skills, knowledge and experience
  - (ii) procure specialist ad-hoc advice at the expense of the organisation, subject to budgets agreed by the Principal Reporter/Chief Executive
  - (iii) invite other Board members/individuals to attend a meeting to provide specialist advice/knowledge/expertise.

### Remit

1. Review and evaluate skills, knowledge and experience of the Board including the skills and experience required for all Board members

2. Identify skills gaps and shortages and offer advice on background areas of potential applicants, in particular looking wider than the children's hearings system and its associated networks. This will include:
  - i. Identifying distinct gaps on the board
  - ii. Ensuring that the Board does not recruit in the image of current board members, and
  - iii. Facilitating the establishment of a non-homogenous Board.

The current operating environment/context of the organisation should also be taken into account.

3. Give consideration to succession planning, challenges facing the organisation and identify skills, expertise required by the Board in the future.
4. Consulting and seeking advice from PACE on ways of attracting the type of applicant, identify and advise on different methods and approaches to recruitment including the application process, information pack and interviews.
5. Give consideration to the participation/involvement of children and young people in the recruitment process
6. Consider recommending one or more committee members taking part in the assessment of applicants.
7. Keep the Board apprised of the committee's work and prepare an annual report to the Board.
8. To adhere at all times to the Code of Practice for Ministerial Appointments and policy and advice of the Public Appointments Commissioner's Office.

#### **General**

9. The work of the Committee needs to be fully informed by:
  - Strategic planning
  - Business planning
  - Risk Register, and
  - Performance assessment (which will also be linked to external and internal audit)
10. The Committee also needs to be aware of current Board and Member performance and areas for development drawing on the action plans from Board Development Days and the summary reports setting out the areas of Board improvement identified by Board Member.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

**Board Committee Membership**

**Report prepared by:** Carole Wilkinson, SCRA Chair

**Date:** 6 June 2016

**Recommendation:**

The Board is asked to approved the revised Committee Membership

**Reason for Report:** Board approval

**Resource Implications:** Within available resources

**Strategy:** Within agreed plans

**Equalities Duties:** Equalities Impact Assessment not required

**Document Classification:** Not protectively marked

Background Paper:  
Report to Board Meeting December 2015

## 1. **Background**

1.1 The Board, as part of its governance structure has the following Committees:

- Risk and Audit Committee
- Remuneration and Succession Planning Committee
- Appeals Committee
- Nominations Committee.

## 2. **New Board Members**

Two new members – Martin Toye and Samantha Anderson have been appointed to SCRA Board – both commenced on 1 June 2016.

## 3. **Committee Membership - Proposed Changes**

### 3.1 **Audit & Risk Committee**

- Appointment of Martin Toye to the Committee

The current Chair of the Committee is resigning from his appointment to SCRA Board with effect from 30 September 2016. The following changes are proposed from 1 October 2016

- Appointment of Bernadette Docherty as Chair
- Appointment of Catherine Robertson as Deputy Chair

This will leave a vacancy on the Committee which will be filled following appointment of the new Board member.

### 3.2 **Remuneration & Succession Planning Committee**

- Appointment Samantha Anderson to the Committee

### 3.3. **Nominations Committee**

- Appointment of Martin Toye to the Committee

### 3.4 **Appeals Committee**

- Appointment of Catherine Robertson to the Committee

### 3.5 **Commencement Date**

The changes in membership will take immediate effect.

## 4. **Recommendation**

4.1 To approve the revised Committee membership as detailed in the Appendix to the report.

**SCRA COMMITTEE MEMBERSHIP (effective from 22 June 2016)**

**Audit & Risk Committee – to 30 September 2016**

Andrew Menzies (Chair)  
Bernadette Docherty (Deputy Chair)  
Catherine Robertson  
Martin Toye

(SCRA Chair and Principal Reporter/Chief Executive ex officio members)

**Audit & Risk Committee –with effect from 1 October 2016**

Bernadette Docherty (Chair)  
Catherine Robertson (Deputy Chair)  
Martin Toye  
Vacancy (will be filled following appointment of new Board member)

(SCRA Chair and Principal Reporter/Chief Executive ex officio members)

**Remuneration & Succession Planning Committee**

Catherine Robertson (Chair)  
Douglas Yates  
Samantha Anderson

**Appeals Committee**

Bernadette Docherty (Chair)  
Douglas Yates  
Catherine Robertson

**Nominations Committee**

Carole Wilkinson (Chair)  
Catherine Roberson  
Anela Anwar  
Martin Toye  
Sponsor Team Representative, Scottish Government

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Chief Executive's Report

Accountable Director: Neil Hunter

Date: 22 June 2016

**Recommendation:**

1. To note the content of the Chief Executive's Report

**Reason for Report:** At request of Board

**Resource Implications:** n/a

**Strategy:** n/a

**Equalities Duties** *Indicate whether an Equalities Impact assessment is required and has been completed. Describe in the body of the report any issues/findings/adjustments that have been made.*

Equalities Impact Assessment Not Required

**Issues/action points:-** update report only, no policy, practice or financial consequences/implications

**Document Classification:** Not protectively marked

## **1. Staff Partnership**

- 1.1 The National Partnership Forum (NPF) met in May 2016. Some of the key issues discussed are described here.
- 1.2 The vacant Branch Secretary post which SCRA funds is not being filled. NPF have been working to agree a distributed model for facility time, which is considered to be a more sustainable model and offers Localities some degree of backfill to facilitate partnership working across SCRA.
- 1.3 Health and safety planning – assessing a model of pro-active work being led by Glasgow Locality in response to a number of known risks.
- 1.4 UNISON have contributed constructively to concerns raised by staff about time management in hearings (over runs) and the national ‘hearing arrangement form’ which SCRA have been rolling out in replacement of a variety of localised arrangements. The issues raised by the Trade Union are now being progressed by the SCRA/CHS hearing management arrangements and the National User Group respectively. The rapid coming together of SCRA and UNISON on these issues has helpfully prevented escalation and improved outcomes for staff.
- 1.5 Partnership development, previously advanced via annual development days will now be embedded in the management and leadership programme – in recognition that partnership and staff engagement are core skills and competencies of all managers.
- 1.6 Updates on health and well-being, communication, finance and budget, the IT Operational Plan/Digital Strategy, risk management and equalities are all now core agenda items for NPF and represent a powerful and active sub structure work being advanced in partnership.

## **2. Pay Offer**

- 2.1 Following UNISON’s consultation with staff, the 2016/17 pay offer has been accepted. The financial elements of the pay offer will be implemented in the June salary, backdated to the effective date of 1<sup>st</sup> April, 2016.
- 2.2 Work continues with UNISON on the implementation of the non-financial elements of the offer such as increased access to learning opportunities of up to 5 days per year. This will include opportunities for attendance at learning events, self-reflection, self-directed reading/learning, learning new skills from colleagues or at team briefings etc.
- 2.3 Work will also now commence on SCRA becoming a Living Wage Accredited employer.

### 3. Strategic Partnerships

3.1 The Children's Hearings Improvement Partnership (CHIP) met on 10 June 2016. A number of key programmes have now been agreed for progression and delivery:-

- The statement of Vision and Values, previously reported to the Board has now been agreed and will be the platform which all CHIP partners will push and work to
- A National Learning and Development post which will focus on stimulating and supporting locally based learning and sustainable improvement amongst CHIP partners. Notably this post is to be resourced by CHIP partners and not the Scottish Government. The costs of any agreed secondment, which will be hosted by CELCIS, will continue to be met by the employer. SCRA EMT have approved our inclusion in this, subject to some key caveats (length of secondment/backfill for 'essential' posts). We are hopeful that other key agencies will also participate in this – allowing for an open competition to deliver best available skills to the role
- Research commissioned by the Scottish Legal Aid Board on the 'Role of Solicitors in Children's Hearings'- which has important findings and to which CHIP are preparing a comprehensive response and action plan (again focussed on significant aspects of learning/understanding of roles and responsibilities etc.)
- An update on work underway to adapt 'well-being web' type approaches to capture children and young people's outcomes at the individual level and utilise technologies such as 'Viewpoint' to share and make visible the results to a range of professionals involved in the child/young person's care and support
- Agreement for a series of regional events across Scotland focussing on 'Getting it right in the Hearing System' and preparing hearing system agencies for the introduction of the named person service, child's plan, lead professional as well as linked initiatives such as Police Scotland's regional risk and concern hubs etc. These events follow from the very powerful and well received national event in February 2016, which was very much lead by the Head of Practice and Policy.
- Initial work on a 5 year longitudinal study of outcomes for young people who have experienced secure care
- Agreement on the long awaited review of the 'Blueprint for the Processing of Children's cases', originally published in 2001. This is an enormous opportunity for a fresh, re-calibrated, re-visioned and modernised approach to inter-agency standards and expectations in the Hearing system and will capture much of the ongoing work of CHIP.

3.2 In September CHIP will focus on work being led by SCRA in relation to 'Better Hearings' – aimed establishing new improved standards and expectations on quality of experience for children and young people – including a programme on establishing a more personalised approach to planning, perpetration, support and delivery of Children's Hearings. This has the potential to be a major step change in our work and is being expertly supported by the SCRA Research Team and Glasgow Locality.

#### **4. Youth Justice Improvement Board**

4.1 SCRA are now leading the Whole Systems Approach (WSA) workstream as part of the Youth Justice Improvement Boards (YJIB) work. WSA is credited with contributing to the significant decrease in youth crime in Scotland over the last 8/9 years. The refresh of WSA will include:-

- Further, clearer definition of the approach – with a focus on further more integrated service responses
- A clearer connectivity between Early and Effective Intervention and the GIRFEC practice model – specifically the role of named person and lead professional in ensuring the right preventative supports are delivered at the right time
- Ensuring that the available interventions and support to young people are well evidenced and delivered by a skilled and confident workforce, with a clear understanding of youth justice issues
- Ensuring that core elements of WSA are embedded in Children’s Services Plans (2014 Act provisions) and Community Planning outcomes

4.2 The Youth Justice Board has 2 other workstreams on which SCRA are represented (Developing Capacity and Improving Life-chances). The note of the March YJIB is shown at appendix A

#### **5. Learning and Development**

5.1 Original anticipated publication date of the SCRA training brochure has been delayed as a result of the consultation around the pay offer. This will now be published in line with Falkirk Council’s summer quarterly brochure covering July to September 2016 and will provide all SCRA staff with a pro-active guide to the wide range of learning and development opportunities available to them across the year, assisting them with the achievement of their objectives and personal development plans.

#### **6. Mindfulness**

6.1 The mindfulness programme which has been running for 6 months has been extended for a further 6 months. This is being delivered by a Support Administrator from SCRA who is an accredited practitioner. Face to face programmes with Localities will remain the main focus with the publication of health and wellbeing guidance/literature another element of development, to support the sustainability of the programme in future years.

#### **7. Youth Employment Strategy**

7.1 A review of the current youth employment strategy has commenced to ensure the strategy continues to meet the needs of SCRA. The Modern Apprentice programme will remain the main element of the strategy (see report on Participation Strategy) however, we are keen to include other pro-active opportunities for other areas of youth employment such as the re-introduction of short internship programmes, work experience and opportunities to attend

jobs fairs/local events to promote the work of SCRA and the career opportunities therein. The final strategy will be submitted to the Board in due course for final approval.

## **8. Information & Research Team**

### **8.1 Information requests**

8.2 Freedom of Information (Scotland) Act 2002 (FOISA) - between 30/02/2016 – 06/06/2016

8.3 Six FOISA requests were received. One response was over the 20 working day timescale, this was due to a mix up in SCRA on who was dealing with the request.

8.4 Subject access requests under the Data Protection Act 1998

8.5 Thirteen subject access requests were received. All were responded to within the 40 calendar day timescale except one. The reason that it was over 40 days was that the requestor was picking up the information in person and he took a week to do so.

8.6 Requests were mainly from parents (or their solicitors) requesting information on themselves and their children. There was one request from an MSP on behalf of a constituent. One person who was involved in Hearings as a child requested information about them.

8.7 Requests from Disclosure Scotland under the PVG Scheme

8.8 There were seven requests from Disclosure Scotland; all were for information on parents of children who have been referred.

## **9. Records Management Plan**

9.1 SCRA's Records Management Plan was approved by the Keeper of the Records of Scotland on 14<sup>th</sup> April.

## **10. Research**

10.1 *Better Hearings* research – the research report, 'The Next Steps Towards Better Hearings', and proposed Standards for Better Hearings have been drafted. A consultation on the proposed standards is currently underway with young people involved with Aberlour's and Includem's services. The Standards will be finalised based on the young people's feedback. There will be a dedicated ½ day session at the CHIP meeting on 15<sup>th</sup> September to discuss the report and proposed Standards.

10.2 *Children and Families Survey 2016* – the survey was carried out between 4<sup>th</sup> and 29<sup>th</sup> April. A total of 636 people took part: 388 adults (61%), 122 young people aged 12 years and over (19%), 100 children aged 7 to 11 years (16%),

and 26 young children aged 3 to 6 years (4%). Results were similar to previous surveys. The report on the survey's findings was considered by EMT on 7<sup>th</sup> June.

- 10.3 In March, Dr Gillian Henderson, Information & Research Manager, was appointed as an Honorary Research Fellow in the School of Social Work and Social Policy, University of Strathclyde. She was nominated by the Centre for Youth and Criminal Justice, University of Strathclyde.

## **11. Conferences and meetings**

### **11.1 Gillian Henderson attended:**

- Stirling Centre for Child Wellbeing and Protection launch event – 14/03/2016
- Family Justice Modernisation Strategy event – 17/03/2016
- CHIP Evidence and Procedure Group – 31/03/2016, and its Outcomes Working Group on 15/04/2016 and 13/05/2016

### **11.2 Indiya Kurlus, Research Officer attended:**

- Youth Inclusive seminar at the Centre for Families and Relationships on 03/05/2016

### **11.3 Katie Brownlee, Data Protection Officer attended:**

- FOISA Part 7 Bodies' Network on 09/05/2016

## **12. Planning and Strategy**

- 12.1 The start of corporate planning is now underway, three strategy sessions have been held and the outputs from these sessions have been summarised in a short paper for the Board and will provide the planning team with a plethora of information to work with over the summer to start to develop rough themes and strategies to feed in to the next management development day and Board in September

- 12.2 The first day of the new Management Development Programme was on 13<sup>th</sup> June. This followed the programme designed with the managers based on identified skills and areas for development coupled with areas of contemporary interest. Planning has already begun for the September event

- 12.3 The final year in our three year planning cycle has allowed us the opportunity to evaluate the progress made through the performance management framework and its implementation. We have taken what was very much a locality focused framework and moved this into head office with all teams producing plans as well as the adoption of the bi-annual performance review model

## **13. Press and Communications**

### **13.1 Corporate website:**

13.1.1 As part of our three year Communications Strategy, our new website – [www.scra.gov.uk](http://www.scra.gov.uk) - was launched as planned on Friday 1 April 2016. The new site is more modern, responsive and easy to navigate. It has dedicated sections for children, young people and parents/carers, plus you can also sign up to our e-news bulletin. In addition, as well as being able to contact SCRA via the traditional methods, there is also a new contact us form.

13.1.2 In addition, SCRA has developed a website for the Children’s Hearings Improvement Partnership (CHIP). We were approached by the Scottish Government and asked if we could assist with this. Due to the election period, the website had a ‘soft’ launch at the end of March. You can view the site at [www.chip-partnership.co.uk](http://www.chip-partnership.co.uk)

## **13.2 Events:**

13.2.1 Stornoway opening - The official opening of SCRA’s new office and Hearings suite in Stornoway was opened on Friday 3 June. The new building was officially opened by Norman Macdonald, Convenor of Comhairle Nan Eilean Siar. More than 25 local partners attended the event, as well as young people who had been involved in designing the interior of the Hearings centre.

13.2.2 Inverness opening - The official opening of our new office and Hearings suite in Inverness will be held on Thursday 30 June. Planning for this event is currently underway and the new Minister for Childcare and Early Years, Mark McDonald MSP has been invited to officially open the new building. We are currently waiting for confirmation on whether he can attend.

13.2.3 Management Development Programme – the first in a series of events to launch the new Management Development Programme was held on Monday 13 June. More than 65 operational and head office managers attended, along with business partners and UNISON representatives. The event focused on several key areas, including SCRA as a corporate parent (with an inter-active input from Who Cares? Scotland) and developing a coaching culture in SCRA.

## **13.3 Branding:**

13.3.1 SCRA has developed a brand for the joint Digital Strategy. The formatted version of the strategy was launched externally in May and has received positive online feedback. The branding includes a suite of materials to ensure a consistent approach when communicating the strategy (powerpoint presentation, briefing sheet template etc).

## **13.4 Information materials:**

13.4.1 We have launched two new information materials to help increase the participation of children and young people in the Hearings System. The first is an online guide for Kinship Carers and the second is a briefing sheet for social workers. Both tools are available on our website.

## **13.5 Media:**

13.5.1 During this period, there was widespread media coverage during and after the trial into the murder of Fife toddler, Liam Fee. SCRA was not contacted by the press, however, much of the focus post trial was on social work and the Named Person issue.

13.5.2 At the beginning of May, the independent review into the death of Aberdeen schoolboy, Bailey Gywnne got underway. SCRA was mentioned briefly in some media coverage as being part of the review. Aberdeen City Council are taking the lead on media during the Significant Case Review and to date, SCRA has not been asked to comment on the case, although we have been asked to provide some figures on offence referrals/knives.

## **14. Finance and Resources**

14.1 Highlights in last 3 months include:

- Approval of 2016/17 Budgets for SCRA and CHS (Finance shared service).
- Concluded first year end for CHS under shared services arrangements.
- External auditors now on site for SCRA annual accounts audit.
- Attendance at annual Falkirk Pensions Conference.
- Procurement Team attending training on new European and Scottish legislation.
- Head of Finance attended Public Bodies Director of Finance Forum – on the agenda – Scottish Government Finance Update, technical guidance on financial management/strategy, update on technical changes impacting on financial year end and general technical update.

## **15. IT Operational Plan**

15.1 The Board approved capital and revenue budget earlier in 16/17 to maintain and improve our IT services. This year we have developed an IT Operational plan for SCRA which starts to put some detail on what priority expenditure/investment will take place in 2016/17 (see appendix B). This is an important year for us in relation to IT. We need to be in a state of readiness in terms of our core infrastructure ahead of any potential larger scale investment that we are seeking through the Digital Strategy for the Hearings system. Key headlines for the 16/17 Operational Plan are:-

- completion of the replacement of the entire wide area networks (WAN) and as much of the local area networks (LAN) as we can afford within this financial year. The WAN and LAN are essentially the cabling and 'pipes' that connect SCRA to SCOT's and through that the wider internet. We have known for some time that aspects of our network need upgrading to allow the fastest possible connectivity and the widest possible capacity – without this any future digital ambitions we might have cannot be fully realised.
- completion of the review of CMS requirements for immediate hardware and

software upgrades and decisions on hosting arrangements which come to an end within this year. Assessing the possibility of CMS being secure cloud hosted – with the possibilities for future data exchange this might bring

- completion of a rolling strategy for technology refresh (desktop/laptop/mobile devices etc.) and commencement of the refresh with a target of 20% refresh in 16/17, 20% in 17/18 etc. Effectively a 5 year programme of ongoing technical refresh – which will allow us to factor this in to future budget plans and take opportunities to ensure we are using the most contemporary hardware possible for our needs
- a managed programme of continued change and development to CMS across 16/17 – overseen by a further development of our business prioritisation approach. The beginning of an options appraisal process on need to upgrade CMS by 2020.
- work across the year to establish sustainable wireless connectivity across the SCRA estate to enable staff to work as flexibly as possible – prioritising areas such as outreach centre's with limited or no connectivity and core centre's who are developing a business need for wireless capability
- developing an improved governance structure for the IT operational plan and beyond this the wider digital strategy – which include a commitments to stakeholder engagement/staff engagement in delivery of both operational and strategic elements

15.2 Its an ambitious and labour intensive programme of work reminding us that we need to attend to some key basics before embarking on the ambitions of digital and future possible transformation in the way we use technology. A financial shortfall of some £170k has been identified in this current year to realise the plan in full and on time. Work is underway to consider what aspects can be re-phased to 17/18 or held until any possible in year release of digital strategy resources can be achieved. It's clear that our core infrastructure will require ongoing year on year investment over and above the transformational plans we have in place.

