

**Executive Management Team**  
**Tuesday 10 May 2016 at 10.30 a.m., Ochil House, Stirling**  
**AGENDA**

	<b>Papers</b>	<b>Action</b>
1. Apologies		
2. AOB <ul style="list-style-type: none"> <li>• CHIP</li> </ul>		
3. Minute of Meeting 5 April 2016		<b>NH</b>
4. Audit Committee 19/5/16 <ul style="list-style-type: none"> <li>• Agenda</li> </ul>		<b>NH/EM</b>
5. Budget Outturn 2015/16	<b>Verbal Update</b>	<b>EM</b>
6. IT Service Business Development Objectives for 2016-17		<b>LMcD</b>
7. Minor Works		<b>EM</b>
8. Sovereign House, Irvine		<b>EM</b>
9. Business Case - Going To A Children's Hearing for children, young people and families with learning disabilities and/or special needs		<b>EM</b>
10. Non-Disclosure		<b>NS</b>
11. Locality and Head Office Plans <ul style="list-style-type: none"> <li>• Quality &amp; Performance Team Plan</li> <li>• Property Team Plan</li> <li>• Practice Team</li> <li>• Information &amp; Research</li> <li>• HR</li> <li>• Finance</li> <li>• Procurement</li> <li>• Accreditation</li> </ul>	<b>LB</b>	
12. Management Standards Group Update	<b>Verbal Update</b>	<b>LB</b>



Scottish Children's Reporter Administration  
Executive Management Team  
Minute of Meeting held on 5 April 2016

**Present:**

Neil Hunter (Chair), Tom Philliben, Alistair Hogg, Susan Deery, Lisa Bennett, Ed Morrison, Lawrie McDonald

**In attendance:** Janis McDougall (Minutes)

**Apologies:** Malcolm Schaffer

		Timescale	Action
1.	<b>AOB</b> There were no additional items of business.		
2.	<b>Minute of Meeting held on 8 March 2016</b> The minute was agreed as a correct record.  <b>Matters Arising</b> <b>Noted:</b> <ol style="list-style-type: none"><li>Facility Time – a formal request has been received from UNISON to use the whole FTE allowance for facility time. The HR Manager will formally meet with UNISON to discuss the position and find a way to a sustainable point. Budget 2016/17 – the next Team Brief will include a message to staff in relation to the difficult choices made in securing a balanced budget.</li><li>Historical Abuse Inquiry – the issue of storage space was raised at the recent Accountability meeting and Scottish Government will confirm if there is space available within their estate that could be used for storage of files. Work is underway to identify how much storage will be required.</li></ol>	SD  NH	
3.	<b>2016/17 Pay Offer</b> <b>Noted:</b> <ol style="list-style-type: none"><li>Formal approval of the Pay Remit is awaited from Scottish Government.</li><li>In the meantime a potential date for a meeting of JNCC has been identified (in around two weeks' time) to discuss the Pay Offer following approval.</li><li>The training brochure is due to be completed by 8/4/16. Any comments on the brochure to be emailed to the HR Manager.</li><li>CPD training will be linked to job role.</li><li>Scottish Government has published an NDPB benchmarking strategy. This will be reviewed and linked at the appropriate time to SCRA's continuing modernisation programme</li></ol>		

		<b>Timescale</b>	<b>Action</b>
4.	<p><b>Locality Support Manager Network – Update</b></p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. The recent meeting of the LSM Network had been positive and feedback from attendees confirmed that the forum should continue. Business at the meeting included: <ul style="list-style-type: none"> <li>• Feedback on the LSM job description and the rationale for not amending the current job evaluation structure.</li> <li>• Options on the potential to pay an allowance for additional responsibilities similar to the arrangement in place for the Senior Practitioner role. It was agreed to raise this at EMT and seek views.</li> </ul> </li> <li>2. Managers' Event – LSMs felt that it was difficult to make a contribution to the managers' events given its current format.</li> </ol> <p>EMT discussed the issues noted above.</p> <p><b>Agreed:</b></p> <ol style="list-style-type: none"> <li>1. LSM Job Description – not to progress the option of an additional responsibilities allowance. EMT are alert to the changing needs of the organisation and the feelings of LSM's in relation to job comparability/value. The role will be kept under review as part of the changing business needs of SCRA and how these might develop in the foreseeable future.</li> <li>2. Managers' Event – the Head of Strategy/OD and PR/CE will consider the format of Managers' Event taking account of feedback received and the needs of the Management/Leadership Development programme (see item 8)</li> </ol>		NH/LB
5.	<p><b>IT Operational Plan</b></p> <p><b>(a) Key priorities for SCRA</b></p> <p>There was a detailed discussion on the work underway to establish the key priorities for the IT Operational Plan.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. A report will be scheduled for EMT to consider at its May meeting taking account of: <ul style="list-style-type: none"> <li>• Project Management capacity including capacity, resourcing, staffing</li> <li>• Infrastructure requirements in the immediate and long term including future CMS plans.</li> </ul> </li> </ol>		

		<b>Timescale</b>	<b>Action</b>
	<ul style="list-style-type: none"> <li>• Plans for alignment on a stepped basis to the IT Digital Strategy</li> <li>• The need to work with Scots to create the flexibility needed to move the organisation forward taking account of wider IT systems across the public sector.</li> <li>• The significant challenge of balancing day to day IT operational needs with undertaking development work.</li> </ul> <p>2. In terms of governance the need to look across current Groups, in particular the Change Advisory Board, to put in place a structure that avoids duplication across the various groups and meets the needs of the organisation as it maintains and develops its IT service for the future.</p> <p><b>Agreed:</b> A mapping exercise to be undertaken to review the group structure as referenced above.</p> <p><b>(b) Remote Access to CMS</b></p> <p><b>Agreed:</b></p> <ol style="list-style-type: none"> <li>1. The need for a consistent message in relation to remote access to CMS. The Joint Head of IS will pick up this issue with the IS Team.</li> <li>2. There is no requirement for a ceiling in relation to the number of users being granted remote access.</li> <li>3. Any request for remote access should be granted on the basis of business need and for the individual to be working to an agreed set of criteria to ensure compliance with information governance issues.</li> <li>4. The HR Manager will liaise with the SIRO in relation to an information governance checklist for remote working which will place structure on decision making/approvals/reviews.</li> </ol>		
6.	<p><b>Budget</b></p> <p><b>(a) 2015/16 Budget</b></p> <p><b>Noted:</b> Work is still underway and it is expected the current £46k overspend may reduce further. If this figure does reduce it is planned to allocate additional monies to North West as previously agreed. The Head of Finance &amp; Resources will keep EMT updated.</p> <p><b>(b) 2016/17 Budget</b></p> <p><b>Noted:</b> The final budgets have been issued to all budget holders and salary spreadsheets will be issued by the end of April.</p>	April 2016	<b>LMcD</b> <b>SD/MS</b> <b>EM</b> <b>EM</b>

		Timescale	Action
	<p><b>(c) Property Savings Review</b></p> <p><b>Noted:</b></p> <p>The Head of Property has prepared a paper which will be discussed at a meeting involving the Head of Finance &amp; Resources and Senior Operational Managers.</p>		<b>EM/TP/AH</b>
7.	<p><b>Property</b></p> <p><b>(a) FM Contract Update and Initial Options</b></p> <p><b>Agreed:</b></p> <ol style="list-style-type: none"> <li>1. To remit to the Head of Finance &amp; Resources and Senior Operational Managers to review options in relation to grounds maintenance.</li> <li>2. The Head of Property should commence initial planning work in relation to tender options in the event that there is no improvement in service delivery from the existing FM contract within the agreed three month improvement period.</li> </ol> <p><b>(b) Clydebank Disposal</b></p> <p><b>Agreed:</b></p> <p>To approve the sale of 235 Dumbarton road, Clydebank at the valuation figure.</p> <p><b>(c) Campfield House, Falkirk</b></p> <p><b>Agreed</b></p> <p>To agree to the acquisition of a small parcel of land to complete SCRA's title.</p> <p><b>(d) 70 North Road, Bellshill</b></p> <p><b>Agreed:</b></p> <ol style="list-style-type: none"> <li>1. To approve the letting of office at 70 North Road, Bellshill to Your Voice.</li> <li>2. A share of the income to be allocated to the locality team.</li> </ol>	<b>EM/TP/AH</b>  <b>EM</b>	
8.	<p><b>Organisational Development Update</b></p> <p>The Head of Strategy/OD tabled a summary report on handover arrangements for the OD Strategy.</p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>1. The key elements are: <ul style="list-style-type: none"> <li>• succession planning</li> <li>• management standards</li> <li>• 2016/17 coaching – a coaching ebook is being developed.</li> </ul> </li> <li>2. A full OD Strategy 2017-2020 will be produced by the Head of Strategy/OD.</li> <li>3. Strategy will be scheduled for future EMT.</li> </ol>		<b>LB</b>

		Timescale	Action
	4. Modern Apprenticeship Programme – the organisation is committed to the programme of support for care leavers. Alongside this plans will be drawn up to have a mixed approach to the programme going forward, with ongoing pastoral support at national and local level. The need to ensure that the MA is properly framed in SCRA's Corporate Parenting Duties and as a learning and development experience for a particularly disadvantaged group of young people. The prevailing support and culture across SCRA needs to enable this.		<b>SD</b>
9.	<p><b>Business Continuity Update</b></p> <p><b>Noted:</b></p> <ol style="list-style-type: none"> <li>Plans are underway to set up a Business Continuity Development Day which involve Group members and a lead from each locality. The focus for the day will be to look at the plan but in context of specific scenarios.</li> <li>Business continuity and IT Disaster Recovery are linked. Alistair Hogg/Lawrie McDonald will liaise in relation to picking up this element and ensuring that there is an IT representative on the Group.</li> </ol>		<b>AH/LMcD</b>
10.	<p><b>Research – Minority ethnic children's involvement in the Children's Hearings System – Scoping for future SCRA research and identification of areas for improvement</b></p> <p><b>Agreed:</b></p> <ol style="list-style-type: none"> <li>To approve the draft scoping report for the above research.</li> <li>To send the draft scope to Anela Anwar, Board Member. (Anela Anwar will link in with the Head of Practice &amp; Policy and Information &amp; Research Manager on this research project).</li> </ol>		<b>JMcD</b> <b>MS</b>
11.	<p><b>Forward Look</b></p> <p><b>(a) Board Development Day 28 April – Tayside &amp; Fife Locality</b></p> <p><b>Noted:</b></p> <p>The draft programme for the Board Development Day. EMT members to attend as appropriate. As a minimum TP/SD/LB.</p> <p><b>(b) Audit &amp; Risk Committee 19 May 2017</b> – any comments on the draft Internal Audit Plan to be emailed to Head of Finance &amp; Resources.</p>	<b>Immediate</b>	<b>All</b>