**YOUTH JUSTICE IMPROVEMENT BOARD  
NOTE OF MEETING**

**Wednesday 23 March 2016**

**Attendees:**

Robert Marshall (RM) (Chair)  
 Neil Hunter (NH), SCRA  
 Boyd McAdam (BM), CHS  
 Sue Brookes (SB), SPS  
 Gill Robinson (GR), SPS  
 Claire Lightowler (CL), CYCJ  
 Phil Denning (PD), Education Scotland  
 David Harvie (DH), COPFS  
 Paul Beaton (PB), COPFS  
 Diane Dobie (DDob), NYJAG  
 Angela Morgan (AM), Includem  
 Paul Carberry (PC), Action for Children  
 Andreeana Adamson (AA), SG Mental Health  
 David Doris (DDor), SG Youth Justice  
 Liz Murdoch (LM), SG Youth Justice  
 Alison Melville (AM), SG Youth Justice  
 Avril Anderson, SG Youth Justice (item 3)  
 Kit Wyeth, SG Strategy & Performance (for item 7)

**Apologies:**

Sally Loudon, SOLACE  
 Cleland Sneddon, SOLACE  
 Kay Fowlie, Child Health Commissioners  
 Catriona Dalrymple, COPFS  
 Sean McKendrick, SW Scotland  
 Mike Callaghan, COSLA  
 Elliot Jackson, CHS  
 Paul Main, Police Scotland  
 Andy Bruce, SG Community Justice  
 Wendy Wilkinson, SG Safer Communities  
 Tom McNamara, SG Care & Justice

		Action
1.	<b>Note and Action Points from 18 January 2016</b> AA pointed out that she had submitted apologies for the meeting.	
2.	<b>Advancing WSA group update - DH</b> DH raised the issue of engagement/membership – especially local authority representation. The workplan which had previously been circulated was discussed. The following key issues were noted: <ul style="list-style-type: none"> <li>• concerns around recorded police warnings and the interaction with EEl practice. <b>PB</b> is leading on this work.</li> <li>• links between the mapping exercise of what diversion services are available in each local authority and work being taken forward on stress, trauma and low level mental health would be of interest. It was agreed that the Criminal Justice Voluntary Forum should feed into this work.</li> <li>• the Crown’s approach to bail and the use of diversion would need to be revisited.</li> <li>• the shared agenda with CHIP and the state of readiness of the Hearings System to deal with 16 and</li> </ul>	<b>WSA Group</b> to consider how CJVF can feed into diversion mapping work.

	<p>17 year olds in the future would need to be looked at.</p> <ul style="list-style-type: none"> <li>• a communication strategy should be developed which feeds into the Community Justice community strategy.</li> <li>• there are a number of commitments from the YJ strategy not currently reflected in the YJIB workplan.</li> </ul> <p><b>RM</b> thanked <b>DH</b> for his work and wished him well in his new role as Crown Agent. A new sub-group chair would be discussed off line. RM noted the value of the group having had operational in put at this level.</p>	<p>SG to develop a comms strategy and liaise with CJ colleagues SG to capture all the commitments &amp; review the direction of travel later in the year.</p> <p>A new sub-group Chair would be agreed off line.</p>
<p><b>3.</b></p>	<p><b>Named Person Pilots</b> Avril Anderson gave an update on the findings of the East Ayrshire pilot, outlining some of the implications of the Children and Young People (Scotland) Act 2014 on youth justice processes and procedures.</p> <p>It was agreed that good communication and simplicity is key.</p> <p>The SG YJ team is setting up a short life working group to look at the 'offence pathway' and develop a package of information and support which complements guidance on Parts 4 &amp; 5 of the 2014 Act. This will help improve integration between the role of the named person and youth justice practice and be aligned with CHIP support for implementation to develop a consistent joint message. It was agreed that SPS and COPFS should be involved in the group.</p>	<p>SG to share the remit, membership and the work of the short life working group at the meeting on 23 June.</p>
<p><b>4.</b></p>	<p><b>CPP letter</b> Following discussion with colleagues in the SG Community Planning and Empowerment Team, it was agreed that:</p> <ul style="list-style-type: none"> <li>• issuing this letter should wait until after the election, and</li> <li>• that it would be better to address it to the Chief Executives of the relevant partners, suggesting they link with their CPP partners.</li> </ul>	<p>CPP letter to be drafted for clearance at meeting on 23 June.</p>
<p><b>5.</b></p>	<p><b>Improving Life Chances Update - GR</b> Membership –representatives from colleges and the Robertson Trust are still required.</p> <p>The workplan which had previously been circulated was discussed. Key developments noted were:</p> <ul style="list-style-type: none"> <li>• A sub-group looking at raising awareness amongst employers has been set up.</li> <li>• The analysis of prisoners' postcodes continues. <b>GR</b></li> </ul>	<p><b>GR</b> to present</p>

	<p>has already done some ‘mythbusting’ with community safety around where young people come from.</p> <ul style="list-style-type: none"> <li>Debbie Nolan, CYCJ compiled a summary of key research which the group may find interesting.</li> </ul>	<p>postcode analysis findings at meeting on 23 June.</p> <p><b>GR</b> to circulate Debbie Nolan’s research summary.</p>
6.	<p><b>IVY</b></p> <p><b>CL</b> explained that the SG was unlikely to fund the project beyond 2016-17, on the basis that there is currently no SG support for a national model. As the project was originally commissioned by the Youth Justice Strategic Group <b>CL</b> wanted to seek the views of the Board on how to move forward.</p> <p>Many thought that IVY was an attractive consultancy model, providing good value for money. It was agreed that further conversations between SG and NHS should take place. Additionally, that further funding options/models should be developed by IVY for consideration at the next meeting in June.</p>	<p>SG and NHS to liaise</p> <p>IVY to develop funding options/models for consideration</p>
7.	<p><b>National Improvement Framework</b></p> <p>Kit Wyeth outlined the broad areas of the National Improvement Framework for Scottish Education which link in to youth justice.</p> <p>The Group gave a commitment that it would continue to feed into this work. Any feedback on the presentation should be sent directly to <a href="mailto:kit.wyeth@gov.scot">kit.wyeth@gov.scot</a>.</p>	<p>NH to circulate SCRA research on educational attainment for children in the Hearings system</p>
8.	<p><b>Developing Capacity &amp; Improvement Update - PD</b></p> <p>The workplan which had previously been circulated was discussed. Key developments noted were:</p> <ul style="list-style-type: none"> <li>a workforce needs analysis is being carried out which will allow them to identify gaps in training and development.</li> <li>a self-evaluation tool kit is being developed, incorporating the key strengths of existing tool kits, to be distributed to stakeholders of various disciplines.</li> </ul> <p>It was agreed that <b>PD</b> would join the CHIP sub group looking at outcomes to ensure youth justice outcomes are linked to wider young people’s outcomes.</p>	<p>SG to ensure <b>PD</b> is invited to CHIP subgroup looking at outcomes.</p>

<p><b>9.</b></p>	<p><b>Updates</b></p> <p><u>CHIP</u>  <b>CL</b> updated the group on issues raised at the last CHIP meeting.</p> <ul style="list-style-type: none"> <li>• CHIP members agreed that their papers should be shared with YJIB members.</li> <li>• Young People’s Board – group doing development work are looking for a representative from the group. <b>PD</b> volunteered as it links with other youth work he is doing.</li> <li>• CHIP are further ahead with Comms eg, logo, website – members are to consider whether this is something the Board would want to follow</li> <li>• CHIP are collating a report on CHS for the Cab Sec on benefits realisation of the 2011 Act. CHIP will be the vehicle for feeding any comments in.</li> <li>• SCRA have carried out research on what makes a good hearing and the paper will be shared in due course.</li> </ul> <p><u>Childhood Sexual Exploitation</u>  An updated <a href="#">National Action Plan on Preventing and Tackling Child Sexual Exploitation</a> was launched on Friday 18 March. Action 42 is to be led by the YJIB – “to improve practice to better support young people who may be at risk of or involved in offending”.</p> <p><u>Minimum Age of Criminal Responsibility</u>  The <a href="#">report</a> of the MACR Advisory Group was published on 18 March and the <a href="#">consultation</a> launched. <b>RM</b> urged all members’ respective organisations to feed their views in.</p> <p>Partner organisations were also invited to identify engagement opportunities/slots already in the calendar (especially if young people involved), collective staff events, e-news distribution which could encourage consultation participation and responses. Could partners get back to <a href="mailto:lain.Fitheridge@gov.scot">lain.Fitheridge@gov.scot</a> with any suitable events for SG to attend or how/if we can assist delivering consultation messages.</p> <p><u>Scottish Courts and Tribunal Service (SCTS)</u>  The SCTS report ‘<a href="#">Evidence and Procedure Review – Next Steps</a>’ was published in February. It is recommending a new approach to ensure children and vulnerable witnesses are protected from further trauma while giving evidence. A representative from Scottish Courts will be invited to sit on the YJIB.</p>	<p>All to consider future communication for YJIB</p> <p>NH to share SCRA research when available</p> <p>SG to table Child Sexual Exploitation at a future YJIB meeting.</p> <p>All to respond to MACR consultation by 10 June.</p> <p>Suggestions for engagement to Iain Fitheridge by 27 April.</p> <p>SG to invite representative from Scottish Courts.</p>
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	<p><u>Modernising Family Justice</u>  <b>RM</b> attended the SG Family Justice Modernisation Strategy Stakeholder Event on 17 March and will make sure the Board are aware of outcomes of day.</p> <p><u>Cashback</u>  The next phase of <a href="#">CashBack for Communities</a> (April 2017-March 2020) was announced on 17 March. Applications for the £17m funding will open early in the summer, providing opportunities for third sector organisations and community organisations to tap into.</p> <p><u>National Secure Care Project</u>  The work Alison Gough is taking forward to review current trends, achievements and risks and to make recommendations to partners about the future configuration of the secure estate was highlighted.</p>	<p>Update to be given at the meeting on 23 June.</p> <p>SG to invite Safer Communities team to a meeting once launched.</p> <p>SG to invite Alison Gough to update the Board on her findings.</p>
<p><b>9.</b></p>	<p><b>Date of Next Meeting</b>  The next meeting is scheduled for Thursday 23 June from 10.00 in Victoria Quay.</p>	

<b>Appendix B</b>
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## SCRA – IT Operational Plan – Project Plan and Timelines

Task Name	Duration	Start	Finish
<b>Base Line</b>	1 day	Tue 3/1/16	Tue 3/1/16
<b>SCRA IT Operational Plan for the period 2016/17</b>	<b>281 days</b>	<b>Tue 3/1/16</b>	<b>Tue 3/28/17</b>
<b>Operational Planning Schedule</b>	<b>64 days</b>	<b>Tue 3/1/16</b>	<b>Fri 5/27/16</b>
Identify IT planning objectives for period 2016/17	10 days	Tue 3/1/16	Mon 3/14/16
Develop IT budget proposals for the period 2016/17 in order to identify scope and coverage of any program based on finance available	10 days	Tue 3/15/16	Mon 3/28/16
Seek agreement on final budget settlement from SMT\Board approvals	5 days	Tue 3/29/16	Mon 4/4/16
Develop first draft IT business plan for CHS for the period 2016/17	10 days	Tue 4/5/16	Mon 4/18/16
Seek content and coverage approvals from CHS SMT, IT unit and if required Board	7 days	Tue 4/19/16	Wed 4/27/16
Communicate final IT business plan for 2016/17 to CHS operations management group (OMG)	3 days	Thu 4/28/16	Mon 5/2/16
Assign business and technical leads for individual objectives	5 days	Tue 5/3/16	Mon 5/9/16
Develop a governance structure (IT Focus group, IT programs office) to oversee objective progress	5 days	Tue 5/10/16	Mon 5/16/16
Develop document light approach to developing the scope of each undertaking, managing and monitoring each objective as they begin	5 days	Tue 5/17/16	Mon 5/23/16
Complete all pre-planning and approvals required for IT business plan 2016/17	3 days	Tue 5/24/16	Thu 5/26/16
Begin program of objective delivery	1 day	Fri 5/27/16	Fri 5/27/16
<b>Operational Objectives</b>	<b>281 days</b>	<b>Tue 3/1/16</b>	<b>Tue 3/28/17</b>
<b>Objective 1.</b> The entire SCRA wide area network (WAN) needs to be upgraded\replaced in this period. The existing circuits are end of life and are due to be re-procured.	200 days	Wed 6/22/16	Tue 3/28/17
<b>Objective 2.</b> The SCRA core local area network (LAN) is end of life and requires to be replaced in this period. The LAN project will cover all thirty core locations should budget stretch to it.	200 days	Wed 6/22/16	Tue 3/28/17
<b>Objective 3.</b> A comprehensive review of the SCRA Case Management System (CMS), has highlighted a number of major upgrades are required to maintain the existing provision. This will include software, hardware and a re-procurement of the hosting provision.	105 days	Wed 6/1/16	Tue 10/25/16
<b>Objective 4.</b> A technology refresh strategy will be developed in this period covering all aspects of digital infrastructure in use across SCRA. In this period end user device refresh will take place.	90 days	Wed 11/23/16	Tue 3/28/17
<b>Objective 5.</b> Given the issues surrounding objectives 3 and	150 days	Wed 8/10/16	Tue 3/7/17

6 changes to the CMS functionality will need to be considered carefully. It is expected that there will be a need to manage, agree and approve the level of changes to be made in this period.			
<b>Strategic Objectives</b>	<b>281 days</b>	<b>Tue 3/1/16</b>	<b>Tue 3/28/17</b>
<b>Objective 6.</b> The CMS review has highlighted the fact that the existing CMS cannot be long term sustained in its current format. A strategic response is required to this issue in this period.	110 days	Wed 10/26/16	Tue 3/28/17
<b>Objective 7.</b> We will develop a better understanding of data management needs across the Children's Hearing System. In particular we will look to categorise and define the security levels of the data being transmitted between partners.	170 days	Tue 3/1/16	Mon 10/24/16
<b>Objective 8.</b> We will conduct a review of wireless infrastructure capability required across the SCRA property estate. There is a need to design (secure), cost and begin a program of installs of wireless technology across the SCRA estate in this period.	120 days	Wed 8/31/16	Tue 2/14/17
<b>We will work with the Children's Hearings Scotland and Scottish Government Digital Transformational Service (DTS) to develop in this period a technology road map for Children's Hearings.</b>	<b>190 days</b>	<b>Tue 3/1/16</b>	<b>Mon 11/21/16</b>
Conduct a full review of the SCRA and CHS business systems to include data management, case management and document management will be undertaken across the two organisations.	130 days	Tue 3/1/16	Mon 8/29/16
Conduct a full review of the SCRA and CHS online collaboration and communication systems, Internet, Intranet and Extranet site offerings aligning future direction of planned developments with recognition of the digital strategy for the Children's Hearing	130 days	Tue 3/1/16	Mon 8/29/16
Develop a better understanding of CHS & SCRA data management, IT governance and security needs across the Children's Hearing System.	170 days	Tue 3/1/16	Mon 10/24/16
Development of CHS & SCRA Program initiation documents plus supporting business cases for 2016-17	190 days	Tue 3/1/16	Mon 11/21/16



# Fourth Quarter/Year-end Organisational Performance Report 2015/16: (1 April 2015 to 31 March 2016)

Please note that any annual data contained within this publication is subject to Official Statistics legislation and is therefore embargoed until the Official Statistics release date of the 28<sup>th</sup> July. At that time, a full suite of quality assured annual data which meets with Official Statistics standards will be published with pre-release access granted to key individuals and stakeholders prior to this.

Information contained within this report is therefore for named recipients only. If you think someone else should receive the statistics please let me know and I will make the necessary arrangements. I would be grateful if you would inform me as soon as possible should any accidental release occur or should you be aware of any wrongful release as such matters must be reported.

## 1. Introduction

- 1.1. This report uses a balanced scorecard approach which attributes measures within the organisation into four quadrants; service to children and young people, workload, resources and corporate governance. This provides a concise report which enables a fuller focus on the key areas of performance throughout SCRA. Continuing feedback from the Board will be used to inform future development. An appendix has been included at the end of this report to provide further detail on key measures as requested by the Board.
- 1.2. Members of the Board are invited to approve the Q4/year-end Organisational Performance Report 2015/16, covering the period 1 April 2015 to 31 March 2016.

Performance measures	Target	Q4	Trend	Full year	Link
The percentage of decisions on referrals made within 50 working days of receipt	73%	76.9% G	-	76.2% G	N 1.1
The percentage of Hearings scheduled to take place within 20 working days	74%	76.3% G	-	71.4% G	N 1.3
The percentage of initial Hearings proceeding to disposal	75%	77.5% G	-	76.7% G	N 1.4
The percentage of working days lost to absence	4%	5.4% A	-	5.3% A	N 3.3
The percentage of SCRA core properties which comply with SCRA property standards	90%	87.2% A	-	87.2% A	N 3.4
The variance in annual revenue spends as a percentage of the available revenue budget	1%	0.1% G	n/a	0.1% G	N 3.5
The percentage of revenue savings achieved in the year	2.8%	2.7% A	n/a	2.7% A	N 3.6
The variance in annual capital spends as a percentage of the available capital budget	5%	1.3% G	n/a	1.3% G	N 3.7
The Scottish Government efficiency savings target will be met	3%	On target	n/a	On target	N 3.8

Key - **G** Target met or exceeded

**A** Target nearly met

**R** Target missed

### Notes:

- Wherever days are used in this report, this refers to working days rather than calendar days. The exception to this is N 1.8.
- All changes are calculated using current performance against the average from the previous four quarters.
- Where a figure is referred to as the lowest/highest level on the Data Warehouse, this includes all data from 2003/04 onwards.
- Comparative graphs represent the current and previous four quarter's information from left to right starting with the oldest quarter first.
- The range covers the minimum and maximum values seen over this period.
- The trend reflects performance changes over the period and is weighted by quarter. For example, for an increasing trend to be showing, it must have increased in the current quarter and also several of the previous quarters. One quarter's change alone is not enough for a trend.
- Where a change is between two percentages, the change refers to percentage points rather than percentage and is referred to as pp.

Quarter 4 and year-end		Service to children and young people					National
No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Year-end commentary (comparative to 2014/15)
N 1.1	Decisions on referrals made within 50 working days of receipt – <b>Target 73%</b>	76.9%	+2.6pp		69.9%-78.1%	↔	At 76%, the target for the year was met with performance up 9pp from 2014/15.
N 1.2	Referrals over 100 days old	69	-55.3%		48-289	↔	220 fewer referrals over 100 days old than the previous year-end.
N 1.3	Hearings scheduled to take place within 20 working days – <b>Target 74%</b>	76.3%	+6.2pp		66.4%-77.2%	↔	At 71%, performance against target was amber and was up 3pp from 2014/15.
N 1.4	Initial Hearings proceeding to disposal – <b>Target 75%</b>	77.5%	+1.2pp		74.4%-77.8%	↔	At 77%, the target was met but performance was down marginally (1pp) from 2014/15.
N 1.5	Percentage of non-offence applications established at court	92.1%	0.0pp		89.5%-93.5%	↔	The annual figure of 93% was up slightly (0.5pp) from 2014/15.
N 1.6	Mid-point of days taken for offence referrals from receipt to Hearing decision	56	-5.8 days		51-73	↔	Mid-point improved by one day annually from 60 to 59.
N 1.7	Mid-point of days taken for non-offence referrals from receipt to Hearing decision	104	-8.5 days		104-115	↔	Mid-point improved by one day annually from 112 to 111.
N 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days	88.4%	+2.0pp		82.4%-88.9%	↔	At 87%, the annual performance was 10pp above that of 2014/15.
N 1.9	Hearing's decisions upheld at appeal (appeal refused)	55.6%	-5.5pp		52.3%-67.5%	↔	65% of children with an appeal outcome in the year had an appeal refused on at least one occasion.
N 1.10	Breach incidents (SCRA)	19	-8.4%		15-24	↔	Seventy-seven incidents in the year: 16 non-disclosure and 61 case information. Down slightly from 80 in previous year.
N 1.11	Complaints	11	+10.0%		7-12	↔	Fifty-nine received in the year with; 46 for further investigation, 8 resolved by the frontline and 5 withdrawn.
N 1.12	All about me forms returned by children and young people	508	n/a	n/a	n/a	n/a	New measure, historical data not available. 1,397 returns recorded in year.

Quarter 4 and year-end			Workload				National
No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Year-end commentary (comparative to 2014/15)
N 2.1	Children referred on non-offence grounds	3,719	-11.4%		3,719-4,447	↔	At 13,700, around 450 fewer children in 2015/16 had non-offence referrals (a 3% drop).
N 2.2	Children referred on offence grounds	1,016	-2.0%		1,010-1,062	↔	At 2,760, around 130 fewer children in 2015/16 had offence referrals (a 4% drop).
N 2.3	Child Protection Orders (CPOs)	149	-4.0%		145-165	↔	At around 610, CPOs fell by a fifth (175 CPOs), to the lowest since 2007/08.
N 2.4	Joint reports retained by Reporter	72.8%	+7.7pp		55.5%-72.8%	↑	The annual figure of 65% retained was up 10pp on 2014/15.
N 2.5	Pre-Hearing Panels	1,066	+3.7%		890-1,112	↔	PHPs decreased by 5% (or 200 PHPs) to 4,100 in the year 2015/16.
N 2.6	Number of Hearings	8,719	-0.7%		8,492-8,892	↔	Hearings decreased by 5% (or 2,000 Hearings) to 34,900 in the year 2015/16.
N 2.7	Court applications concluded	759	-0.4%		710-802	↔	Around 3,070 concluded in the year, largely unchanged from last year.
N 2.8	Hearing Interim Compulsory Supervision Orders	1,160	-5.5%		1,118-1,365	↔	Hard to look historically at interim Hearing orders due to recording issues and system changes but they seem to be down in line with Hearings at around 5% in the year.
N 2.9	Hearing Interim Variation of Compulsory Supervision Orders	579	+5.1%		462-610	↔	Court interim orders were up by around 11%, but again, recording changes may well have impacted this.
N 2.10	Court interim orders	983	+2.6%		869-1,050	↔	
N 2.11	Number of Compulsory Supervision Orders in force	10,417	-1.9%		10,417-10,741	↓	Over 300 fewer CSOs in force than at the same period in 2014/15 (3% drop).
N 2.12	Appeals concluded	187	-22.5%		187-250	↓	Around 780 children had appeals concluded in the year, down 9% from the 860 in 2014/15.

Quarter 4 and year-end			Resources				National
No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Year-end commentary (comparative to 2014/15)
N 3.1	Conversion rate from referral to Hearing (for children not on CSO)	27.0%	+3.1pp		23.5%-27.0%	↑	Annual rate has increased by 2pp to almost 25% of cases going to Hearing.
N 3.2	Non-disclosure cases	1,216	-2.2%		1,216-1,270	↔	This represents a drop of 54 cases (4%) from the previous-year end.
N 3.3	Staffing profile by FTE	396.6	-2.3%		396-420	↓	A decrease of 22.5 fte against the previous year (a 5.4% decrease).
N 3.4	Percentage of working days lost to absence – <b>Target 4%</b>	5.4%	+0.4pp		4.6%-5.4%	↑	Absence rates up 0.7% annually from 4.6% to 5.3%.
N 3.5	Compliance with SCRA property standards – <b>Target 90%</b>	87.2%	+0.7pp		86.5%-87.2%	↔	Despite improvements to the Lerwick office in Q4, the target was missed for the year.
N 3.6	Variance in annual revenue spends – <b>Target 1%</b>	0.1%	n/a	not applicable	n/a	n/a	Indicative overspend of £16k. This is primarily due to a larger-than-anticipated increase in translation costs and backfilling of staff absences.
N 3.7	Revenue savings achieved in year – <b>Target 2.8%</b>	2.7%	n/a	not applicable	n/a	n/a	
N 3.8	Variance in annual capital spends – <b>Target 5%</b>	1.3%	n/a	not applicable	n/a	n/a	Indicative expenditure for net capital is to be £10k underspent. Budget available increased to £776k (£100k for Tranent rebuild added).
N 3.9	Scottish Government efficiency savings – <b>Target 3%</b>	On target	n/a	not applicable	n/a	n/a	Savings are dependent on a number of areas, the detail of which is contained in the Annual Efficiency Plan.
N 3.10	Training per employee (days)	0.17	-32.4%		0.12-0.45	↔	On average, each staff member recorded 0.8 days of training in the year.

**Quarter 4 and year-end Corporate governance National**

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Commentary (including year-end comparative to 2014/15)
N 4.1	Business Plan delivery (actions with green status)	64.5%	+4.3pp		51.6% - 64.5%	↔	20 actions are rated as green, 10 as amber and one as red. Graph shows quarterly results. In general, actions rated as amber or red have been moved into the 2016/17 Business Plan or the Digital Strategy.
N 4.2	Strategic Risk Register – (based on the residual risk scores)	33	-30.5%		33-50	↓	Two risks around the service model and CMS have been closed causing the residual risk scores to decrease. The combined target risk scores for the three risks is 8.
N 4.3	Internal audit programme - reviews complete	75%	-25pp		75%-100%	↔	Seven reviews plus two risk workshops and two follow up reviews scheduled (profile for the four quarters of 2015/16 is shown in the graph, green shows completed). Three of the four reviews in Q4 completed with one (IT Service Delivery) delayed until 2016/17.
N 4.4	Quality assurance programme – case sampling undertaken	100%	0.0pp		100%-100%	↔	February Audit Committee (AC) considered Quality Assurance (QA) report on Decision Making & approved the action plan. QA report on Supervision completed on time and submitted to May AC for approval.
N 4.5	Freedom Of Information responses responded to within 20 working days	100%	+4.2pp		80% - 100%	↔	Twenty-five of the 26 FOIs were responded to within timescale, the same as 2014/15.

Business Plan delivery progress key:

- Action achieved
- Action on target but at risk
- Action not achieved

Quarter 4 and year-end

Service to children and young people

Locality

No.	Indicator		Ayrshire	Central	Glasgow	Grampian	Highlands & Islands	Lanarkshire/D&G	North Strathclyde	South East	Tayside & Fife
L 1.1	Decisions on referrals made within 50 working days of receipt – <b>targets below</b>	Q4	81%	73%	77%	73%	74%	75%	76%	83%	72%
		YE	79%	68%	72%	71%	74%	76%	75%	89%	67%
	<b>Local targets for decision making</b>		77%	70%	65%	66%	70%	75%	71%	90%	70%
L 1.2	Referrals over 100 days old		7	4	13	6	11	25	0	3	0
L 1.3	Hearings scheduled to take place within 20 working days – <b>Target 74%</b>	Q4	77%	78%	80%	72%	84%	89%	62%	77%	70%
		YE	59%	79%	69%	72%	80%	82%	69%	61%	74%
L 1.4	Initial Hearings proceeding to disposal – <b>Target 75%</b>	Q4	76%	84%	79%	78%	77%	74%	79%	76%	77%
		YE	72%	78%	73%	80%	81%	74%	82%	76%	78%
L 1.5	Percentage of non-offence applications established at court		90%	92%	84%	92%	100%	99%	88%	93%	95%
L 1.6	Mid-point of days taken for offence referrals from receipt to Hearing decision		107	75	64	26	59	51	57	47	44
L 1.7	Mid-point of days taken for non-offence referrals from receipt to Hearing decision		148	104	176	71	77	104	109	108	99
L 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days		69%	98%	96%	87%	81%	93%	80%	84%	98%
L 1.9a	Hearing's decisions upheld at appeal (appeal refused)		67%	73%	50%	80%	0%	40%	49%	55%	73%
L 1.9b	<i>Appeals concluded child count</i>		15	11	62	5	4	5	37	22	26
L 1.10	Breach incidents (SCRA)		5	2	0	1	0	5	2	1	3
L 1.11	Complaints		2	1	0	2	0	1	1	1	3
L 1.12	All about me forms returned by children and young people to SCRA		32	24	66	57	13	61	42	74	139

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

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

Quarter 4		Workload by locality						Locality		
No.	Indicator	Ayrshire	Central	Glasgow	Grampian	Highlands & Islands	Lanarkshire/D&G	North Strathclyde	South East	Tayside & Fife
L 2.1	Children referred on non-offence grounds	108.9	50.6	52.1	23.7	30.3	36.1	41.2	35.3	21.7
L 2.2	Children referred on offence grounds	33.3	28.9	29.7	13.8	28.1	25.1	19.0	22.3	15.7
L 2.3a	Child Protection Orders (CPOs)	1.8	1.5	2.0	1.1	2.1	1.0	1.9	1.3	2.4
L 2.3b	<i>Child Protection Orders (CPOs) count</i>	11	13	19	11	11	14	21	17	32
L 2.4	Joint reports retained by Reporter	85%	67%	64%	63%	87%	85%	76%	59%	89%
L 2.5	Pre-Hearing Panels	9.8	12.2	10.4	11.5	5.2	11.5	9.7	15.6	13.9
L 2.6	Number of Hearings	152.3	90.0	159.2	61.5	62.6	75.7	94.3	86.9	96.2
L 2.7	Court applications concluded	16.2	10.7	10.7	3.7	6.1	7.0	8.0	7.5	8.3
L 2.8	Hearing Interim Compulsory Supervision Orders	19.4	13.2	20.1	9.0	9.7	7.4	10.2	12.9	15.5
L 2.9	Hearing Interim Variation of Compulsory Supervision Orders	5.6	4.2	12.4	1.9	5.3	5.3	5.0	8.6	7.5
L 2.10	Court interim orders	18.9	9.7	20.8	2.6	17.4	10.7	8.7	6.7	9.6
L 2.11	Number of Compulsory Supervision Orders in force	186.8	103.8	197.0	74.6	65.5	89.2	124.9	98.5	109.5
L 2.12	Appeals concluded	2.4	1.3	6.4	0.5	0.8	0.4	3.4	1.7	2.0

Rates based on rate per 10,000 of child population aged under 16 years from the General Register of Scotland, apart from children referred on offence grounds, which are based on child population aged 8 to 15 years. Joint reports retained are not based on child population.

**Key -**  Minimum rate per population  Maximum rate per population

Quarter 4 and year-end		Resources					Locality				
No.	Indicator	Ayrshire	Central	Glasgow	Grampian	Highlands & Islands	Lanarkshire/D&G	North Strathclyde	South East	Tayside & Fife	
L 3.1	Conversion rate from referral to Hearing (for children not on CSO)	20%	24%	24%	39%	26%	27%	32%	27%	38%	
L 3.2	Non-disclosure cases*	20.2	9.7	36.6	6.7	6.3	8.9	12.6	9.9	12.1	
L 3.3	Staffing profile by FTE <sup>1</sup>	34.5	28.9	61.4	25.8	19.3	45.7	40.2	36.1	43.5	
L 3.4	Percentage of working days lost to absence – <b>Target 4%</b> <sup>2</sup>	Q4	4.7%	10.2%	4.6%	4.2%	2.9%	12.4%	2.5%	7.6%	4.1%
		YE	5.5%	9.4%	4.8%	2.2%	6.2%	8.9%	3.9%	7.4%	4.1%

\* Rates based on rate per 10,000 of child population aged under 16 years from the General Register of Scotland.

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

<sup>1</sup> Head Office and Business Support have a FTE of 61.32

<sup>2</sup> Head Office and Business Support have an absence rate of 2.0% for the quarter and 2.6% for the year

**2. Management Response** (comparing 2015/16 annual data with the previous year-end unless otherwise stated)

- 2.1. Performance on the operational indicators has been good in the year. Decision making (N 1.1) is meeting the target and up 9 percentage points (pp) from 2014/15. Initial Hearings proceeding to disposal (N 1.4) is also meeting the target for the year while Hearings scheduled within 20 days is within 5pp of target and therefore rated as amber. Decreases in delay is also evident with 69 referrals awaiting a decision over 100 days, 220 referrals lower than the previous year-end.
- 2.2. The general theme for casework volumes is of slight decreases from the previous year. Notable exceptions to this are: CPOs which fell by around a fifth largely due to work with partners to make sure they are only used when appropriate; the percentage of joint reports retained by the Reporter which has increased by 10pp to 65%, reflecting the strategic direction of reducing young people going into the adult system; and finally, the number of children with appeals concluded which decreased by 9% to around 780. Within this, there will be an undercount of appeals due to challenges around the recording of short-notice appeals, partly due to system issues and partly due to the timescales within which they have to be processed.
- 2.3. A case sampling exercise on appeals is currently underway and will report to the August Audit Committee. This will focus on cases where the appeal against the Hearing's decision was successful and is a follow up to previous exercises. As seen in N 1.9, successful appeal levels remain high compared to previous years. The case sampling will look at those successful appeals and whether they were opposed or not by the Reporter. If the appeals were not opposed, the sampling will look at why this was the case, the appropriateness of this and whether there is any action that could have been taken by SCRA or any other agency to reduce the number of unopposed appeals.
- 2.4. The second round of Locality Performance Reviews with the Senior Operational Managers has been completed. These reviewed progress against current locality plans and discussed the plans for the coming year. Locality plans for 2016/17 have been completed by all localities. The plans cover the work which localities will undertake in the coming year including locality development and how we continue with our focus on sustainable performance.
- 2.5. The absence target (N 3.4) is rated as amber for the year. Recent months have however shown a positive improvement in attendance. This is largely due to the early intervention strategy being adopted within localities and staff returning from long term sickness absence. A programme of work via the joint SCRA/UNISON Health and Wellbeing Group is considering the issue of workforce absence. This work will include a revised Absence Management Strategy to provide clear guidance, expectations and support for managers and staff. The focus of the group in 2015/16 has been in relation to employee mental health/stress and anxiety. Alongside this, absence management will form part of the 2016/17 Management Development Programme and also features as an appraisal objective for all Locality Reporter Managers.
- 2.6. Revenue is showing a slight indicative overspend of £16k. This is primarily due to larger than anticipated increases in translation costs and backfilling of staff absences. As the overspend is within 1%, the revenue spend target (N 3.6) is green for the year while revenue savings (N 3.7) are just below target, by 0.1pp, and is rated amber. Capital spends (N 3.8) are indicatively underspent by £10k, equating to 1.3% of budget, within the 5% target, so this is rated as green. In addition, the property indicator (N 3.5) is rated as amber for the year.

Service to children and young people

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 1.1	Decisions on referrals made within 50 working days of receipt – <b>Target 73%</b>	76.9%	+2.6pp		69.9%-78.1%	-
N 1.2	Referrals over 100 days old	69	-55.3%		48-289	-
N 1.3	Hearings scheduled to take place within 20 working days – <b>Target 74%</b>	76.3%	+6.2pp		66.4%-77.2%	-
N 1.4	Initial Hearings proceeding to disposal – <b>Target 75%</b>	77.5%	+1.2pp		74.4%-77.8%	-
N 1.5	Percentage of non-offence applications established at court	92.1%	0.0pp		89.5%-93.5%	-
N 1.6	Mid-point of days taken for offence referrals from receipt to Hearing decision	56	-5.8 days		51-73	-
N 1.7	Mid-point of days taken for non-offence referrals from receipt to Hearing decision	104	-8.5 days		104-115	-
N 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days	88.4%	+2.0pp		82.4%-88.9%	-
N 1.9	Hearing's decisions upheld at appeal	55.6%	-5.5pp		52.3%-67.5%	-
N 1.10	Breach incidents (SCRA)	19	-8.4%		15-24	-
N 1.11	Complaints	11	+10.0%		7-12	-
N 1.12	All about me forms returned by children and young people to SCRA	508	n/a	n/a	n/a	n/a

Resources

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 3.1	Conversion rate from referral to Hearing (for children not on CSO)	27.0%	+3.1pp		23.5%-27.0%	up
N 3.2	Non-disclosure cases	1,216	-2.2%		1,216-1,270	-
N 3.3	Staffing profile by FTE	396.6	-2.3%		396-420	down
N 3.4	The percentage of working days lost to absence - <b>Target 4%</b>	5.4%	+0.4pp		4.6%-5.4%	up
N 3.5	Compliance with SCRA property standards – <b>Target 90%</b>	87.2%	+0.7pp		86.5%-87.2%	-
N 3.6	Forecast variance in annual revenue spends – <b>Target 1%</b>	0.1%	n/a	not applicable	n/a	n/a
N 3.7	Forecast revenue savings achieved in year – <b>Target 2.8%</b>	2.7%	n/a	not applicable	n/a	n/a
N 3.8	Forecast variance in annual capital spends – <b>Target 5%</b>	1.3%	n/a	not applicable	n/a	n/a
N 3.9	Scottish Government efficiency savings – <b>Target 3%</b>	On target	n/a	not applicable	n/a	n/a
N 3.10	Training per employee (days)	0.17	-32.4%		0.12-0.45	-

Workload

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 2.1	Children referred on non-offence grounds	3,719	-11.4%		3,719-4,447	-
N 2.2	Children referred on offence grounds	1,016	-2.0%		1,010-1,062	-
N 2.3	Child Protection Orders (CPOs)	149	-4.0%		145-165	-
N 2.4	Joint reports retained by Reporter	72.8%	+7.7pp		55.5%-72.8%	up
N 2.5	Pre-Hearing Panels	1,066	+3.7%		890-1,112	-
N 2.6	Number of Hearings	8,719	-0.7%		8,492-8,892	-
N 2.7	Court applications concluded	759	-0.4%		710-802	-
N 2.8	Hearing Interim Compulsory Supervision Orders	1,160	-5.5%		1,118-1,365	-
N 2.9	Hearing Interim Variation of Compulsory Supervision Orders	579	+5.1%		462-610	-
N 2.10	Court interim orders	983	+2.6%		869-1,050	-
N 2.11	Number of Compulsory Supervision Orders in force	10,417	-1.9%		10,417-10,741	down
N 2.12	Appeals concluded	187	-22.5%		187-250	down

Corporate governance

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 4.1	Business Plan delivery (actions with green status)	64.5%	+4.3pp		51.6%-64.5%	-
N 4.2	Strategic Risk Register – (based on the residual risk scores)	33	-30.5%		33-50	down
N 4.3	Internal audit programme - reviews complete	75%	-25pp		75%-100%	-
N 4.4	Quality assurance programme – case sampling undertaken	100%	0.0pp		100%-100%	-
N 4.5	Freedom Of Information responses responded to within 20 working days	100%	+4.2pp		80.0%-100.0%	-

## Definitions

No.	Indicator	Aim for indicator	Definition
N 1.1	Decisions on referrals made within 50 working days of receipt – <b>Target 75%</b>	High percentage	Calculates the number of referrals with a final reporter decision within 50 working days of receipt divided by the total number of referrals with a final reporter decision.
N 1.2	Referrals over 100 days old	Low number	Counts the number of referrals which were received over 100 working days ago and have had grounds added but have not had a reporter decision. Based on the count at the end of the quarter.
N 1.3	Hearings scheduled to take place within 20 working days – <b>Target 74%</b>	High percentage	Calculates the number of referrals which have a hearing scheduled within 20 working days of final reporter decision divided by the total number of referrals with a hearing scheduled.
N 1.4	Initial Hearings proceeding to disposal – <b>Target 75%</b>	High percentage	Calculates the number of hearings where the grounds, CPO or CSO have been discussed for the first time which have a final outcome at that hearing divided by the total number of hearings where grounds, CPOs or CSOs have been discussed for the first time. Any hearings with an outcome of proof application are excluded from this calculation.
N 1.5	Percentage of non-offence applications established at court	High percentage	Calculates the number of court applications for non-offence grounds which have an established decision against at least one ground at court divided by the total number of court applications for non-offence grounds concluded.
N 1.6	Mid-point of days taken for offence referrals from receipt to Hearing decision	Low number	Calculates working days from receipt of referral to a final hearing decision for those offence referrals which proceed to hearing. These working days are then listed from smallest to largest and the middle value selected. Therefore if five cases took 30,35,40,50 and 70 days, the midpoint is 40.
N 1.7	Mid-point of days taken for non-offence referrals from receipt to Hearing decision	Low number	As above but for non-offence.
N 1.8	Written notifications of Hearing decisions sent to children and families within 5 days	High percentage	Calculates the number of hearing decisions notified within 5 calendar days divided by the total number of hearing decisions notified.
N 1.9	Hearing's decisions upheld at appeal	High percentage	Calculates the number of children where an appeal against the Hearing decision was dismissed divided by the number of children with a final appeal outcome.
N 1.10	Breach incidents (SCRA)	Low number	Counts the number of breach incidents by SCRA either involving children with non-disclosure conditions or cases where case information has been erroneously disclosed.
N 1.11	Complaints	Trend info	Monitors the number of complaints received about the service provided by SCRA.
N 1.12	All about me forms returned by children and young people to SCRA	Trend info	Monitors the number of all about me forms received by SCRA from children and young people.