		<b>Timescale</b>	<b>Action</b>
12.	<p><b>Risk</b></p> <p><b>(a) Operational and Strategic Risk Registers</b></p> <p><b>Noted:</b> The risk registers were reviewed – actions/timescales to be updated.</p> <p><b>(b) New Risks</b> No new risks identified but it was noted that IT risks are currently being reviewed as part of the IT Operational Plan.</p>	April 2016	NH/JMcD
13.	<b>Date of Next Meeting:</b> 10 May 2016		

## AGENDA

- |  | Lead/Purpose  |
|--|---|
| 1. AOB   |   |
| 2. Apologies   |   |
| 3. Declaration of Interest   |   |
| 4. Minute of Previous Meeting: 18 February 2016<br>Action Log & Workplan   | <b>Audit &amp; Risk Committee Chair</b><br><i>For approval</i>  |
| 5. Matters Arising   |   |
| 6. Audit & Risk Committee Annual Report 2015/16  | <b>Audit &amp; Risk Committee Chair</b><br><i>For approval</i>  |
| 7. <u>Information Governance</u><br>7.1 Case Information & Non-Disclosure Breaches 2015/16   | <b>Head of Practice &amp; Policy</b><br><i>For monitoring</i>   |
| 8. <u>Quality Assurance and Performance</u><br>8.1 Supervision Framework<br>8.2 Case Sampling – Annual Progress Report   | <b>Head of Strategy and OD</b><br><i>For approval</i><br><i>For monitoring</i>  |
| 9. <u>External Audit</u><br>9.1 Annual Accounts 2015/16  | <b>Head of Finance &amp; Resources</b><br><i>For approval</i>   |
| 9.2 Audit & Risk Committee Update  | <b>PricewaterhouseCoopers</b><br><i>For noting</i>  |
| 10. <u>Internal Audit</u><br>10.1 Follow-Up Review<br>10.2 Localities Review: Central<br>10.3 Financial Systems Health Check<br>10.4 Annual Report 2015/16<br>10.5 Annual Plan 2016/17 | <b>Scott Moncrieff</b><br><i>For approval</i><br><i>For approval</i><br><i>For approval</i><br><i>For approval</i><br><i>For approval</i> |
| 11. <u>Information Technology</u><br>11.1 Digital Strategy High Level Business Case<br>11.2 Overview of CyberSecurity Arrangements   | <b>Head of IT</b>   |
| 12. <u>Risk Management</u><br>12.1 Strategic & Operational Risk Registers  | <b>Head of Finance &amp; Resources</b><br><b>Executive Officer</b><br><i>For approval</i>   |
| <b>STANDING ITEMS</b>  |   |
| 13. Topical/Regulatory Issues  |   |
| 14. New Risks  |   |
| 15. Date of Next Meeting: 18 August 2016   |   |

**SCOTTISH CHILDREN'S REPORTER ADMINISTRATION**

**BUSINESS CASE TEMPLATE**

**Programme:** Participation and Engagement work stream  
**Project Title:** Going To A Children's Hearing for children, young people and families with learning disabilities and/or special needs  
**Version:** V3  
**Prepared By:** Jennifer Orren  
**Date:** April 2016

**Business Case Checklist**

Definition of objectives	Y
Consideration of options	Y
Identification and quantification of costs, benefits, risks for each option	Y
Future evaluation criteria and timescale	Y
Financial Evaluation	Y
Conclusion and Recommendation	Y

## **1. Executive Summary and Recommendation**

1.1 In brief, this Business Case recommends that SCRA:

- Develop a ‘Going To A Children’s Hearing’ for children, young people and families with learning disabilities and/or special needs about the Hearings System, and Children’s Hearings in particular.
- Work with partner agencies with experience in this area, for example, the Scottish Consortium for Learning Difficulties.
- Appoint an external contractor with expertise in this area to work with SCRA via the Scottish Government Production & Post Production framework, ensuring optimum value for money is achieved.
- Approve capital funding for this project.

## **2. Background and Objectives**

2.1 SCRA previously secured a sum of capital money from the Scottish Government following the ‘Fit for Us’ (2011) report, written by the first group of SCRA Modern Apprentices in 2010. The money was spent between 2011 and 2014 on a number of national projects to improve services and facilities for children, young people and families attending Hearing centres and accessing information (electronic, media and paper-based) in advance of, during and after Hearings.

The work was led by the Participation Officer, the Press and Communications Manager, and the Participation Group.

We have made significant progress towards improving our information materials, Reception areas, Hearing rooms and waiting areas, and by developing a ‘Going To A Hearing’ film and a ‘Going To Court’ film in 2015 and 2013 respectively, podcasts and other creative information streams online.

However, further improvements are required, particularly in relation to the ‘What Is A Children’s Hearing’ film which is a 2011 media co-operative production for The Scottish Parenting Network, Scottish Consortium for Learning Disability, ENABLE Scotland and People First (Scotland), supported by SCRA and the Scottish Government on our website. The film is now becoming dated and was made prior to the implementation of the new Children’s Hearings (Scotland) Act (2011).

It is felt that a new ‘What Is A Children’s Hearing’ film which incorporates the Children’s Hearings (Scotland) Act (2011), would be more appropriate to the needs of children, young people and their families who have learning disabilities and/or special needs who are required to attend a Children’s Hearing. A new film would be more current (and therefore more interesting to children, young people and parents/carers), and would also reflect the changes in the law.

2.2 This Business Case links directly to the Business Plan 2015/16 and two of our Core Strategies: Engagement and Customer Focus. It also links to our Corporate Plan 2014-2017 under the same Core Strategies.