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

## Definitions

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

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

No.	Indicator	Aim for indicator	Definition
N 3.1	Conversion rate from referral to Hearing (for children not on CSO)	Trend info	Total number of referrals (for children not on CSO) where the Reporter decision was to go to a Hearing divided by the total number of referrals with valid Reporter decisions in the period (for children not on CSO).
N 3.2	Non-disclosure cases	Trend info	Counts the number of children with a non-disclosure provision in place as part of either a CSO or an interim order at midnight on the last day of the quarter.

## Definitions

No.	Indicator	Aim for indicator	Definition
N 3.3	Staffing profile by FTE	Trend info	Counts full time equivalent staff in post at the quarter end based on a 35 hour working week, so for example, two staff working 17.5 hours per week each equates to one FTE.
N 3.4	Percentage of working days lost to absence – Target 4%	Low percentage	Calculates staff absence by dividing the number of days absence by the total working days available in the quarter (56 days * FTE at quarter end).
N 3.5	Compliance with SCRA property standards – Target 90%	High percentage	Each SCRA property is scored against a variety of measures to calculate the suitability of the property. This measure takes the average score of the properties.
N 3.6	Forecast variance in annual revenue spends – Target 5%	Within target	Calculates the difference between the annual revenue budget and the forecast for the budget at the quarter end expresses this as a percentage of the total revenue budget.
N 3.7	Forecast revenue savings achieved in year – Target 3%	Within target	Compares the forecast over/under spend from the revenue budget above against the savings target set and expresses this as a percentage of revenue.
N 3.8	Forecast variance in annual capital spends – Target 10%	Within target	Calculates the difference between the annual capital budget and the forecast for the budget at the quarter end expresses this as a percentage of the total capital budget.
N 3.9	Forecast for Scottish Government efficiency savings – Target 3%	Within target	Target based on improved efficiency of services delivered. The amount saved is the difference between the previous unit cost and what is now spent to deliver the outcome. This is divided by previous unit cost to be expressed as a percentage. Operational staff are excluded from savings eligible for inclusion within this calculation.
N 3.10	Training per employee (days)	Trend info	Counts the number of training days in the quarter and divides by the headcount.
No.	Indicator	Aim for indicator	Definition
N 4.1	Business Plan delivery (actions with green status)	High percentage	Counts the number of actions with green status (on target) and divides them by the total number of actions within the plan.
N 4.2	Strategic Risk Register – risk scores	Low number	Calculates the overall risk score based on the score of each of the items within the register. The aim is to show increasing or decreasing levels of risk for the organisation.
N 4.3	Internal audit programme - reviews complete	High percentage	Divides the number of reviews completed versus those planned to express the information as a percentage.
N 4.4	Quality assurance programme – case sampling undertaken	High percentage	Divides the number of sampling exercises completed versus those planned to express the information as a percentage.
N 4.5	Freedom Of Information (FOI) responses responded to within 20 working days	High percentage	Calculates the number FOI requests responded to within 20 working days divided by the total number of FOI requests due for response in the period.

## Introduction

This appendix provides additional detail about key measures within the report. It is important to read the data definitions on page 12 of this report to understand the counting conventions for each of the measures below:

6,840 referrals had a Reporter decision, 76.9% of which were within 50 working days – see N 1.1

1,243 Hearings were scheduled after a Reporter decision, 76.3% within 20 working days– see N 1.3

4,552 initial grounds (excluding grounds proceeding to court), CPO or review Hearings were held, 77.5% of which proceeded to disposal – see N 1.4

8,269 notifications of Hearing decisions were sent to children and families, 88.4% within 5 calendar days – see N 1.8

8,691 Hearings had outcomes in the quarter. Of these:

65.6% of Hearings included a review of a Compulsory Supervision Order

26.0% of Hearings included grounds

22.2% of Hearings included the issuing or renewal of interim orders

1.7% of Hearings included Child Protection Orders at the second working day stage

Please note, Hearings may be convened for more than one reason so the individual percentages will add up to more than 100%.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

2015/16 Draft Budget Outturn

**Accountable Director:** Principal Reporter/Chief Executive      **Date:** 7th June 2016

**Report prepared by:** Head of Finance and Resources

**Recommendations:**

1. To consider the draft revenue and capital outturn positions for the year to March 2016.
2. To approve that, given the current revenue position, no additional carry forward overspend to 2016/17 is required.
3. To approve capital carry forward to 2016/17 of the final net capital underspend of £10k to partly offset slippage of £18k on the Inverness project.

**Reason for Report:** Board review and approval

**Resource Implications:** Outwith available resources

**Strategy:** Within agreed plans

**Consultation:** Executive Management Team and Budget Holders

**Equalities Duties:** An Equalities Impact Assessment is not required.

**Document Classification:** Not protectively marked

## 1. Introduction

- 1.1 This report provides a summary of SCRA's financial position for the year to March 2016.

## 2. Background

- 2.1 The total available revenue resources for 2015/16 are £21,869k, comprising £20,800k of core Grant in Aid (GiA), £400k grant funding for Voluntary Severance, £482k other income (Local Authority funded posts, shared services, rents etc.) £120k to engage Scottish Government Digital Transformation Service (DTS) to support development of CHS\SCRA IT operational plans and a Digital Strategy high level business case, £50k to support the revenue costs resulting from the Tranent fire and £17k to support legal costs in a case where action was taken against the Principal Reporter.

As previously reported there is no revenue variance from 2014/15 to be factored in to the 2015/16 budget. In order to balance the 2015/16 budget a number of centralised savings targets were created, in property, procurement and translating and interpreting. This has made achieving a balanced position at the year-end especially challenging in 2015/16.

- 2.2 Depreciation is reported within expenditure expense head and it should be noted that depreciation expense is a non-cash charge. A depreciation budget of £2.5m has been included in the 2015/16 budget allocation by the Scottish Government to cover depreciation, amortisation and impairment charges.
- 2.3 The total available capital resource for 2015/16 is £1,247k. This comprises Core Grant in Aid for capital expenditure of £500k, an anticipated capital receipt of £471k, a capital underspend of £91k in 2014/15 factored in to the 2015/16 budget and additional Grant in Aid of £100k to progress Tranent re-instatement works and £85k to progress the Perth project.

## 3. Revenue

- 3.1 The following table summaries the position to March 2016 by expense head. This does not include the impacts of Voluntary Severance mentioned in 2.1.

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	Forecast Variance %
16,218	Staff Costs	15,801	15,764	-37	15,801	15,812	11	0.07%
2,739	Property Costs	2,892	2,862	-30	2,892	2,912	20	0.69%
244	Travel Costs	218	228	10	218	235	17	7.80%
2,406	Other Operating Charges	2,355	2,543	188	2,355	2,476	121	5.14%
4	Capital Financing	3	3	0	3	3	0	0.00%
200	Unfunded Pensions	200	185	-15	200	200	0	0.00%
-429	Other Income	-482	-597	-115	-482	-616	-134	27.80%
<b>21,382</b>	<b>Sub-total</b>	<b>20,987</b>	<b>20,988</b>	<b>1</b>	<b>20,987</b>	<b>21,022</b>	<b>35</b>	<b>0.17%</b>
-21,158	Grant In Aid	-20,987	-20,987	0	-20,987	-20,987	0	0.00%
<b>224</b>	<b>Sub-total</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>35</b>	<b>35</b>	
2,529	Depreciation	2,500	1,794	-706	2,500	2,500	0	0.00%
<b>2,753</b>	<b>Net Total</b>	<b>2,500</b>	<b>1,795</b>	<b>-705</b>	<b>2,500</b>	<b>2,535</b>	<b>35</b>	<b>1.4%</b>

- 3.2 Revenue expenditure in the year to March 2016 is on target. The figures do not yet include buildings depreciation or impairment (Tranent).
- 3.3 The following table summaries the net position, excluding depreciation and unfunded pensions, to March 2016 by budget centre.

Previous Full Year Actual £000	Cost Centre	YTD Budget £000	YTD Actual £000	YTD Variance £000	Full Year Budget £000	Full Year Forecast £000	Forecast Variance £000	Forecast Variance %
308	Executive & Communications	471	457	(14)	471	466	(5)	(1.06%)
1,116	Practice And Policy	1,056	1,086	30	1,056	1,088	32	3.03%
7,091	North West Area	7,228	7,181	(47)	7,228	7,190	(38)	(0.52%)
8,549	East And Central Scotland Area	8,333	8,370	37	8,333	8,380	47	0.56%
4,117	Support Services	3,699	3,709	10	3,699	3,698	(1)	0.03%
<b>21,181</b>	<b>Total Expenditure</b>	<b>20,787</b>	<b>20,803</b>	<b>16</b>	<b>20,787</b>	<b>20,822</b>	<b>35</b>	<b>0.17%</b>

- 3.4 The forecast spend by Locality is detailed as follows:

Locality	YTD Variance £000	Forecast Variance to March £000	YTD Variance to March %
East & Central Scotland Office	2	2	1.92
Tayside And Fife Locality	62	60	3.60
South East Locality	-5	-20	-0.30
Central Locality	11	10	0.84
Lanarkshire, Dumfries and Galloway Locality	-15	-5	-0.67
Ayrshire Locality	-18	0	-1.28
<b>East And Central Scotland Area</b>	<b>37</b>	<b>47</b>	<b>0.44</b>
North West Area Office	-10	-8	-5.70
Highlands And Islands Locality	15	10	1.36
Grampian Locality	-38	-39	-2.74
North Strathclyde Locality	5	0	0.29
Glasgow Locality	-19	-1	-0.66
<b>North West Area</b>	<b>-47</b>	<b>-38</b>	<b>-0.65</b>
<b>Total</b>	<b>-10</b>	<b>9</b>	<b>-0.06</b>

The Locality position is shown in greater detail in Appendix A. In considering the variances in Appendix A it should be noted that for Ayrshire, Lanarkshire, Dumfries & Galloway and North Strathclyde localities the forecast overspends on Staff Costs are significantly offset by additional Other Income.

### 3.5 East and Central Scotland

The draft East and Central Scotland Area outturn is an overspend of £37k which is £10k less than anticipated. This is largely attributable to higher-than-anticipated translation and interpretation costs although costs reduced significantly in the last quarter without impacting adversely on effective participation. An overspend on staff costs was more than offset by additional income.

### **3.6 North West**

The draft North West Area outturn is an underspend of £47k which is £9k better than anticipated. A property underspend, reflecting spend in Bell Street that has been capitalised and additional income have more than offset overspends on other operating charges, principally translation and interpretation costs.

### **3.7 Head Office**

The draft Executive and Communications outturn is an underspend of £14k which is £9k higher than anticipated. The draft Support Services outturn is an overspend of £10k which is £11k higher than forecast. The draft Practice and Policy outturn is a £30k overspend which is £2k less than anticipated. The overspend is largely due to difficulties in achieving the £35k translation and interpretation savings target.

### **3.8 2015/16 strategy**

In setting the 2016/17 draft revenue budget it was assumed that the final position in 2015/16 would be an overspend of £50k which would be carried forward and in effect reduce revenue budget plans for 2016/17. It was also anticipated that there would be offsetting slippage in 2015/16 of £65k on the strategic engagement with DTS, which would also have to be carried forward.

An underspend of £65k on the DTS engagement is included in the break even position shown in section 3.1 and this sum will be carried forward to 2016/17. This is effectively offset by a £65k overspend on other activities. Although this is slightly higher than the £50k overspend anticipated and built into the 2016/17 plans it is not recommended that any further revision to 2016/17 plans is necessary as a result of the draft outturn position.

## 4. Capital

4.1 Net expenditure in the period to March 2016 is £10k less than budget. Details of the budgets, spend to date and forecast for the year are as follows:

### 2015/16 Capital Budget and Forecast

	Board-approved Budget March 2015 £000	Adj. £000	Available Budget 2015/16 £000	Actual YTD Mar £000	Full Year Forecast £000	Variance actual to budget £000
<b>INFRASTRUCTURE PROGRAMME</b>						
Glasgow – Bell Street lift	51	50	101	107	107	6
Inverness lease and fit out	317	11	328	279	297	(49)
Lerwick lease and fit out	10		10	16	15	6
Livingston finance lease	37		37	37	37	0
Stornoway	120	4	124	131	124	7
Perth Belhaven House Hearing Centre	0	85	85	38	37	(47)
Irvine dilapidations	0		0	82	75	82
Tranent reinstatement	0	100	100	9	10	(91)
Minor Works	90		90	124	100	34
Stirling (Gladstone Place) disposal	(471)		(471)	(460)	(460)	11
CMS development	50		50	38	83	(12)
IT security – system accreditations	12		12		0	(12)
IT infrastructure replacement programme	44		44	171	187	127
IT initiatives – various small initiatives	16		16	80	4	64
CMS integration/environmental response	40		40	0	0	(40)
Finance/HR systems	15		15	7	28	(8)
SCRA website replacement	0		0	15	18	15
<b>Infrastructure Programme Total</b>	<b>331</b>	<b>250</b>	<b>581</b>	<b>674</b>	<b>662</b>	<b>93</b>
<b>HEARINGS SYSTEM DIGITAL STRATEGY</b>						
Electronic panel papers project	135		135	61	76	(74)
<b>Hearings System Digital Strategy Total</b>	<b>135</b>		<b>135</b>	<b>61</b>	<b>76</b>	<b>(74)</b>
<b>FIT FOR US PROGRAMME</b>						
2014/15 and 2015/16 programmes	34	26	60	31	32	(29)
<b>Fit For Us Programme Total</b>	<b>34</b>	<b>26</b>	<b>60</b>	<b>31</b>	<b>32</b>	<b>(29)</b>
<b>Total capital resource</b>	<b>500</b>	<b>276</b>	<b>776</b>	<b>766</b>	<b>770</b>	<b>(10)</b>

4.2 The EMT and Board previously agreed a strategy to maximise available capital funding in 2015/16 by accelerating IT spend of around £170k (network switch replacement) to offset delayed spend on key property projects (principally Inverness, Perth and Tranent).

4.3 The works at the new Inverness office commenced late last year. The original target end date of end February 2016 slipped partly as a result of the need to find a new supplier for sound-proofed doors. Relocation of the Locality Team has taken place and the official opening is on 30<sup>th</sup> June 2016. The £10k underspend can be carried forward to partly offset slippage of £18k on the Inverness project.

- 4.4 As with Inverness, work on the Stornoway project started on site late last year and was also delayed. The operational team have moved in and the official opening took place on 3<sup>rd</sup> June.
- 4.5 The Scottish Government confirmed additional net funding of £255k to allow SCRA to develop Belhaven House as the long term replacement for SCRA's property in Kinnoull Street, Perth. Additional funding of £85k was drawn down in 2015/16 to allow fit out works to commence. A further £170k will be drawn down in 2016/17 with the sale of Kinnoull Street now completed in quarter 1 of 2016/17.
- 4.6 Following a lengthy period of negotiation the sale of Gladstone Place concluded. SCRA previously received approval from Scottish Government to retain this receipt.
- 4.7 The estimated cost of reinstatement works following a fire at SCRA's Tranent Hearing Centre are up to £267k. Only £9k of this cost fell in 2015/16 with the main works will taking place in 2016/17. SCRA flagged these costs to Sponsor Team under the Scottish Government's self-insurance arrangements and Sponsor Team secured full capital funding for the project.
- 4.8 The Care Inspectorate vacated SCRA premises in Irvine at the lease break in March 2016. Care Inspectorate paid 68% of the costs of the premises which serve as an SCRA Hearing Centre for Ayrshire Locality. SCRA has identified an alternative property in Irvine and has secured approval of the business case from Scottish Government. As a result dilapidations on SCRA's existing premises at a cost of around £75k have been accrued in 2015/16.
- 4.9 The IT Team focused on the CMS UIIP project and the WiFi project in the first two quarters of 2015/16. The external CMS developer completed the functionality for the panel paper pocket. In addition the IT Technical Manager led a project to move CMS hosting from the current provider to ISIS, the Scottish Government's IT shared services provider. Ultimately the risks of the move in relation to backup and disaster recovery arrangements could not be sufficiently mitigated so CMS hosting has remained with the current provider to allow time to plan for hosting arrangements beyond the end of the current contract.
- 4.10 The focus in the last quarter of 2015/16 was on commencing infrastructure replacement, principally network switches accelerated from 2016/17, implementing upgrades to Finance and HR systems and initial small scale Digital projects. The total outturn expenditure on IT projects included in the Infrastructure Programme (CMS development, IT security, IT infrastructure replacement, IT initiatives, CMS integration/environmental response, Finance/HR systems and SCRA website replacement) is £311k against a forecast spend of £320k.
- 4.11 In relation to the Hearings System Digital Strategy drafted earlier this year, a high level business case developed with the support of the Digital Transformation Service was submitted to Scottish Government in March 2016.

## **5. Conclusions**

- 5.1 Budget holders have delivered a revenue spend largely on target. Finance Business Partners have worked closely with localities, SOM's, Head Office Business Partners and Business Managers to monitor spend and tackle variances. The strategy to manage the year end position has largely been achieved with no further impact on 2016/17 plans.
- 5.2 The draft revenue outturn position demonstrates the need for continuous scrutiny of expenditure plans and budget holders have demonstrated the ability to make difficult choices within tight budgets.
- 5.3 The capital budget is currently £10k underspent which can be carried forward to partly offset slippage of £18k on the Inverness project.