### **3. Options**

In terms of utilising technology/online communication tools to improve our communications and engagement with children, young people, and parents or carers, there are three main options:

1. Do nothing.
2. Continue to use the current 'What Is A Children's Hearing' film media co-operative production for The Scottish Parenting Network, Scottish Consortium for Learning Disability, ENABLE Scotland and People First (Scotland), supported by SCRA and the Scottish Government.
3. Develop a new, 2011 Act-compliant 'What Is A Children's Hearing' film.

These options are explored in more detail below:

- 3.1 Withdraw the current film and do nothing – there are no operational and financial implications of doing nothing, and there are no statutory considerations. The information in the current film is no longer accurate and is out of date.

If SCRA is to continue to improve the variety and quality of our information materials, we need to consider new mediums to help us communicate and engage with vulnerable people in a method which is appealing to them. A more current, shorter, more interactive film, providing them with information about what to expect at a Hearing, will assist children, young people and their parents/carers to prepare for and therefore participate in their Children's Hearing. In addition, we need to reflect the current Act under which we operate – the Children's Hearings (Scotland) 2011 Act.

- 3.2 Continue to use the current/original 'What Is A Children's Hearing' film media co-operative production for The Scottish Parenting Network, Scottish Consortium for Learning Disability, ENABLE Scotland and People First (Scotland), supported by SCRA and the Scottish Government. There are no financial implications in terms of this approach, however, the current 'What Is A Children's Hearing' film is out of date and is not Children's Hearings (Scotland) 2011 Act compliant.
- 3.3 Develop a new 'What Is A Children's Hearing' Children's Hearings (Scotland) 2011 Act compliant film for children, young people, and parents/carers with learning difficulties and/or special needs.

#### **Why we should do this?**

Providing children, young people and families/carers with as many information options as possible allows for greater understanding of, and promotes engagement and participation within, the Hearings' process.

Involving the SCLD and other partners who have experience of working with, and advocating for, children, young people and families with learning difficulties, as well as adults and young adults with learning difficulties and/or special needs, in the making of the film, will provide SCRA with an opportunity to create a film that is both professional, current, and reflect what they would want to see in advance of a Hearing.

### **What are the disadvantages?**

There is a significant cost involved. At this stage it is not known exactly how much making a new film will cost, but we know that the ‘Going To A Children’s Hearing’ film cost approximately £14K including VAT so we are estimating a similar figure, adding on a small amount to take into account that the ‘Going To Court’ film and Going To A Hearing’ film were made in early 2013 and 2015 respectively, and that this film will require BSL, subtitles and careful scripting.

- 3.4 The deadline for this project is the end of December 2016.

The key milestones are:

Approval of Business Case by end March 2016  
Issue Invitation to Tender – Mid May  
Award Contract – End June 2016  
End of December 2016 – launch of new film

- 3.5 The key internal stakeholders have been consulted, including: the Participation Officer, the Press and Communications Manager, and the Participation Group as has the Head of Finance and Resources.
- 3.6 Exact costs for this project are yet to be finalised. However, this business case is requesting approval for a maximum spend of £15K.

## **4. Commercial Case**

- 4.1 The required product is a film specifically designed to provide information to, and support and prepare, children, young people and families with learning difficulties and/or special needs involved in the Children’s Hearings System.
- 4.2 SCRA will use the Scottish Government Production & Post Production Framework for sourcing the makers of a ‘What Is A Hearing’ film. All three suppliers on the framework will be invited to submit a tender and we will ask them to do a presentation during the evaluation period, to validate the scoring of their quality submission to ensure we appoint the most economically advantageous tender based on a price and quality and providing the best product reflecting the required information in a modern, appropriate way.

The use of the framework will reduce risk and negate the need for a pre-qualification stage as suppliers have already gone through this to be included on the framework, thereby reducing the resource and effort required to complete a call off from the framework.

- 4.3 This contract will be governed by the SG Framework Terms & Conditions, which include clauses in connection with Data Protection Act, Information Security management, FOISA etc. Payment will be made in arrears according to agreed milestones on completion of the film.
- 4.4 It is anticipated that the contract will be awarded end June 2016 with the film being launched at end December 2016.
- 4.5 In terms of Procurement, this will involve some further work by the Project Manager and the Procurement Officer, and the Press and Communications Manager will be involved with the tender evaluations and interviews/presentations. Once the contractor is appointed, this will involve liaison between the Project Manager and the contractor.

## **5. Budgetary Implications**

- 5.1 SCRA does not have the technical expertise in-house to create this film in terms of filming, production, sound, editing etc. The film requires to be filmed in an appropriate setting (within one of our Hearing suites), and also made available both online (on SCRA's website and other sites like You Tube and Vimeo) and imported on to a DVD for distribution. A specialist firm will be contracted to create the film. This will be achieved via the Scottish Government's Procurement Framework.
- 5.2 There is currently no capital budget provision in 2016/17 for this project. However the Head of Finance and Resources will identify options to reprioritise capital spend and make a recommendation to EMT.

## **6. Financial Evaluation**

- 6.1 A full financial evaluation (net present cost) has not been prepared as there is only one option with financial implications.

## **7. Conclusion**

- 7.1 This Business Case links in closely to our Business Plan 2015/16 (Core Strategies) and our Corporate Plan 2014-17 ("Engagement" and "Customer Focus"). It is a key piece of work for SCRA's Participation Officer, Participation Group and Press and Communications Team.
- 7.2 A new, current, modern film, which is new-Act compliant will be an excellent addition to our set of communication tools for families, and will help them feel more confident and prepared in advance of attending a Children's Hearing.

## **8. Recommendations**

- 8.1
- Develop a ‘Going To A Children’s Hearing’ for children, young people and families with learning disabilities and/or special needs about the Hearings System, and Children’s Hearings in particular.
  - Work with partner agencies with experience in this area, for example, the Scottish Consortium for Learning Difficulties.
  - Appoint an external contractor with expertise in this area to work with SCRA via the Scottish Government Production & Post Production framework, ensuring optimum value for money is achieved.
  - Approve capital funding for this project.

## APPENDIX 1

<b>Costs and Benefits</b>		
<b>Version:</b>	<b>Prepared By:</b>	<b>Date:</b>
<b>Costs (all VAT-inclusive)</b>		
<b>Capital expenditure</b>	<b>Revenue Costs</b>	
Year 1 £15,000 Year 2 Year 3 Year 4 Year 5 Description: Initial build	Year 1 Nil Year 2 Nil Year 3 Nil Year 4 Nil Year 5 Nil Description: Annual maintenance costs	
<b>Staff Costs</b> (project staff and internal staff – use ready reckoner for internal staff)	<b>Other Costs</b> (any other <i>significant</i> costs)	
Year 1 Nil Year 2 Year 3 Year 4 Year 5 Description: There are no material staff costs for this project	Year 1 Nil Year 2 Year 3 Year 4 Year 5 Description: There are no material other costs for this project	
<b>Benefits</b>		

<b>Cash savings</b>	<b>Non cash savings</b> (e.g. productivity gains, doing more with same or less resources)
Year 1 Nil	Year 1 Nil
Year 2	Year 2
Year 3	Year 3
Year 4	Year 4
Year 5	Year 5
<b>Description:</b> There are no cash savings associated with this project	<b>Description:</b> There are no non cash savings associated with this project

<b>Service and other benefits</b>
As outlined in 3.3 this project has the potential to assist vulnerable children, young people and their parents or carers who may have learning difficulties or special needs, in their preparation for, and their understanding of, the Children's Hearings System.

## FINANCIAL EVALUATION

<b>Non cash costs</b>		
<b>*Depreciation</b>	<b>Cost of Capital</b>	<b>Write-off</b>
Year 1	Year 1 Nil	Year 1 Nil
Year 2 £3,750	Year 2	Year 2
Year 3 £3,750	Year 3	Year 3
Year 4 £3,750	Year 4	Year 4
Year 5 £3,750	Year 5	Year 5
<b>Description:</b> Assumed 4 year depreciation period	<b>Description:</b> Cost of capital is no longer calculated on projects	<b>Description:</b> There are no write off costs associated with this project

**Note prepared by Gill Short, Practice Manager**

### **Recording of Decisions**

#### **Rule 13**

- (1) The Reporter must keep a record of the proceedings at each children's hearing and pre-hearing panel held by virtue of the Act or any other enactment.
- (2) The record to be kept by the Reporter must include the information mentioned in paragraph (3) and such other information about the proceedings as the Reporter considers appropriate.
- (3) That information is –

(h) the details of any decision or determination made by the children's hearing or pre-hearing panel or any other course of action taken by the children's hearing or pre-hearing panel; ...

#### **Rule 6**

- (1) The chairing member of the children's hearing or pre-hearing panel must –
  - ....
  - (c) ensure that a record is made of –
    - (i) the decisions or determinations made by the children's hearing or pre-hearing panel, as the case may be; and
    - (ii) the reasons for those decisions or determinations; ...

#### **Section 83**

- (1) In this Act, "compulsory supervision order", in relation to a child, means an order -
  - (a) including any of the measures mentioned in subsection (2), ...
- (2) The measures are –
  - (a) a requirement that the child reside at a specified place, ....

#### **Section 86**

- (1) In this Act "interim compulsory supervision order", in relation to a child, means an order –
  - (a) including any of the measures mentioned in section 83(2), ...
- (2) an interim compulsory supervision order may, instead of specifying a place or places at which the child is to reside under section 83(2)(a), specify that the child is to reside at any place of safety away from the place where the child predominantly resides.

**May 2016**

**Non-Disclosure Draft Guidance  
Note from Glasgow Locality**

This document has been discussed at both our Locality Management Team and our own Locality Operations Group.

The document as a whole was viewed as positive albeit aspirational regarding the Local Authority paperwork and templates. We welcome the developments regarding the 'page of secrets' believing this will significantly reduce risk in handling. As a Locality we are working towards improving panel papers, specifically the removal of historical orders. We, like others, await the outcome of the standardization of panel papers and are keen to work with others in achieving this. This is an area where we have worked hard on improving the position in Glasgow.

It will come as no surprise the issue which causes the greatest concern remains the stating of the placement address in the decision section of the Record of Proceedings. It remains the very clear view of this Locality that this is unnecessary and represents a significant risk. We had hoped following our own review of ND handling which flagged up this and the page of secrets that this requirement would cease. The following points are regularly raised by staff and managers alike:

- The more places you write down a redacted address the more likely orders will be breached.
- We believe the statutory requirement could be addressed in a simple form of words. 'The child shall reside in the address specified on the Order.'
- That when checking panel papers staff focus in the order only, not the Record of Proceedings
- We constantly have near misses and have had breaches.
- The practice in this Locality as a consequence is inconsistent. This is also raises risk.
- We are aware that this has never been the practice in other Localities. Rather than reducing risk we may in fact be introducing it.

Glasgow still manages the largest ND population in the country. As you are aware we are the pilot site for ND improvement. We recently had a very positive partnership event which we hope will provide simple lessons that can be rolled out across the city. Simplification of process has been an issue that has been raised fairly regularly. I genuinely believe we have the potential to address long standing practice issues that have been at the heart of ND practice in Glasgow. We are well aware that such a departure is a move away from our statutory duties, but like the 'page of secrets' any departure must be viewed in the context of what is the greater risk? Our argument is what would bring the greatest criticism? What is proportionate practice?