## **6. Recommendations**

- 6.1 To consider the draft revenue and capital outturn positions for the year to March 2016.
- 6.2 To approve that, given the current revenue position, no additional carry forward overspend to 2016/17 is required.
- 6.3 To approve capital carry forward to 2016/17 of the final net capital underspend of £10k to partly offset slippage of £18k on the Inverness project.

## Appendix A

### East & Central Scotland Office

Expense Head	Variance Full Year	Forecast Variance for Year
Staff Costs	2.3	2.5
Travel Costs	0.3	0.0
Other Operating Charges	0.2	0.0
<b>Net Total</b>	<b>2.9</b>	<b>2.5</b>

### Tayside And Fife Locality

Expense Head	Variance Full Year	Forecast Variance for Year
Staff Costs	15.9	22.2
Property Costs	-3.8	-5.0
Travel Costs	5.9	3.0
Other Operating Charges	52.7	42.5
Other Income	-8.9	-3.0
<b>Net Total</b>	<b>61.8</b>	<b>59.7</b>

### South East Locality

Expense Head	Variance Full Year	Forecast Variance for Year
Staff Costs	-23.1	-25.1
Property Costs	-1.7	3.5
Travel Costs	2.5	2.0
Other Operating Charges	27.2	20.7
Other Income	-9.5	-20.7
<b>Net Total</b>	<b>-4.6</b>	<b>-19.6</b>

### Central Locality

Expense Head	Variance Full Year	Forecast Variance for Year
Staff Costs	14.2	14.0
Property Costs	0.0	5.0
Travel Costs	-3.1	-3.0
Other Operating Charges	3.4	-3.3
Other Income	-3.7	-3.0
<b>Net Total</b>	<b>10.8</b>	<b>9.7</b>

### Lanarkshire Dumfries and Galloway Locality

Expense Head	Variance Full Year	Forecast Variance for Year
Staff Costs	40.6	50.2
Property Costs	3.5	3.3
Travel Costs	3.2	4.0
Other Operating Charges	-32.1	-31.8
Other Income	-30.0	-30.0
<b>Net Total</b>	<b>-14.9</b>	<b>-4.3</b>

**Ayrshire Locality**

Expense Head	Variance Full Year	Forecast Variance for Year
Staff Costs	8.2	20.3
Property Costs	-12.5	2.5
Travel Costs	-1.4	0.0
Other Operating Charges	-0.1	-2.8
Other Income	-12.6	-20.3
<b>Net Total</b>	<b>-18.3</b>	<b>-0.2</b>

**North West Area Office**

Expense Head	Variance Full Year	Forecast Variance for Year
Staff Costs	-7.7	-7.5
Property Costs	-0.6	0.0
Travel Costs	-2.0	0.0
<b>Net Total</b>	<b>-10.4</b>	<b>-7.5</b>

**Highlands And Islands Locality**

Expense Head	Variance Full Year	Forecast Variance for Year
Staff Costs	10.1	9.4
Property Costs	-14.0	-2.0
Travel Costs	-2.8	-1.0
Other Operating Charges	29.5	30.0
Other Income	-8.1	-26.4
<b>Net Total</b>	<b>14.6</b>	<b>9.9</b>

**Grampian Locality**

Expense Head	Variance Full Year	Forecast Variance for Year
Staff Costs	-28.6	-27.2
Property Costs	-26.2	-4.0
Travel Costs	2.2	2.0
Other Operating Charges	4.0	-10.0
Other Income	11.1	0.0
<b>Net Total</b>	<b>-37.5</b>	<b>-39.2</b>

**North Strathclyde Locality**

Expense Head	Variance Full Year	Forecast Variance for Year
Staff Costs	38.6	50.0
Property Costs	7.0	1.5
Travel Costs	-1.4	-3.0
Other Operating Charges	-0.8	-7.5
Other Income	-38.3	-41.0
<b>Net Total</b>	<b>5.0</b>	<b>0.0</b>

**Glasgow Locality**

Expense Head	Variance Full Year	Forecast Variance for Year
Staff Costs	-15.9	2.1
Property Costs	0.1	0.0
Travel Costs	3.9	2.5
Other Operating Charges	9.2	3.0
Other Income	-16.2	-9.0
<b>Net Total</b>	<b>-18.8</b>	<b>-1.4</b>

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

DIGITAL STRATEGY UPDATE

**Accountable Director:** Principal Reporter/Chief Executive    **Date:** 8th June 2016

**Report Author:** Head of Finance & Resources

**Recommendation:**

1. To review and comment on the Digital Strategy Update.
2. Agree the governance arrangements for oversight of the Digital project to this stage
3. Consider the longer term governance arrangements as the strategy moves forward.

**Reason for Report:** For review

**Resource Implications:** Outwith approved budget plans

**Strategy:** Within approved plans

**Equalities Duties:** An Equalities Impact Assessment is not required at this stage.

**Consultation:** Children's Hearings Scotland  
Digital Transformation Service  
Sponsor Team

**Openness:** Not protectively marked

## **1. Introduction**

- 1.1 The joint Children's Hearing System Digital Strategy was developed in spring 2015 following an extensive consultation exercise. The document was a vision statement and not accompanied by an Implementation Plan or Business Case. In September 2015 SCRA and CHS engaged a joint Head of IT to develop IT strategies and plans for both organisations and to drive development and implementation of the joint Digital Strategy.
- 1.2 Following confirmation of additional grant funding from Scottish Government in late 2015 the Head of IT engaged the Digital Transformation Service (DTS) to support a discovery phase leading to development of a High Level Business Case (HLBC) and IT Operational Plans for SCRA and CHS. The Executive Management Team has reviewed the draft IT Operational Plan for 2016/17 and updates on progress will be provided to the Board in OPR reports.

## **2. Governance Arrangements**

- 2.1 In early 2016 the Head of IT established a Digital Transformation Oversight Group. The Group comprises the Chief Executives of both organisations together with the CHS Deputy Chief Executive, SCRA Head of Finance & Resources and a representative from DTS. The Group have met three times and the next meeting is on 21<sup>st</sup> June 2016.
- 2.2 The Board are asked to agree the governance arrangements for oversight of the Digital project to this stage and consider the appropriate long term arrangements.

## **3. High Level Business Case**

- 3.1 The HLBC has been developed by the Head of IT with support from DTS and members of the senior teams of both organisations. A first draft of the HLBC was shared with Scottish Government (Sponsor Team and Education Finance) in late March 2016 and a meeting to discuss the HLBC took place in May 2016. The Audit and Risk Committee considered the HLBC in May 2016.
- 3.2 The HLBC sets out how the Digital Strategy will be taken forward via a programme of work delivering 4 high level projects addressing business processes, data management, software requirements & hardware requirements.
- 3.3 There are significant one-off and recurring revenue and capital investments set out in the HLBC. It is understood Scottish Government will consider the HLBC in the context of the three year 2016 Spending Review which will cover the period 2017/18 to 2019/20. Meantime both SCRA and CHS will align available resources in 2016/17 with the priorities set out in the respective IT Operational Plans.

#### **4. Next Steps**

- 4.1 Both organisations will now focus on the immediate operational priorities identified by the Head of IT. For SCRA the principal projects are updating hosting arrangements for the CMS, upgrading the wide area network, replacing the local area network and starting a technology refresh programme.
- 4.2 At the same time engagement with Scottish Government will be increased to ensure the funding implications of the Digital Strategy are fully understood and considered as part of the three year funding settlement expected by the end of 2016.
- 4.3 A communication and influencing plan will be developed, meantime the Head of IT is engaging with a range of groups set up to progress Scotland's Digital ambitions and will report shortly on the best way to continue the relationship with the DTS.

#### **5. Conclusion**

- 5.1 It is expected that full implementation of the Digital Strategy will deliver shorter processing timescales, better use of information and increased effective participation. Significant new investment in the Children's Hearing System will be required however the benefits of this investment will be seen in the medium and longer term.

#### **6. Recommendation**

- 6.1 To review and comment on the Digital Strategy Update.
- 6.2 Agree the governance arrangements for oversight of the Digital project to this stage
- 6.3 Consider the longer term governance arrangements as the strategy moves forward.

## SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

## REVIEW OF COMPLAINTS 2016

**Accountable Director:** Head of Practice & Policy

**Date:** 31<sup>st</sup> May 2016

**Report prepared by:** Head of Practice & Policy

**Recommendation:**

1. To make any recommendations for improvement while noting actions taken

<b>Reason for Report:</b>	To provide an annual report to Board as requested in June 2014.
<b>Resource Implications:</b>	None.
<b>Strategy:</b>	SCRA Complaints Procedure.
<b>Consultation:</b>	EMT.
<b>Equalities Duties:</b>	Equalities Impact Assessment not required
<b>Document Classification:</b>	Open

## 1. Introduction

1.1 SCRA's Complaints Procedure appeared in its current form in 2011 and has been extensively modelled on the model provided by the Ombudsman. In particular it was to allow:

- More pro-active recording of issues as complaints
- Greater resolution at front line
- Greater visibility of issues of learning

1.2 Issues of learning identified in previous reports have been:

- A need to work on reduction of delay
- Improved customer care
- Better logging of complaints
- A training programme for all managers
- Victim of youth crime issues e.g. handling of productions
- A better child and family experience at hearings
- Joined up data breach reviews especially with CHS.

All of these actions have either been done or are in process.

## 2. Number & Source of Complaints

2.1 Number of complaints over last three years is as follows:

Year	Complaints
13/14	72
14/15	42
15/16	54

The increased numbers in the last year may be partially due to more front line resolutions being reported.

2.2 The main sources of complaint were, as previous years, relevant persons (28) followed by victims of youth crime (5). Only one child complained and that through a solicitor, a continuation of previous years' patterns.

### 3. Locality

3.1 All localities (including Head Office) received complaints. There was a general even spread, though most in Tayside/Fife (11); and least in Head Office (1); and Highlands & Islands (3).

### 4. Nature of Complaints

4.1 Complaints are categorised into generalised areas of which four were most prominent:

Generalised Prominent Areas	13/14	14/15	15/16
SCRA staff conduct/customer relations	18	7	17
Children's Hearing process and/or administration	17	11	15
Referral & reporter decision.	13	15	11
Data protection	11	9	9

4.2 Examples of Complaints Upheld in Whole or Part:

- Interpreter for blind/deaf parents complained that reporter scheduling and hearing management by chair had not allowed the interpreter proper time and space to exercise function.

*Complaint was shared with CHS, member of Practice Team met interpreting service, our Practice Direction was amended to take account of these needs and complaint upheld.*

- Relevant person complained he had not been notified of some hearings for his child and that grounds for referral did not take proper account of amendments made at court.

*Complaint not upheld in relation to communication as parent was in prison at time without reporter being aware. Upheld that grounds had not been properly amended and apology given.*

- Safeguarder complained that his home address was included on a document provided by SCRA which was made available to all parties to the hearing.

*Complaint upheld – statutory form provides for safeguarder address to be included but agreed this should never be included and Head of Practice & Policy issued service wide clarification.*

- Parents of victim of youth crime contacted reporter to complain about decision not to refer to hearing and about our communications.

*Complaint not upheld in respect of decision but agreed to review our communications and as a result letters sent to victims given an overhaul.*

- A doctor was cited for court, placed on standby, but not told he was no longer needed.

*Apology given – recognised we had made an error.*

## **5. Complaint Resolution**

- 5.1 46 complaints are recorded as closed. Ten were upheld, a further 8 in part.
- 5.2 All 46 were acknowledged within 3 days, all 8 frontline marked as resolved within 5 days but only 25 marked for further investigation were responded to within 20 days.
- 5.3 Where a complaint is not upheld, the complainant is advised that they may contact the Scottish Public Services Ombudsman. There were no referrals resolved by the SPSO in the year.

## **6. Actions**

- 6.1 We have held three training events for manager who may deal with complaints, based on the SPSO model and using their material customised for SCRA. We have covered most managers and received very positive feedback. Most complaints place a significant burden on those making the investigation. As a result of the training, we are visibly seeing significantly improved handling of complaints –evidenced in the communications going out. There has also been a heightened awareness of the need to ensure that the person being complained about has support where needed.
- 6.2 We have improved our material to aid investigation and communication at different stages of the process and ensured that investigating officers are aware that they can use the support of a senior manager in their investigation.
- 6.3 As a result of two complaints in relation to reporter actions a number of years ago, we have imposed a normal one year bar on consideration of complaints from date of incident in question. This has been modelled on the SPSO procedure.
- 6.4 Through the Better Hearings Project, we aim to better personalise the hearing experience for children/young persons.

- 6.5 We have reviewed and altered all our communications with victims of youth crime.
- 6.6 We have altered our Practice Direction on Translation & Interpretation to take account of needs of interpreters for deaf and blind.
- 6.7 Lessons arising from data breaches have been considered both by SCRA Information Governance Leads and by joint SCRA/CHS Group where applicable.

## **7. Conclusions**

- 7.1 SCRA have worked on developing their handling of complaints, in recognition of their importance to the complainer and their value as a tool of organisational learning. They will continue to be monitored closely.
- 7.2 The views of the Board on actions taken and further improvements that can be made would be welcome.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Equalities Network –Annual Report

**Accountable Director:** Neil Hunter

**Date:** 3 June 2016

**Report Author:** Policy & Public Affairs  
Manager

**Recommendations:**

1. To consider the content of the Annual Report on the work of the Equ Network.
2. To note the timetable for publication of the SCRA's Revised Equality Outcomes in line with The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.
3. To note the timetables for publication of SCRA's Mainstreaming and Progress on Equality Outcomes Report in line with The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.
4. To note progress on Equalities Outcomes
5. To agree the proposed Network priorities for 2016/17
6. To note the completion of workforce and equal pay statistics reports for 15/16
7. To note updates on key Network activity

**Reason for Report:** *Board Approval*

**Resource Implications:** *Within approved budgets*

**Strategy:** *Within approved plans*

**Consultation:** *Equalities Network and UNISON*

**Equalities Duties** *Equalities Impact Assessment not required*

**Document Classification:** *Not protectively marked*

## 1. Introduction

- 1.1 This report updates the Board on the work that the SCRA's Equalities Network has carried out since March 2015
- 1.2 SCRA is required under the Equality Act 2010 to have due regard to the need to:-
  - a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
  - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

In addition to this general duty, SCRA is required by the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 to:

- Report on progress on mainstreaming the general duty;
- Publish equality outcomes and report on progress in achieving these;
- Assess and review policies and practices;
- Gather and use employee information;
- Publish gender pay gap information;
- Publish statements on equal pay;
- Consider award criteria in relation to public procurement;
- Publish in an assessable manner;
- Publish proposals of how the above will be met.

## 2. Revised Equality Outcomes

- 2.1 SCRA published revised Equalities Outcomes in October 2014.
- 2.2 The revised Outcomes cover SCRA until March 2017. The Network will develop new Outcomes for publication in March 2017.

## 3. SCRA's Equality Outcomes Progress Report and General Duty Mainstreaming Report

- 3.1 SCRA is required to report on progress in meeting its Equalities Outcomes and on mainstreaming the General Duty. Both reports are due in March 2017 and will be prepared and agreed by the Equalities Network over the coming months.

## **4. Progress on Equalities Outcomes**

- 4.1 SCRA has delivered on a number of the identified Equalities Outcomes, including:
- Development of mechanism to capture complaints relating to protected characteristics
  - Review of content of All About Me forms
  - Provision of guidance for staff on access to BSL interpreters
  - Relocation of the Stornoway office into purpose built and accessible premises

The majority of other Outcomes are on track for delivery as scheduled and this will be set out in detail in the Equality Outcomes Progress Report in March 2017.

However, Outcome 1.2 (recording of protected characteristic information on CMS) has been deferred due to a combination of technical challenges and uncertainty over information provision from partners. It will likely appear in the next set of Outcomes. In the interim, information on protected characteristics of children and young people will be gathered through research and analysis of other statistical sources.

## **5. Proposed Network Priorities**

- 5.1 The Network's priorities for 2016/17 are as follows:
- Publish Mainstreaming and Progress on Equality Outcomes Reports by 31st March 2017;
  - Continue to progress on any outstanding Outcomes listed in the Revised Equality Outcomes by March 2017;
  - Produce a new set of Equalities Outcomes by March 2017
  - Continue to focus on operational and service delivery issues and the impacts of Equalities issues on children and families in the hearings system
  - Further engage with Locality staff and encourage Equalities issues to be seen as relevant to the whole organisation

## **6. Workforce and Equal Pay statistics report**

- 6.1 Workforce statistics were published in March 2016. SCRA's gender profile remains largely static, with 86.4% of the staff group being female. This profile is reflected in the number of applicants for posts (84.5% female). However, the ratio still shifts dramatically in relation to more senior posts (see below).

SCRA's last Equal Pay Audit was undertaken in December 2014 and the next one is due December 2017. We recognise that there is an equal pay issue but it is not about salary. It is as the result of having proportionally more men in more senior jobs than women – in particular grade E and above. We recognise that this is not something that can be resolved through our pay remits as it is about encouraging more women into leadership positions. As noted below, the Women into Leadership focus groups will provide the Network with useful information on issues, barriers and possible solutions.

Our age profile suggests that succession planning is also becoming a real focus for the organisation, with an increasing proportion of staff in the 55-64 age group. This is particularly an issue in certain roles (Grades A, F and G).

The numbers of staff self reporting as disabled is currently 2.3%, with an increase seen in the number disclosing their status over the last 3 years. In relation to ethnicity, 2.1% identify as BME, though more than 20% of staff have not disclosed this information.

## **7 Update on Network Activity**

- 7.1 The Network's focus in 2016 has shifted towards operational and frontline service delivery. Each meeting has taken a protected characteristic as a theme and examined the impacts on, and issues for, children, young people and families. This has been assisted by seeking out inputs from external organisations and from locality staff, as the Network has met in different locality office around Scotland. Some highlights include:

A meeting in Glasgow focusing on race and ethnicity, involving a presentation from the Roma Children and Families Service at Glasgow City Council. This provided a very interesting presentation on the work of the team and the issues facing the Roma community. Discussion around issues for SCRA included translation/interpretation and a recognition that well-meaning assumptions should not be made about what people need to enable fair participation.

A meeting in Hamilton focusing on disability featuring a presentation from a local advocacy provider – Your Voice with experience of advocating for disabled children in the hearings system. Issues raised included non-instructed advocacy, low referral rates for within the hearings system, the risk of paternalistic attitudes excluding disabled children and young people from decision making, and the need for more material targeted at disabled children and young people.

A meeting in Stirling looking at sexual orientation. Discussion was around training, behaviour and culture, decision making, information materials, communication and cross-hearings system issues that require co-operation with CHS and Social Work Scotland, for instance discussion of a child's needs at the earliest possible stage.

However, this shift in emphasis has not meant losing sight of our responsibilities as an employer. Network meetings have still been able to consider and take action on issues such as women into leadership and staff health and wellbeing. Workshops on women into leadership are currently in the process of being delivered across the organisation and the findings will inform the Network's recommendations going forward. Similarly, the result of the latest staff health and wellbeing survey will be discussed at the next Network meeting in June.

Future meetings will enable the Network to examine issues relating to the other protected characteristics and offer further opportunities to engage with Locality staff and external organisations. Where appropriate, work is being taken forward by the Network itself, or via other SCRA workstreams such as the Participation Group, Operational Group or Health and Wellbeing Group.

- 7.2 The Network has also revised its Mission Statement (attached at Appendix 1) and refreshed its membership (list of current members attached at Appendix 2).
- 7.3 SCRA continues to attend and be an active member of the Justice Equality and Diversity Sub Group of the Justice Board and the NDPB Equality Forum. Both groups have strong links to ministers, the EHRC and protected characteristic organisations. Key outputs from the Justice Equality and Diversity Sub Group continue to be around mentoring, staff network links, the set-up of focus groups, attracting a varied future workforce and unconscious bias training for Board members.

## **8. Conclusion & Recommendations**

8.1 Much progress continues to be made by SCRA since the Equality Act 2010 came into law on the 5th April 2011. SCRA's Equalities Network has set another ambitious and detailed timescale for the forthcoming year.

### **Recommendations**

1. To consider the content of the Annual Report on the work of the Equalities Network.
2. To note the timetable for publication of the SCRA's Revised Equality Outcomes in line with The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.
3. To note the timetables for publication of SCRA's Mainstreaming and Progress on Equality Outcomes Report in line with The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.
4. To note progress on Equalities Outcomes
5. To agree the proposed Network priorities for 2016/17
6. To note the completion of workforce and equal pay statistics reports for 15/16
7. To note updates on key Network activity

### APPENDIX 1 – EQUALITIES NETWORK REVISED MISSION STATEMENT

#### **Mission statement**

*SCRA is committed to eliminating discrimination and encouraging diversity amongst our workforce and throughout our organisation at large. We oppose all forms of unlawful and unfair discrimination. Our aim is that SCRA embraces, acknowledges and is representative of all sections of society; promoting equality and respect for all so that everyone is able to achieve their potential.*

*SCRA is committed to promoting the practice of equality and diversity in all its services, operations and dealings with employees, children, young people and their families and all partner agencies. SCRA aims to ensure that it employs and deploys a workforce that is diverse and equipped with the right mix of skills and experience to deliver a quality service to children.*

#### **What we do**

The Network ensures that SCRA meets and exceeds its statutory duties as a public body under the Equality Act 2010. This includes overseeing the delivery of a set of agreed Equality Outcomes, which are reviewed every few years.

We also discuss, develop, design and implement programmes and training across the organisation in relation to:

- Reporter Practice
- Service delivery to children and families within the hearings system
- SCRA's role as an employer

These aims are all seeking to achieve and contribute to SCRA's stated Equality Outcomes, linked to the Protected Characteristics of:

- Age
- Disability
- Gender reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion and Belief
- Sex
- Sexual Orientation

This will be achieved through the Network providing informed advice to SCRA in relation to the impact of existing and future policies and practices on diversity and the promotion of equality and fairness in service delivery and employment.

In order to achieve an environment that is free from unlawful discrimination and which encourages everyone to contribute fully to its work, SCRA will endeavour to ensure that all staff:

- take personal responsibility for familiarising themselves with this mission statement and statement of purpose
- conduct themselves in an appropriate manner that reflects the organisation's visions, values and commitments

In addition the Equalities Network is seeking to contribute to a more equal, fair, and just Scotland by promoting awareness and understanding of equality and accessibility issues.

### **Who are we?**

The Equalities Network is made up of members of staff from different parts of the organisation, including Reporters, Support Staff and staff from Head Office. There are also representatives from the Board and from Unison in the group. It is open to all members of staff who have an interest, and is currently chaired by Carole Wilkinson, Chair of the Board of SCRA.

### **Who can join?**

We welcome involvement of staff from all across the organisation. Locality membership and attendance at meetings can be by rotation, and/or according to the particular interests of individuals, although there will also be a core membership who attend all meetings. The Work Plan for the current year is available here.

Meetings are held at different venues around the country to allow greater participation across the Localities. Attendance by video conferencing is also an option.

### **How do I find out more?**

Contact Nick Hobbs, Policy and Public Affairs Manager  
Nick.hobbs@scra.gsi.gov.uk

- Carole Wilkinson, Chair Of The Board
- Neil Hunter, Principal Reporter / Chief Executive
- Nick Hobbs, Policy And Public Affairs Manager
- Jennifer Orren, Participation Officer
- Susan Deery, Hr Manager
- Martyn Morris, Estates Manager
- Elizabeth Garrow, Support Administrator
- Nicola Crawford, Assistant Reporter And Unison Representative
- Karen Wallace, Accreditation Manager
- Anne-Marie Mcginley, Locality Reporter Manager
- Caroline Welsh, Reporter
- Rachel Moore, Reporter
- Karen Erskine, Locality Reporter Manager
- Indiya Kurlus, Research Officer

**SCOTTISH CHILDREN'S REPORTER ADMINISTRATION**

**PARTICIPATION AND ENGAGEMENT OF CHILDREN AND YOUNG PEOPLE**

**Accountable Director:** Principal Reporter/Chief Executive      **Date:** 22<sup>nd</sup> June 2016

**Report Author:** Participation Officer

**Recommendations:**

- a. To note the Participatory work undertaken in 2015 and 2016;
- b. To approve the Participation and Engagement plans for 2016 and 2017

**Reason for Report:** For approval

**Resource Implications:** Within approved budgets

**Strategy:** Within approved plans

**Consultation:** Executive Management Team

**Document Classification:** Not protectively marked

## **1. Introduction**

- 1.1 This report provides a summary for the Board regarding the progress of SCRA's Participation work in relation to children and young people undertaken in 2015 and 2016, and information regarding the plans for Participation in SCRA for the remainder of 2016 and 2017.

## **2. Background**

- 2.1 In September 2010, SCRA committed itself to improving the participation and engagement of children and young people - affected by circumstances which have led to their involvement - in the Children's Hearings System, using a variety of media to do so.
- 2.2 Concurrently, SCRA recruited four young people aged sixteen to nineteen, who had direct experience of the Children's Hearings System, to undertake a Modern Apprenticeship within SCRA.
- 2.3 SCRA's Modern Apprentices are recruited every two years. Since 2010, there have been three successful groups of Modern Apprentices. They have ranged in age from sixteen to twenty-one, and all have direct experience of the Children's Hearings System.
- 2.4 Since 2010, five of the Modern Apprentice candidates have gone on to acquire employment, either temporary or permanent, within SCRA, as well as attaining a variety of SQA accredited qualifications (see below).
- 2.5 In 2015 and 2016 SCRA also piloted a work experience programme for vulnerable young people in the care of the Local Authority or had experience of the Hearings' System. These placements were funded by the Local Authority. Two young people were offered work placement opportunities for six months – one in Glasgow and one in Stirling. These work placements were a success and development of these placements will be continued.
- 2.6 Further to the support that SCRA provides to the Modern Apprenticeship scheme, SCRA's participatory work has been focussed and continuously evolving to improve services for, and the experiences of, vulnerable children, young people families attending Children's Hearings. This includes a variety of mediums, including electronic, paper, social media and closed broadcasting.

This report will refer to the participatory work undertaken in 2016 and the Participation Officer's plans for 2016/2017.

## **3. Modern Apprenticeships/SCRA's Youth Employment Strategy**

- 3.1 Three new Modern Apprentices were recruited in September 2015. The ethos of the Modern Apprenticeship programme within SCRA is that only young people who have experience of the Children's Hearings System and/or of being Looked After and Accommodated may be considered for the programme.

- 3.2 There are two Modern Apprentices in SCRA at this time, with a new candidate to be recruited shortly in Inverness. The Modern Apprentices are based in SCRA's offices in Kilmarnock and Stirling. The Modern Apprentices are employed in Administrative Support positions and are at the same time successfully undertaking their SVQ Level 3 in Business and Administration. This recognised qualification will allow for employment both within SCRA and externally at an administration level.
- 3.3 The Participation Officer will support and supervise SCRA's 2016/2017 Modern Apprentices to facilitate successful completion of their SVQ 3 in Business and Administration, and will liaise with West Lothian College and their office managers to ensure regular and appropriate levels of support, supervision and assessment are delivered. SCRA will aim for employment opportunities within SCRA to be identified for candidates upon successful completion of SVQ 3 and/or Modern Apprenticeship. In addition, the Participation Officer will support Modern Apprentices with applications for internal and external positions when advertised as and when appropriate.
- 3.4 SCRA has committed to funding the Modern Apprentices to pursue further education opportunities (e.g. HNC) during their Modern Apprenticeship period pending early completion of their SVQs.
- 3.5 The progress and impact of Modern Apprenticeships and Participation in SCRA remains significant. This includes a full revision of SCRA's communication materials and mediums; involvement in partnership opportunities to positively influence change; an enormous influence on promoting staff understanding of the needs and rights of children and young people affected by the Hearings System (thereby ensuring the voice of children and young people is central to our service delivery), and finally, the Fit For Us (2011) report, the It's All About Change (2012) report and the have greatly influenced funding provision to implement real and visible changes to and for children and young people affected by the Hearings System.
- 3.6 It is recommended that (up to 3) Modern Apprentices for 2017/2018 should be recruited by SCRA in partnership with appropriate agencies wishing to nominate candidates (e.g. Action for Children, Barnardo's, Who Cares? Scotland etc.). It is also recommended that the positive long-standing relationship SCRA has with West Lothian College should remain in place as they have demonstrated a sympathetic and holistic approach to supporting SCRA's Modern Apprentices through the programme. It is also recommended that the caveat of LAAC status and/or experience of the Children's Hearings System will remain as essential recruitment criteria.
- 3.4 In addition, it is recommended that SCRA continue to work in partnership with Local Authorities and Localities to offer nationally funded temporary work placements for young people who have been, or currently are, in the Care System. Placements may develop into further externally or internally funded opportunities within SCRA for young people, including the possibility of applying for Modern Apprenticeship positions.

## 4 SCRA's Participation Group

- 4.1 The Participation Group is a highly visible, active group of interested staff from across the organisation who believe in creating, developing and implementing innovative new ways to support children, young people and parents/carers engagement and participation in Children's Hearings. SCRA's Participation Group meets approximately every 2 months and is chaired by the Participation Officer. It is also attended by a representative from Children's Hearings Scotland.
- 4.2 During the period 2015-2016, the Participation Officer, the Press and Communications Team, and the Participation Group have been involved in implementing new forms of participatory materials or engagement opportunities for children, young people and families involved in the Hearings System. Many of these measures have been developed or created in collaboration with the Modern Apprentices. Examples of improvements include paper-based communications, social media developments, website changes, new films and podcasts, and extensive property improvements (specifically, Hearing rooms and waiting areas).
- 4.3 Further improvements to SCRA's properties and our waiting rooms have been implemented on a national scale following the funding allocated to SCRA by the Scottish Government in response to the 'Fit For Us' (2011) report. During 2012-2013, the waiting rooms were painted in child-friendly colours and toys, and books and magazines were introduced. In 2014 and 2015, remaining funding was used to develop colourful Hearing suites, waiting rooms and Reception areas in targeted sites across the country including Paisley, Glasgow, Dundee and Edinburgh. This work was done in consultation with local staff and SCRA's Modern Apprentices.
- 4.4 In 2014, SCRA joined the National Participation Forum (NPF) (now the Care Council) in partnership with Celcis, Who Cares? Scotland, and Children's Hearings Scotland. The NPF comprises of a group of young people who have experience of the Children's Hearings' System and/or of being Looked After and Accommodated, led by Who Cares? Scotland. Work with this group of young people, SCRA's Modern Apprentices and the Participation Group led to the development of the Pilot Hearing Room in Glasgow in 2015.
- 4.5 The Pilot Hearing Room was designed in consultation with young people from the National Participation Forum and SCRA's Modern Apprentices who have experience of the Children's Hearings System. Requests for soft, bright furnishings, plants, colourful décor, and a lower table were implemented. Significant liaison work with Children's Hearings' Scotland's Area Support Teams was undertaken. A full, formal evaluation of the Hearing room was carried out by SCRA's Research Team and has been published. Findings indicate that the room is a success with most attendees preferring it to the original standard Hearing room. The success of this pilot has generated funding to implement similar rooms across the country during 2016 and 2017.

4.6 SCRA's Participation Officer's and Participation Group's areas of current focus include:

- Ongoing training links with Education Scotland to support teachers working with Hearings-experienced children and young people on a national scale
- Implementing new Hearing rooms based on the Pilot Hearing Room model in 6 locations across Scotland
- A national Pre-Hearing visit initiative
- A new film for children, young people and families with learning disabilities (funding is currently being identified)
- Supporting the development of a Young People's Board
- Pilots such as a text messaging reminder service and improved All About Me forms return pilots
- Partnership and development work with agencies working with Hearings-experienced children, young people and parents/carers

This will be managed by the Participation Officer and SCRA's Participation Group.

## **5. CAFCASS and a Young People's Board for the Children's Hearings System:**

- 5.1 In 2014 and 2015, SCRA have been working with CAFCASS (Children And Family Court Advisory And Support Service) to explore ways of improving participatory practice within the Children's Hearings System with a view to developing a Young People's Board for the Children's Hearings System.
- 5.2 As a result of this partnership work, SCRA have led in the creation of a Young People's Board for the Children's Hearings System. A steering group have been developed and partners include Children's Hearings Scotland, Includem, Young Scot, Celcis, Social Work Scotland, Who Cares? Scotland, SCRA's Modern Apprentices and the Scottish Government.
- 5.3 Members of the group are committed to developing a highly functioning fully supported board of children and young people. Funding is being sought from various channels including Life Changes Trust and Scottish Government. Reporting mechanisms, commissions and Board support systems are being identified by the steering group in consultation with children and young people to ensure the Board's positive impact and visible success.
- 5.4 The steering group have provisionally determined the following:
  - The Board will comprise of approximately 15 members, aged 8-18, all of whom have experience of the Children's Hearings System
  - The young people will be supported by one salaried full time and one salaried part time member of staff, one of whom will have demonstrable qualifications and/or experience in working with vulnerable children and young people
  - Board members will undertake commissions, inspections and participatory activities across all partner agencies involved in the Hearings' System including Social Work Services, Education, SCRA, Children's Hearings Scotland, the judiciary service etc.
  - The Board will report to the Children's Hearings' Improvement Partnership

As the development of a Young People's Board for the Children's Hearings System progresses, the Participation Officer will continue to keep SCRA's Board and Executive Management Team informed.

**6. Recommendations:**

- a.** To note the Participatory work undertaken in 2015 and 2016;
- b.** To approve the Participation plans for 2016 and 2017

**SCOTTISH CHILDREN'S REPORTER ADMINISTRATION**

**Locality Performance Reviews**

**Accountable Directors:** Senior Operational Managers      **Date:** 07 June 2016

**Report prepared by:** Senior Operational Managers

**Recommendation:**

To consider the outcome of the second round of Locality Performance Reviews.

**Reason for Report:** *To advise the Board on progress of Locality Performance Review meetings*

**Resource Implications:** *None*

**Strategy:** *Performance Management Framework*

**Equalities Duties** *Equalities Impact Assessment not required*

**Consultation:** Principal Reporter/Chief Executive

**Document Classification:** *Not protectively marked*

## **1. Introduction**

1.1 In January 2016 the Board received a report on the first round of Locality Performance Reviews that took place in October and November 2015. The Board requested a report every 6 months to advise on the progress and issues that arise after each round of Reviews. This report provides information following the 2<sup>nd</sup> round of Reviews that took place in March and April 2016.

1.2 The Board requested that the content of future reports was to include:

- Any changes to the review process made or proposed for the next cycle.
- Comments on the “softer” issues e.g. changes in staff morale.
- Brief summary of progress on the outcomes of last report – actions completed, new targets etc.
- A summary of the outcomes of the latest locality reports, key findings, targets met/any difficulties, learning transferred to other localities and key actions agreed.

## **2. Summary of findings**

### **2.1 Any changes to Review process**

The feedback from the first round of Reviews was very positive and therefore we did not make any change to the process. In particular, the 2 SOM's attended every Review, and the Reviews followed an agenda based on the Locality Plans. We have tightened up on the detail around the outcomes from each meeting, providing each Locality with an Action Log to be reviewed at the next Performance Review.

We did, however, use the LPR's as a means to highlight some key issues. In particular we had a focus on maximising staff attendance, which has become one of the LRM objectives for the coming year. We also highlighted the Children and Families Survey that was due to take place in April 2016 and challenged Localities to do all they could to improve on participation levels.

### **2.2 Softer issues such as staff morale**

The first round of reviews had the benefit of the results of the 2015 staff survey. This 2<sup>nd</sup> round of Reviews relied on discussion to identify these softer issues and In general staff morale is good. There are some pockets of staff for whom this is not the case, but this tends to be due to significant change, or due to pressure caused by shortage of staff. The 2 SOM's are out in the Localities, talking with staff all the time and are fully aware of the underlying issues causing difficulty in some areas. However, the significant majority of staff appear to be in good spirits. Most Reviews also had a representative from the Trade Union and we were able to test out with them if the managers' assessment was accurate, which it was.

## 2.3 Summary of progress from the last report

Challenges identified in the last report were as follows:

- There were a number of examples of pressure on front line staff especially if the Locality experienced events that reduced capacity, e.g. sickness absence, maternity leave, a significant court case that took Reporters away from their caseload, etc.

*This information was considered in discussions at EMT and Board regarding issues such as the Spending Review and the Budget Challenge and Review. This reinforced our collective view that we could not afford to lose any more staff other than a rare exception. We have agreed a budget which does not anticipate any further VR/VER during the coming year. We have also become much more proactive to any emerging staff pressures, both as EMT and as an organisation. We continue to see Localities voluntarily helping each other without the active intervention of the SOMs*

- The Performance target of arranging a Hearing within 20 working days from reporters decision is a common challenge, it being so susceptible to external factors such as availability of hearing slots and partner participants. In one or 2 Localities this was less of a challenge and this merited some enquiry to see if others can learn from their experience.

*All Localities raised the profile of this target and some have specific action plans around this. We anticipated an improvement in this target and we have seen this in Q3 and Q4. Although we encouraged Localities to share their knowledge and experience, we actually have found that this target is one that is very affected by local factors. What works in one Locality does not always work in another. However, from the Q4 OPR it would appear that the focus on this target has improved the national performance to around 71%. This is below the target of 75%, but is better than it was looking after Q2. We will continue to focus on this target in future reviews.*

- Formal supervision and team meetings were not happening as often as they should, according to staff surveys.

*The requirement for regular and meaningful supervision has been stipulated as a performance objective for all LRM's. They in turn will require LSM's to do the same. In addition, actions have been agreed following the audit on supervision which has been reported to the Audit and Risk Committee.*

- The challenge to meet Budget savings targets was very difficult, particularly when set alongside the pressure to plug gaps in service from sickness and other leave.

*Again we used this information during discussions at EMT and Board and it was crucial in our discussions at Budget Challenge and Review. We have managed to lower the savings target for Localities to 2.4%, but*

would prefer that it was less. We have also removed some central savings targets as they caused confusion last year. In addition, we have set up a Budget Leads meeting which has met twice now, where all budget issues can be discussed and experience shared across the country. In the recent risk register returns from Localities financial pressures, savings targets and budget management were seen as by far the most commonly identified risk.

- Translation and interpretation costs were very variable across the country. While this may be legitimate due to differing population profiles, it was also clear that there were variations in how Localities identify the need for translation and interpretation.

*New Practice Direction has been introduced to provide greater clarity around the circumstances where translation and interpretation are required. Some Localities have taken a very active approach and have shown reductions in costs, but without affecting effective participation. This issue does, however, continue to be a significant pressure for us, and will be maintained as an agenda item at future Locality Performance Reviews for the foreseeable future. Worryingly, Glasgow reported a major concern that some firms of solicitors had started to request full translations for their clients in cases where there has been no need for translation in the past. Also, a current case in Glasgow demonstrates the magnitude of the issue, with translation costs possibly reaching £40,000 for just one case that requires the translation of health records from 8 different institutions in Poland. This has been highlighted to Sponsor Branch.*

- For some Localities there was a challenge to keep individual managers as well as LMT's curious and enthused to move beyond their present achievements.