I note CHS are in favour of the practice continuing. I was surprised by this. My experience and the consistent feedback from staff and panel members, is that they avoid ND details as much as possible. They would rather not have the address anywhere. This reflects the practice of the courts who very much err on the side of caution. Despite the high levels of litigation in the City this has never been raised as an issue.

**May 2016**

**Accreditation Plan**

<b>March 2016</b>	<b>April 2016</b>	<b>May 2016</b>	<b>June 2016</b>	<b>July 2016</b>	<b>August 2016</b>	<b>September 2016</b>	<b>October 2016</b>	<b>November 2016</b>	<b>December 2016</b>
<ul style="list-style-type: none"> <li>Consider SQA External Inspection Report and implement any improvement actions</li> <li>Revise all accreditation documents and e-Portfolios to reflect PDA status</li> <li>Finalise and gain approval of Standardisation Group to e-Portfolio structure and content to meet SQA Quality Criteria</li> <li>Gain EMT approval to widen access routes to PDA</li> <li>Deliver induction training to six new internal assessors</li> <li>Deliver induction training to four new PDA candidates</li> </ul>			<ul style="list-style-type: none"> <li>Review operation of new improvement actions</li> <li>Together with the LRM/LSM, agreeing individual action plans with new PDA candidates starting single units</li> <li>Increase observation of and identify training and development needs of all assessors</li> <li>Agree mechanism for ensuring new awareness &amp; understanding of new access routes to PDA is cascaded across all localities</li> </ul>		<ul style="list-style-type: none"> <li>Annual review of all centre policies</li> <li>Develop and implement refinements</li> <li>Address any issues arising</li> <li>Chair and lead discussion at Standardisation Group meeting</li> <li>Deliver induction training to new PDA candidates</li> </ul>				
<b>Attendance at Practice Network</b> <b>Attendance at Equalities and Diversity Network</b> <ul style="list-style-type: none"> <li>Contribute to revision of mission statement and statement of intent of the network</li> </ul>	<b>Attendance at Practice Network</b> <b>Attendance at Equalities and Diversity Network</b>	<b>Attendance at Practice Network</b> <b>Attendance at Equalities and Diversity Network</b>							

## **Human Resources Team Plan - DRAFT**

The Human Resources Teams plays an essential role in helping to achieve SCRA's three core strategies of Sustainability, Quality and Performance, Customer Focus and Engagement. Our Team is committed to providing efficient and effective human resources services to all Localities and Head Office staff while ensuring that our advice, guidance and services are compliant with employment law and that best practice is observed at all times.

Whilst it is our vision to ensure that SCRA's workforce is available, flexible and equipped to achieve the agreed strategic priorities, it is also our aim to ensure that employees are both satisfied with their working environment and feel that they are being treated equally and fairly. This is something that is achieved by providing, at a minimum, the necessary core components of a comprehensive human resources function which includes but is not limited to strategic development and direction, sound business partnering support to empowered localities, recruitment and selection, learning and performance management, rewards and benefits, employee relations, commitment to and development of partnership working, health and safety and payroll and transactional services.

In addition, we provide similar services to our partners in Children's Hearings Scotland, ensuring that they benefit from our support and guidance.

Our role is always changing as we develop and grow to meet the needs of SCRA. As HR professionals, we will continue to work with senior management and Localities/Teams to ensure that a balance is struck between meeting the needs of our workforce and successfully delivering an improving service to children, young people and their families within our agreed establishment, which is without a doubt SCRA's most expensive but most important resource.

The Team comprises of 1 fte Head of Human Resources, 2 fte HR Business Partners, 0.68 fte Health and Safety Adviser, 0.5 fte Learning and Equalities Officer, 1.77 fte Assistant HR Advisers, 1.5 fte Payroll and Transactions Officers and for a 6 month period a 0.2 fte Mindfulness Lead.

The HR Team's challenge is to ensure that we deliver a significant breadth and range of professional and transactional services to a national organisation within finite resources.

Our plan highlights some of the key areas of business as usual expected for 2016/17 but also our development and project work planned for the same period.

# Human Resources Business as Usual Plan – 2016/17

## Transactions and HR Services Support

Summary of Services
1 Delivery of Payroll Services to SCRA and CHS including the administration of employment benefits e.g. Childcare Vouchers, HMRC
2 Local Government Pension Scheme Administration
3 Support to LMTs/Head Office on Recruitment advice, advertising, administration and attendance at interviews
4 Provision of contracts of employment service
5 Provision of statistics and management information

## HR Business Partner Services

Summary of Services
1 Absence management, Occupational Health Referrals, Case Management and Pre-employment screening
2 HR advice – policy, practice and guidance
3 HR support – capability, grievance, discipline and performance management investigation and hearings
4 HR Policy development and consultation
5 Job Design and Evaluation
6 Workforce Budget with Localities
7 Locality Project Lead and Support
8 Support locality partnership work and development

## Workforce Planning

<b>Summary of Services</b>
<b>1</b> Maintain SCRA's workforce establishment
<b>2</b> Support Localities in the development of their annual workforce plan
<b>3</b> Ongoing development of SCRA's Succession Planning approach
<b>4</b> Annual workforce report to the Board to support future developments
<b>5</b> Develop a pay and reward strategy that aligns with SG principles and parameters, is affordable and meets the expectations of staff.