*This continues to be encouraged through involving individuals in projects, creating PDP's to satisfy the ambition, and in some cases setting individual objectives. SOMs working with EMT colleagues are actively seeking new work experiences for some LRMs, for example with CELSIS and with Care Inspectorate.*

## 2.4 Summary of key findings

- The Localities were again well prepared for the reviews and were well supported by business partners.
- Localities again provided good evidence of progress against their Locality Plans.
- There continues to be a preparedness to amend plans to adapt to emerging issues.
- It remains clear that all localities are actively managing resources and performance.
- Overall formal performance has been sustained at a very good level. It was recognised that this level of performance has now been sustained for over a year, and improvements continue to be evident. Localities are much more open now to stretch targets, pushing their ambitions, although

the extent to which big improvements can be made around existing targets diminishes as our performance improves.

- There are emerging themes around creative ways of using our staff, in particular support staff which both enriches the support role and alleviates pressure on Reporter colleagues. This has been fed into the Reporter Capacity Project where it can be thoroughly explored and trialled.
- There is a significant variation in the amount of Appeals activity across the country, and sometimes within different parts of Localities. Also, 2 Localities have recognised variations in how court is progressed in different parts of their Localities and have commenced an analysis of this issue. We advised them to consult with each other in order to share ideas and avoid duplication of work.
- In all Localities there appears to be a big emphasis on the Learning and Development of staff. This is a good indication that performance has stabilised and work is under control, as Localities now feel that they have the time to devote to this crucial activity. We believe this to be evidence of operations moving from a “maintaining service” position to a developmental and progressive approach to service delivery.
- Budgets were very well managed again. Nationally Localities pretty much broke even. Where there was overspend it was related to some inescapable staffing pressure, or external operation issue such as translation costs that were unavoidable.
- The thirst for improvement remains high. Managers were very enthusiastic about the management development programme and the use of coaching methods. They were keen to be involved with other Localities and we heard of some positive experiences of that. Also, a number of LRM’s were very interested in the activity of EMT and Board and have asked if they can observe or shadow some of this activity.

### **3. Actions emerging from this round of Reviews**

- There were a number of initiatives and planned activity that were of great interest to the Reporter Capacity Project and the Court Project. We need to make sure that this is fed into those projects and also that none of the activity cuts across those projects
- There is a huge amount of Learning and Development activity planned and on-going. We need to ensure that this is properly recorded and evaluated.
- Our supervision and appraisal framework has yet to be fully implemented on a consistent and regular basis across the country. SOMs were satisfied that managers are engaged in frequent support and supervision of their staff but the recording and feedback communications aspects of this require further improvement.
- We need to encourage LRM’s who have expressed an interest in the operation of EMT and the Board and plan what observation and participation is appropriate.

#### **4. Conclusions**

- This second round of reviews has provided assurance that managers are working together with their staff and Unison partners, to deliver their service in line with agreed plans.
- Actions outstanding or added to plans as a result of the first reviews have been progressed and/or amended in light of the ever changing operational landscape.
- A new set of action logs have been created from this second round and will be subject to review at the next set of meetings in September and October 2016.
- The process of formal reviews is viewed positively by managers and LMTs in reporting progress and success, identifying on- going challenges and in seeking support and direction from SOMs and the wider organisation.

#### **5. Recommendation**

The Board are requested to consider this report and to offer any feedback or suggestions on the format or the contents of the report.

**SCOTTISH CHILDREN'S REPORTER ADMINISTRATION**

**Influencing Report: 2 December 2015 to 1 June 2016**

**Accountable Director:** Head of Practice and Policy      **Date:** June 2016

**Report Author:** Policy & Public Affairs Manager

**Recommendation:**

- 1. That the Board notes the content of this report**

**Reason for Report:** *For information of Board*

**Resource Implications:** *Within approved budgets*

**Strategy:** *Within approved plans*

**Consultation:** *Practice and Policy team*

**Document Classification:** *Open*

## **1. Introduction**

- 1.1 In March 2011, the Practice and Policy Team produced a report for the Board outlining the key areas where SCRA had been able to be influential and apply its professional expertise, data and research to particular issues at a national level. The Board subsequently requested that a similar report be provided on a bi-annual basis. This is the tenth such report and covers the period 2 December 2015 to 1 June 2016.

A full list of consultations and calls for evidence responded to during this period is included at Appendix 1, though informal consultations are not captured here. Due to the timescales involved, the outcomes of some of those areas of work are not yet known, so we have been unable to assess our effectiveness. In other areas, success can be difficult to quantify, so this report in some ways only gives a flavour of the main areas of activity over the last five months.

- 1.2 As noted in the previous reports, we are by no means seeking to take sole credit for any of the things outlined below. In many cases, success was only possible due to close and effective engagement and co-operation with a range of partners, including the Scottish Government. The areas highlighted below represent issues where we feel that SCRA has been able to make a positive and identifiable contribution.

The Team has also been fortunate in being able to call on expertise from across SCRA to ensure that we are making the most effective contribution possible. For example, many of our responses to consultations and/or inquiries are influenced by the views and expertise of front-line staff, while operational staff have also participated in working groups that developed guidance etc. While it is produced by the Practice and Policy team, the report reflects that broader organisational contribution.

## **2. Legislation**

- 2.1 The Apologies (Scotland) Bill was introduced into the Parliament in April 2015 by Margaret Mitchell MSP. It makes provision for apologies to be inadmissible as evidence in certain proceedings. SCRA submitted a written response pointing out that the Bill's wording would include children's hearings court proceedings and would have the effect of potentially inhibiting the Reporter in establishing grounds for referral by limiting the evidence that could be led. Meetings and email discussions with Margaret Mitchell and with Scottish Government colleagues led to the Hearings System being excluded from the scope of the legislation.

2.2 Regulations empower Children 1<sup>st</sup>, as the contractor responsible for administration of the Safeguarder panel, to monitor performance and investigate complaints. It was identified that in order to do that effectively, it would be necessary for them to have access to Safeguarder reports. However, SCRA had no legal power to share the reports with them. Following in depth discussions between SCRA, Scottish Government and Children 1<sup>st</sup> it was agreed that a statutory power will be provided enabling such information sharing to take place. This will come into force in June 2016.

2.3 SCRA was an active part of the Scottish Government's Advisory Group on the Minimum Age of Criminal Responsibility (MACR). We are fully in agreement with the Group's recommendations and produced a research report on offending by 8-11 year olds which helps to lend important context and support to the proposals. The Advisory Group's recommendations are now out for consultation and SCRA will be responding in support of them.

### **3. Research**

3.1 As noted above, our research on Background and outcomes for children aged 8-11 years old was published alongside the recommendations of the Scottish Government's MACR Advisory Group. It has been warmly welcomed as a valuable contribution to the debate.

### **4. Inquiries, reports, guidance, strategies, training etc**

4.1 SCRA has been a member of Police Scotland's Stop and Search reference group, which has played a key role in scrutinising the Police practice in this area. Our input has focused on advocating a proportionate children's rights based approach. We are also a member of a partnership reference group on the development of concern hubs and have produced a programme of training for all hub staff to help consistency in referrals to the reporter, as well as an MOU for sharing information about children who have come to attention of police.

- 4.2 In March 2016, SCRA identified a concern with the Scottish Government's newly published Looked After Children Strategy. The published version differed considerably from the last draft we had seen in the section on children looked after at home. We were concerned that the drafting of part of that section might be misleading and inappropriately discourage local authorities from recommending home supervision, or even from referring to the Reporter in the first place. Following a discussion between CHS, SCRA and the Scottish Government, amended wording has been agreed and disseminated to all Locality Reporter Managers to inform engagement with partners.
- 4.3 SCRA is part of the Justice Expert Group currently developing work around the Scottish Government's Equally Safe strategy. We are also contributing to a linked NGO group focused on the impact of domestic abuse on children and young people.
- 4.4 SCRA continues to support and facilitate advocacy pilots and action research in Fife, North Lanarkshire, Highland and Dundee. These are intended to demonstrate the benefit of advocacy provision for children and young people in the Hearings System and identify viable models which could be rolled out nationally.
- 4.5 The Scottish Government has set up a group to assist with the development of guidance around Part 12 of the Children and Young People (Scotland) Act 2014 (Services in relation to children at risk of being looked after etc.). SCRA is a member of that group and is seeking to ensure that any guidance fits both with GIRFEC and Children's Hearings Systems principles and processes.
- 4.6 SCRA continues to lead a Children's Hearings Improvement Partnership (CHIP) sub-group on GIRFEC and the Hearings system and are assisting in the development of practice guidance about the Hearings system for professionals. We have also developed training material on the Hearings system targeted at Named Persons.
- 4.7 SCRA has continued to be involved in helping to shape the Corporate Parenting Practice Notes being produced by CELCIS on behalf of the Scottish Government. We are also beginning the process of developing our own Corporate Parenting plan.

4.8 The Scottish Government has been working on non-statutory guidance on Contact, which is intended to inform local authority practice and decision making. SCRA has been part of a working group and has helped to ensure that the guidance reflects the most accurate and up to date legal position in relation to contact decisions within the children's hearings system.

4.9 SCRA has produced an information and advice leaflet for kinship carers involved in the children's hearings system. We have agreed with the Scottish Government that it will replace the section on the hearings system which is currently part of the pack of information provided to all kinship carers. This pack is being revised by Mentor UK at present and is intended to be published in the summer.

## **5. Other / miscellaneous**

5.1 This section covers reports and policy papers from other jurisdictions (for example England and Wales), as well as reserved issues. It may sometimes be based on visits and face to face contact rather than on formal written submissions.

5.2 In February, we facilitated a visit from Charlie Taylor, who was leading a departmental review of the Youth Justice system in England and Wales. Later on that month, two officials from the UK Ministry of Justice also visited Scotland to see the hearings system in action. Subsequent email dialogue has explored aspects of the Hearings system, especially the separation of powers.

## **6. Recommendation**

6.1 The Board is asked to note the contents of this report.

*Appendix 1:* **List of all consultations and calls for evidence responded to:  
1 December 2015 to 1 June 2016**

**List of all consultations and calls for evidence responded to between 1 June 2015 and 1 December 2015.**

*Please note that this list only includes formal consultations and written requests for SCRA to contribute.*

**December 2015**

Children's Hearings Scotland consultation: 2016/17 Business Plan

Scottish Civil Justice Council consultation: Hearing The Voice Of The Child In Family Actions – Form F9

**January 2016**

Scottish Government consultation: Draft Multi-agency guidance on Responding to Female Genital Mutilation in Scotland

**February 2016**

Children and Young People's Commissioner Scotland consultation: Draft Plan

**March 2016**

None

**April 2016**

Scottish Government consultation: A Criminal Offence of Domestic Abuse

Police Scotland pre-consultation: Strategic Police Priorities

**May 2016**

Scottish Government consultation: Commission and diligence in family actions in the civil courts



SCOTTISH  
**CHILDREN'S REPORTER**  
ADMINISTRATION

**Corporate Planning Process**

**Accountable Director:** Principal Executive      Reporter/Chief      **Date:** 22 June 2016

**Report Author:** Head of Strategy/OD

**Recommendations:**

1. The Board review the proposed dates and expectations and approve the plans for development of the 2017/2020 Corporate Plan and complementary strategies.
2. The Board consider the feedback from the strategy sessions to inform their own thinking around the key themes for the Corporate Plan and provide initial feedback.

**Reason for Report:** For information and discussion

**Resource Implications:** Within agreed budgets

**Strategy:** Within approved plans

**Consultation:** Head of HR, Head of Finance

**Document Classification:** Not protectively marked

## 1. Introduction

1.1 This paper seeks to provide the Board with:

- information and an assurance of the planning process to deliver the 2017/20 Corporate Plan and its related documents.
- further detail around dates and expectations
- information about the accompanying strategies.
- feedback from the strategy sessions with staff and EMT for initial thoughts and comments

## 2. The planning process

2.1 Appendix 1 lays out an updated schematic of the dates and expectations in development of the plan and related documents.

Shaded in green are the steps that have been completed to date with all other steps currently on target.

Running in parallel is an engagement with young people around their views of the emerging themes as well as the look and feel of the finished document.

## 3. Accompanying Strategies

3.1 Alongside the Corporate Plan 2017/20, three strategies will be developed to provide further detail of delivery and an assurance of approach.

- The Financial Plan
- The Organisational Development Strategy
- The Workforce Strategy

3.2 A summary of the three strategies is provided below.

## 4. Financial Plan

4.1 In common with the rest of the public sector SCRA received a one year grant settlement for 2016/17. SCRA's settlement is:

Resource	£21.3m
Capital	£0.97m
Additional capital (Tranent)	£0.167m

In relation to the joint Digital Strategy the Scottish Government (SG) indicated in principle support but no funding has been provided as yet.

- 4.2 In March 2016 a Digital Strategy High Level Business Case was submitted to Sponsor Team at the request of the Children and Families Directorate Finance Manager. This set out the capital, one-off revenue and recurring revenue investment required to deliver the Digital Strategy over the period 2017/18 to 2019/20.
- 4.3 In May 2016 an assessment of SCRA's capital requirements (including the capital elements of the Digital Strategy) was submitted to Sponsor Team, again at the request of the Children and Families Directorate Finance Manager. This covered the period 2017/18 to 2020/21 and is effectively the first request for information for the 2016 Spending Review.
- 4.4 The expectation is that the Scottish Government Spending Review 2016 will cover the period 2017/18 to 2019/20. The publication of draft budgets is expected in the Autumn with Committee scrutiny running through to the end of 2016. The SCRA submission will be developed in the coming months and in agreement with Sponsor Team will build on the extensive work carried out in 2015.
- 4.5 The Spending Review submission will be supported by an updated three year Financial Plan which will capture the impact of year on year costs increases, particularly salaries and pension costs, will align to SG priorities, the new Corporate Plan, the new Workforce and Organisational Development Strategies and will clearly set out the case for future funding levels necessary to sustain current levels of performance, service and staff wellbeing. It will also capture the investment required to implement the Digital Strategy.

## 5. **Organisational Development Strategy**

- 5.1 The Organisational Development Strategy will give clarity about what we aim to address as organisational development over the next three years and how we plan to undertake this work.

It will demonstrate our commitment to; our staff and their development, our performance in how we deliver our service and the quality with which we work and collaborate to deliver positive outcomes.

- 5.2 From what we have already seen as emerging themes of the corporate plan, the OD strategy will get underneath aims such as:

### ***Promoting organisational excellence;***

A reformed Quality assurance programme

Developing our understanding and application of the improvement methodology and implementation science

Effective partnership working

### ***Fit for future workforce***

Access to a wide range of learning and opportunities

Management Development programme for all managers

Developing a coaching culture across the organisation and supporting its evolution

### ***High performing and responsive***

Participation and engagement play leading roles in shaping our service

Making best use of research and gathered intelligence in determining change

Agile ways of working allow us to respond to changing needs and demands

## **6. Workforce Strategy**

- 6.1 Like the Organisational Development Strategy, the Workforce Strategy aims to provide some clarity around the direction of issues facing our workforce over the next three years. This direction will be determined by clear understanding of the known business needs and in consultation with Locality Management Teams and UNSON.

The development and consultation period will take place over the summer and autumn months with the aim to of taking a draft to the Board in September/October.

- 6.2 Like many Workforce Strategies the main areas of business that will be focused on with some specific areas of content are as follows:-

### **Recruitment**

- Recruitment and feedback loops
- Competency frameworks linked to management standards
- Youth Employment Strategy
- Workforce planning to consider the shape of workforce and our roles

### **Reward**

- Review of job evaluation process
- Best possible pay settlements and review of non-pay rewards
- Equal pay audit

### **Retention**

- Staff engagement
- Learning and development programmes aligned to the Organisational Development Strategy
- Succession Planning
- Flexible working

### **Relations**

- Robust and fair policies
- Partnership working
- Staff Engagement

## **Health and Wellbeing**

- Maximising Attendance
- Targeted areas of health improvement and awareness
- Workload recording exercise

## **7. Feedback from Corporate Plan 2017/2020 strategy sessions**

- 7.1 Three strategy sessions have now been held – Planning and Improvement Network, Practice and Quality Network Head Office managers and EMT with some sessions with young people planned over the summer.

Participation in the sessions was overwhelmingly positive with staff very engaged in the exercise.

There were areas of commonality across the sessions – mainly general thoughts around the outcomes in the current corporate plan as well as potential future direction.

- 7.2 Reflecting on the feedback received with regards to current outcomes, and indeed the context that we are working within, it would be our suggestion that a fuller narrative be provided in the corporate plan that ‘tells our story.’ This would describe how we will work and collaborate, our recognition and support of e.g. corporate parenting duties, GIRFEC principles and that our work will be underpinned by our use of technology and with a fit for future workforce

This narrative would be supported by shorter, more succinct Outcomes that are focussed around – staff, partnerships and service to children, young people and families.

Where we had previously had a specific outcome around quality, we are now in a position where we can demand quality of ourselves in all that we do therefore would look to thread this right through our outcomes.

- 7.3 Appendix 2 gives a feel for the feedback received in the sessions. There is a lot more detail sitting behind it which we have captured to allow further work to take place on the themes and strategies

### **The key themes emerging were:**

- Engagement – with children, young people and families to shape how we do things
- Effective partnerships – SCRA as leading, innovative partners with a key contribution
- Staff – well developed, supported, confident, competent and emphasis on health and wellbeing
- Quality in all that we do and excellent performance as an output
- Underpinned by technology, finance/resources

### **In the context of:**

A digital era, GIRFEC/Corporate Parenting/UNCRC, Financial constraints, wider hearing system, changes in legislation.