## Health, Safety and Wellbeing

<b>Summary of Services</b>
<b>1</b> Health and Safety Advice to managers and staff
<b>2</b> Accident investigation and reporting
<b>3</b> DSE Risk Assessments
<b>4</b> Training Provision including stress management
<b>5</b> Policy Development and Maintenance

## Learning and Development

<b>Summary of Services</b>
<b>1</b> Coaching and Mentoring provision and development
<b>2</b> Organisation and culture design and development
<b>3</b> Management Standards development, implementation and meetings
<b>4</b> Learning and Development Planning, implementation and Administration
<b>5</b> Training development and delivery including e-learning

# Human Resources Business – Development Plan 2016/17

Actions	Lead	Start	End
1 Women into Leadership Project	Susan Deery	April 2016	June 2016
2 Development and Publication of SCRA training brochure	Nadia McIntosh/Eden Denham	April, 2016	May 2016
3 Development of Management Standards in particular in relation to recruitment and selection and development of performance management approach	Patricia Stevenson	April, 2016	March 2017
4 Development of Itrent to support improved manager and employee self-service and absence reporting, performance management and personal development plan monitoring and learning event management	All members of the HR, Transactions Team and Business Managers	April, 2016	March 2017
5 Professional HR support and advice to the Reporter Capacity and Court Projects	Patricia Stevenson/Morna Sands	April, 2016	March 2017
6 Develop an absence management strategy to focus principally on avoidable absences, seeking to reduce levels of organisational absence	Susan Deery	April 2016	September 2016
7 Continue to seek Silver Award for Healthy Working Lives	Alison Melrose	April, 2016	December 2016
8 Development of three year workforce Strategy	Susan Deery	May 2016	December 2016
9 Development of SCRA Volunteering Policy	Eden Denham	May 2016	July 2016

<b>10</b>	Recruit a Learning and Equalities Officer to support the HR Team and learning capacity of the organisation	Susan Deery	May 2016	July 2016
<b>11</b>	Roll-out and further development of SCRA's mindfulness programme	Kelly Laing	May 2016	October 2016
<b>12</b>	Seek to become an Accredited Living Wage Employer	Susan Deery	July 2016	September 2016
<b>13</b>	Development of Human Resources Service Level Agreement	Nadia McIntosh/Eden Denham	August 2016	September 2016
<b>14</b>	Development of electronic/on-line recruitment advertising and application management via SCRA website and Itrent. This will include review of SCRA's recruitment and selection policy and procedures	Patricia Stevenson/Morna Sands	September 2016	March 2017
<b>15</b>	Undertaken a three yearly Local Government Scheme Pension Auto enrolment exercise through payroll	Marjorie Riddell/Crawford Gardner	October, 2016	October 2016

## Information and research 2016/17 team plan

### Research programme

- Quality of engagement for children from ethnic minorities in the system
- Assessment and support of sibling relationships of long term fostered and adopted children
- Planning and decision making for children on CSOs at home
- Better Hearings - development of service standards
- Women into Leadership focus groups
- Children and families survey
- Papers for academic journals on permanence research