## 8. **Conclusions**

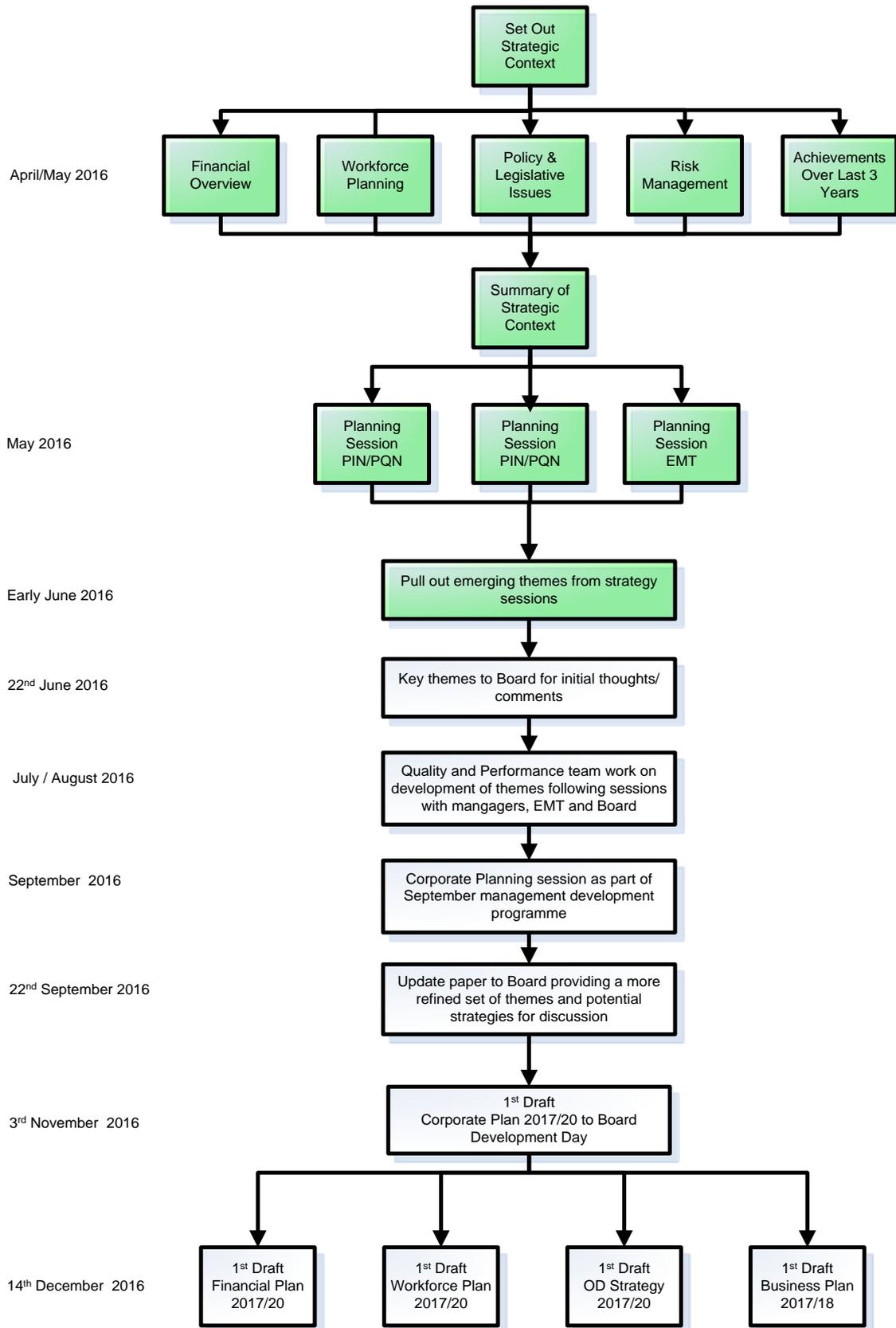
- 8.1 There is a robust framework and plans in place to support the development of the 2017/2020 Corporate Plan and its complimentary strategies.
- 8.2 The plans will be developed in consultation with SCRA's Board, senior managers and staff as well as engaging with young people and partners.
- 8.3 Feedback from the strategy sessions has provided the planning team with a plethora of material to work with in developing the initial draft of the plan.

## 9. **Recommendations**

- 9.1 The Board review the proposed dates and expectations and approve the plans for development of the 2017/2020 Corporate Plan and complementary strategies.
- 9.2 The Board consider the feedback from the strategy sessions to inform their own thinking around the key themes for the Corporate Plan and provide initial feedback.

Appendix 1: Schematic of Corporate Planning  
Appendix 2: Feedback from Strategy Sessions

# Appendix 1



## Appendix 2

### Outcomes of current Corporate Plan

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

### Outcomes/Key Themes for 2017-2020

Some critical consideration of 2014/17 outcomes can be summarised in the below;

#### Outcome 1

*The views of children and young people and their families* is still very important to us and should be used both:

- To influence how we improve services to better meet their needs
- To inform consideration of their individual cases

This will be an important element of how SCRA meets its corporate parenting responsibilities

#### Outcomes 2, 3 & 4

In looking at outcomes 2, 3 and 4 it was considered that in merging the *essence* of the three, we may be looking at a statement of vision rather than outcomes with everything that we do working towards this. The 'how' would be contained within the narrative / strategies.

#### Outcome 2

*Our decisions should be proportionate and timely* - still very important but it was recognised that we should be visibly considering the quality as well.

It was felt that making a positive impact on the welfare, safety and protection of children, young people and communities is more difficult to demonstrate however shouldn't put us off the ambition. We should consider that effective decision making can support this.

### **Outcome 3**

It is necessary to determine whether our focus should be on improving the lives of the most vulnerable children, or of all vulnerable children, or how we strike a balance on this. Prevention/safety/education crucial in spirit of early and effective intervention

### **Outcome 4**

Partnership working continues to be key in our approach. Working in collaboration with our partners to deliver effective system.

SCRA as leaders, effective/good quality partnerships, consistency in approach and contribution.

### **Outcome 5**

Widespread consensus that quality/continuous improvement should feature as a thread across the work we do:

- Concept of “banking the quantitative improvements gained over past few year, and now turning attention to qualitative aspect of performance – “how well?” rather than “how quickly?”

### **Strategies/Approaches/Actions for 2017/2020**

Summarised capture of potential strategies/approaches/actions to deliver the 2017/20 outcomes:

#### **How we deliver our service**

- Engagement with children and young people, and their families
  - Recognise scope for improvement in how we engage
  - Recognises that “one size fits all” does not apply
  - Views of children and young people in relation to individual cases can be derived from partner reports and information supplied – how can we make this better?
  - How do we capture the views of children and young people that don't come to hearings? How can we capture these to mould our service at all touch points.
  - What part can we play in a child's journey that is not coming to a hearing?
- Digital strategy
  - As an enabler – targeted to specific improvement opportunities
  - Improve accessibility, increase efficiency, reduce costs
  - Aligned with Finance/Workforce/OD strategies?
- Sustainability as applied during 2014/17 no longer appropriate – based in context at time that plan was developed. Resilience rather than sustainability.
- Quality – in all that we do
- Using research & data at all levels

## **How we support our staff**

- Managing excellence of all our staff, and properly supporting, equipping and resourcing them:
  - Leadership training & development
  - Skills, support, training & development
  - Supervision & appraisal
  - Managed capacity
  - Shared language
  - Role of networks in developing approaches/sharing good practice
  - A positive environment that values staff happiness and wellbeing, while balancing this with productivity
  - Continually reviewing roles to match best person to task while achieving best quality outcomes
- Locality integration and resilience:
  - Different ways of working
  - Effective cross-locality working
  - Remote working
  - More universally accepted workload formula
  - Consistent application of practice instruction
  - Consistent application of standardised processes
  - Improved management of short term pressures

## **How we work with others**

- Our contribution is about leading and innovating, with SCRA recognised for its contributions to:
  - Partnership
  - Collaboration
  - Child protection
  - Influencing through non-statutory work
  - Responsiveness to legislation
- Our part and role within GIRFEC
- How we engage with partners, and what messages do we consistently promote
- Education of and engagement with partners is crucial - How do we effectively educate

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Strategic and Operational Risk Registers

**Accountable Director:** Principal Reporter/Chief Executive **Date:** 1 June 2016

**Report Authors:** Head of Finance & Resources  
Executive Officer

**Recommendation:**

1. To approve the Strategic Risk Register and note the Operational Risk Register

**Reason for Report:** For Approval.

**Resource Implications:** Not applicable

**Strategy:** Not applicable

**Consultation:** Executive Management Team  
Operational Group  
Audit & Risk Committee

**Equalities Duties:** Equalities impact assessment not required

**Document Classification:** Not protectively marked

## **1. Introduction**

- 1.1 This report provides an update to the Board on the Strategic and Operational Risk Registers.
- 1.2 The Risk Registers were last reviewed by the Board at its meeting on 11 December 2015.
- 1.3 The Audit & Risk Committee, at its meeting on 19 May 2016, approved the risk register report for submission to the Board.
- 1.4 As part of its routine business, the Audit & Risk Committee considered a report on Cyber Security and under the New Risks item at the conclusion of business, the potential risks around Cyber Security were noted. It was agreed that the Executive Management Team would review and score the risks and include on the Strategic Risk Register as appropriate.

## **2. Risk Management in SCRA**

- 2.1 SCRA's Revised Risk Management Policy was approved by the Board at its meeting in March 2016. The Board has responsibility for the system of internal control and risk management within SCRA. The Board charges the Audit & Risk Committee with overseeing the operation of the system of internal control and with ensuring robust risk management arrangements within SCRA, including reviewing the Strategic and Operational Risk Registers six-monthly.
- 2.2 The Risk Registers are kept under review by the Executive Management Team (EMT) and Operational Group. A service wide Risk Reference Group has also been established to act as an internal focus for the development of SCRA's approach to risk issues and to provide leadership on the delivery of SCRA's risk management policy
- 2.3 The risk register format includes an assessment of both gross and net risk in order to demonstrate the impact of existing control mechanisms and to link the agreed organisational risk appetite.
- 2.4 The Risk Reference Group met in April 2016 and the focus for the meeting was to review the Locality Risk Register – all localities now have a risk register in place.

The risks identified across locality registers reflected the diversity/particular circumstances of localities but in general the main themes emerging across all registers were noted as follows:

- Non-disclosure and data security
- 2014 Act and implementation of GIRFEC
- Property including outreach hearing centres and travel
- Sickness absence and staffing
- Savings and resources.

Other themes included:

- CMS and network intermittency
- Poor technical resources/infrastructure
- Partnership working (external/internal)
- Casework targets and performance
- Failure to follow practice direction.

There were also risks recorded due to particular circumstances – eg significant case reviews, adequacy of reception cover.

Further work will be undertaken on the registers taking account of feedback from the internal auditors to ensure consistent use of terminology and that risks, controls and actions are appropriately recorded.

### **3. Strategic Risk Register**

3.1 The Executive Management Team undertook a full review of the Strategic Risk Register in May 2016 (attached at Appendix 1).

3.2 Changes to the register are as follows:

- Risk 1 - Efficiency plans do not deliver additional capacity or reduce costs remains as an upward trend.
- Risk 2 -No reduction in numbers of information breaches has moved from stable to an upward trend.
- Risk 3 - SR2016 does not deliver level of resources required for medium term financial sustainability is showing an upward trend.

3.3 Areas identified for scoping for potential inclusion on the register were as follows:

- Historic Abuse Inquiry – property and reputational implications – following an assessment by the Property Team it has been agreed that this can be managed within existing resources and at this stage will not be included on the risk register.
- Facilities Management Provision – the Head of Finance & Resources/Senior Operational Mangers are managing the current position in relation to contract issues and initial scoping undertaken concluded that the issue should not be placed on the register.
- Self-Insurance – the issue identified in relation to the organisation’s insurance position in relation to property/personal claims is currently being assessed by the Head of Finance & Resources.

#### **4. Operational Risk Register Profile**

- 4.1 The Operational Risk Register updated as at May 2016 is attached at Appendix 2.
- 4.2 The register has been reviewed by the Operational Group. The review took account of national priority activities to support a safe and effective service with a particular focus on issues of immediate risk and delay.
- 4.3 Changes to the register are as follows:-

Risk 3 – CMS Improvements – as the programme of improvements are implemented, the potential risks around ensuring that awareness and training for staff in implementing the changes is up to date/synchronised

The November report to the Committee indicated that it was proposed to close this risk as guidance and bespoke refresher training was being successfully delivered. Following a further review it has been agreed to retain the risk on the register but change it to a downward trend pending completion of the CMS User Guide.

A new risk has been added:

Risk 4 – Varying practice and lack of clarity on processing of non-disclosure cases that may increase the risk of breaches.

This relates to an issue in the legislation and procedural rules which may lead to operational risks of non- disclosure breach or mitigate against reducing risks further. Following discussion at the Operational Group the issue has been referred to the EMT for a decision on future direction. Any changes in operational practice will require the agreement of the National Convenor.

#### **5. Conclusions**

- 5.1 The risks across both registers focus on the ongoing challenges in the delivery of a safe and effective service with the focus on capacity, resources and information governance.

#### **6. Recommendation**

- 6.1 To approve the Strategic Risk Register and note the Operational Risk Register.

Appendix 1 – Strategic Risk Register (May16)

Appendix 2 - Operational Risk Register (May16)

#### **Previous Papers:**

Risk Register Report to Board – December 2015

Risk Register Report to Audit & Risk Committee – May 2016

## Strategic Risk Register May 2016

Risk No.	Reference to SCRA objectives	Risk Type	Risk Description	Risk Owner	Inherent Risk Score L*I	Key mitigating controls	Residual Risk Score L*I	Trend	Actions and Timescales	Risk Appetite	Target Risk Score L*I	Review Date
1.	BP 2014/15 Nos. 6 and 7	Service Delivery/ Finance	Efficiency plans do not deliver additional capacity or reduce costs	Head of Planning & Strategy/Head of Finance & Resources	12 (4*3)	<p>Project plans with clear statements of benefits/savings, approved by Change Programme Board.</p> <p>Change Programme Board track delivery of benefits/savings.</p> <p>Approved Financial Strategy incorporating savings targets.</p> <p>Approved Digital Strategy and Business Case.</p> <p>Key project deliverables and savings are reflected in Business Plan.</p> <p>SCRA IT Operational Plan</p> <p>CMS Improvement Programme.</p>	9 (3*3)	↑	<p>PIDs for Reporter Capacity, Court and Inputs &amp; Outputs projects.</p> <p>Guide delivery of individual projects and define benefits/savings</p> <p>Financial Strategy 16/17 in place and will be reviewed from 2017 onwards</p> <p>E-Comms project – piloted and tested in West Dunbartonshire – assessed for upscale by October 2016</p> <p>Ongoing improvement within IT Operational Plan</p> <p>Inputs and Outputs Projects propose specific programmes of work May-October 2016</p> <p>Business Plan 2016/17 fully assessed against budget</p> <p>Submit Digital Strategy business case to SG (Feb 16 and waiting Scottish Government response on resource case</p>	Minimalist	3 (1*3)	Oct 16

Risk No	Reference to SCRA Objectives	Risk Type	Risk Description	Risk Owner	Inherent Risk Score L*I	Key mitigating controls	Residual Risk Score L*I	Trend	Actions and Timescales	Risk Appetite	Target Risk Score L*I	Review Date
2.	BP 2014/15 No. 3	Reputation/ Governance	No reduction in numbers of information breaches	Head of Practice & Policy/Senior Operational Managers	16 (4*4)	Information Governance Action Plan  Information Governance Leads Group  Regular Reports to Audit & Risk Committee  Senior Operational Managers' Performance Review – twice annually	9 (3*3)	↑	Delivery of recommendation of ICO Audit)(ongoing)  Develop and strengthen IG Leads arrangements (ongoing)  One to One root cause analysis and management review of breaches (live process)  Focus on high risk localities  Partnership work  Non Disclosure Research  National Inter-agency Practice Guidance  Glasgow Improvement Project  Partnership working around security of addresses  GIRFEC guidance  Ongoing improvement within IT Operational Plan  Performance Reviews scheduled March and October	Minimalist	3(1*3)	Oct 16
3.	BP 2016/17 Sustaining and Developing Our Infrastructure No. 3	Finance	SR2016 does not deliver level of resources required for medium term financial sustainability	Head of Finance and Resources	20 (4*5)	Spending Review 2016 process agreed with Sponsor Team.  Approved SR 2016 submission. Funding scenarios.  Savings/Efficiency plans.	15 (3*5)	↑	EMT engage with Sponsor Team on SR2016 submission. Board engage with Minister and Director of Children and Families on SR2016.	Open to cautious	2 (1*2)	Dec 16

## Operational Risk Register – May 2016

Risk No.	Risk type	Risk description	Risk Owner	Inherent Risk Score L*I	Key Mitigating Controls	Residual Risk Score L*I	Trend	Actions & timescales	Risk Appetite	Target risk score L*I	Next Review Date
1	Operational/ Reputational	Insufficient operational capacity/capability to improve or sustain service quality	Senior Operational Managers	(4:4) 16	<p>Targeted use of temporary and sessional staff.</p> <p>Development of further phases of workload measurement and long-term resource allocation needs.</p> <p>Maintaining CMS performance, function and staff capability.</p> <p>Delivery of comprehensive Locality Plan.</p> <p>Reporter Capacity project initiated to free time for key reporter activities</p> <p>Wider adoption of inter locality assistance and support</p> <p>Adoption of inter locality working protocol in BCP.</p> <p>Senior Operational Manager Performance Reviews – twice yearly</p>	(2:4) 8	—	<p>Locality plans in place in each area.</p> <p>Quarterly review of plans by LMTs.</p> <p>Six monthly review by Senior Operational Managers.</p> <p>Six monthly business plan review.</p> <p>Engagement of planning officers/team with LMTs. - ongoing</p> <p>Provision of regular/routine performance/cms data (weekly/monthly).</p> <p>Sustainability programme.</p> <p>Implementation of Inputs and Outputs Project recommendations by October 2016</p> <p>Reporter Capacity and Court review and change programmes now ongoing with project management and sponsorship – reporting via Change Board</p> <p>Delivery of relevant actions in IT Operational PlanCMS</p> <p>Ongoing review of employment of temporary staff subject to budget and operational needs.</p>	Cautious	(2:2) 4	Oct 16
2	Non compliance with legal duty/reputational	Failure to implement SCRA's Security Policy Framework and Strategic Framework for Information Management	Information & Research Manager	(4:4) 16	<p>Information Governance Working Group comprehensive plan and actions in place.</p> <p>Locality leads for IG identified and leading delivery at local level.</p> <p>Ad hoc national support programmes. Ongoing staff training</p> <p>Lead by Senior Operational Managers of Breach Reviews</p> <p>Adoption of Principles Paper by CHIP and greater CSO accountability.</p>	(3:3) 9	—	<p>Individual Locality leads - distilling necessary activity at team level - Ongoing.</p> <p>Continued review and learning from current adverse incidents/breaches/ near misses - Ongoing –</p> <p>Rapid dissemination of learning outcomes to local teams. Deliver training and staff awareness programmes via e-learning portal – ongoing.</p> <p>Full implementation of ICO Audit recommendations Ongoing .</p> <p>Strengthen role of IG Leads at locality level and continued LMT focus on information governance.</p> <p>Glasgow Improvement Project – Oct 16</p> <p>Ongoing monitoring by CHS/SCRA/Social Work Scotland tri-partite group and CHIP</p> <p>Develop and implementation of CHIP Non-Disclosure Principles Framework</p>	Minimalist	(2:3) 6	Oct 16

Operational Risk Register	Risk type	Risk description	Risk Owner	Inherent Risk Score	Key Mitigating Controls	Residual Risk Score	Trend	Actions & timescales	Risk Appetite	Target risk score	Next Review Date
Risk No.				L*I		L*I				L*I	
3.	Operational/reputational	CMS Improvements – as the programme of improvements is implemented, the potential risks around ensuring that awareness and training for staff in implementing the changes is up to date/synchronised	Senior Operational Managers/ Principal Reporter	(4:3) 12	Ongoing training and awareness sessions for all CMS users relative to assessed needs.  Each upgrade is accompanied by appropriate guidance notes.  Upgrades where necessary are accompanied by refresher/bespoke training.	(2:1) 2	↓	Managers to use regular team communication methods to ensure visibility of guidance.  Guidance is well presented and accessible to all.  Alignment of IT Service Delivery and Training Managers to each Locality.  Identification, via line managers of staff in most need of desk based support/guidance.  Completion of relevant CMS User Guides	Cautious	(2:1) 2	Oct 16
4. New	Operational/reputational	Varying practice and lack of clarity on processing of ND cases that may increase risk of breach	Senior Operational Managers/ SIRO	(4:4) 16	Practice Direction on Non-Disclosure  Consistency of practice across localities  Reduction of disclosure details to minimum possible  Buy in from external agencies across Scotland as to their responsibility for redaction and keeping address references to minimum	(3:4) 12		Review of practice and operational direction and implementation thereof June 2016  Training on new PD-Nov 2016  Case sampling exercise to assure that practice direction is implemented and consistently followed - April 2017  Good Practice guidelines issued by CHIP across agencies.  Report to CHIP/Tri partite group June 2016	Minimalist	(2:2) 4	Oct 16