Key:  scoping  Fieldwork  Report writing  Publication date

### Information governance

- Develop and implement a process for transfer to NRS

01 Apr 31 Dec

- Keeper's approval of Records Management Plan

01 Nov 31 May

- Data protection training

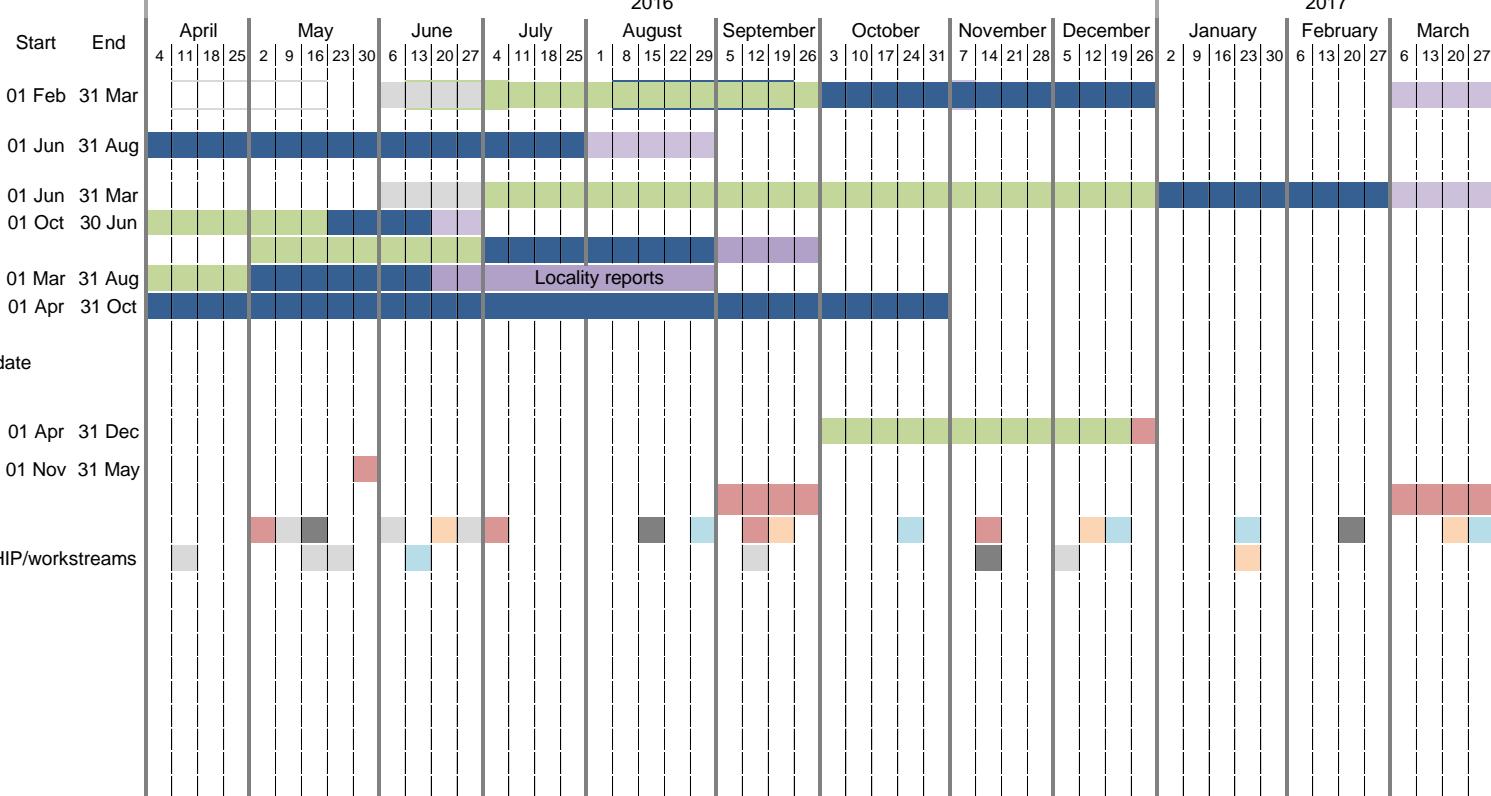
### Key meeting dates

Key:  IG  CHS  Board  Audit & Risk Committee

CHIP/workstreams

### Ongoing activities

- Information Governance
- Records Management Plan
- Historical abuse enquiry
- Freedom of Information requests
- Subject Access Requests
- Disclosure Scotland PVG requests
- Complaints
- Non-disclosure and case information breaches



### Key Performance Measures

	April	May	June	July	August	September	October	November	December	January	February	March
Freedom of Information requests												
% responded to within 20 working days												
Subject Access Requests												
% responded to within 40 calendar days												
PVG requests												
% responded to within 28 calendar days												
Complaints												
Non-disclosure breaches												
Case information breaches												

### Key risks

Unplanned activity especially CHS and Scottish Government work

Unknown timescale around Privacy Impact Assessments of the Digital Strategy

**Practice Team Plan 2016–17**

<b>TASK</b>	<b>LEAD</b>	<b>CURRENT STATUS</b>	<b>DATE OF UPDATE</b>	<b>TARGET FINISH DATE</b>	<b>REVISED FINISH DATE</b>
<b>1. PD - New</b>			All 5.5.16		
Arranging Hearings	Gill	To be drafted		Draft Nov 16	
Recovery of Evidence	Gordon	Gill to comment		Publish June 16	
<b>2. PD - Revise</b>					
PHP Form and additional info on PHP papers	Gill	Draft complete. To consult with CHS and publish.		Publish June 16	
Jurisdiction	Neill	Gill and Neill to discuss extent of revision required. Draft revisions to be done. Publish		Publish October 16	
Recording at hearings	Gill	Draft additions complete. Consult as appropriate and publish.		Publish June 16	
Non-disclosure	Gill	Initial issues under consideration at Ops Group. Draft revised PD to be done. Link to Operational Process work and any reference Group		First draft PD June 16	
Translation and Interpretation	Gordon	Draft extension to include court proceedings complete. Joint Protocol with SCTS complete. Both to be published on Connect.		Completed	
Various PDs to include communication with named person	Margaret	Amendments to be drafted		Sept. 16	
<b>3. PIN conversion to PD</b>					
Death of a Child	Margaret	Draft complete – Gill to comment.		Publish June 16	
Disclosure of Evidence	Neill	Draft complete – Gill to comment		Publish June	

				16	
Sexual Offences Act	Neill	Draft complete – Gill to comment		Publish June 16	
Use of Local Agents	Margaret	Draft complete – Gill to comment		Publish June 16	
Visually Recorded Interviews	Gordon	Draft complete – Gill to comment		Publish June 16	
Offending Issues	Neill	Draft complete – Gill to comment		Publish June 16	
Devolution Issues	Gill	Revisions to be drafted		Publish June 16	
ASB ?		Decide whether necessary			
<b>4. Practice Training</b>					
Court – Boosting Confidence • Develop • Deliver	Margaret	Materials almost complete. Deliver test run to SPs Roll out training (non-mandatory)		Test by Sept 16 Deliver from Sept. 16	
Evidence of Grounds • Develop • Deliver	Neill	Materials under development. Deliver test run to SPs Roll out training (non-mandatory). Add to core modules		Test Nov. 16 Roll out Jan. 17	
Domestic Abuse • Develop • Deliver	Margaret	Materials to be finalised following Trainer Briefing day on 25.4.16. Roll out training		Deliver May – Nov 16	
Advocacy Skills 2 • Develop • Deliver	Neill	Materials under development.		Complete draft materials Dec 16	
Vulnerable Witnesses and JIIs • Develop • Deliver	Gordon	Materials under development		Complete draft materials Dec 16	

Non-disclosure <ul style="list-style-type: none"> <li>• Develop jointly with operational process and cms</li> <li>• Deliver jointly with operational process and cms</li> </ul>	Gill	Start development once revised PD and Operational Process Guidance drafted.		Deliver from November 16	
Exploration of New topics <ul style="list-style-type: none"> <li>• Identification of topics</li> <li>• Links with external speakers</li> </ul>	Gill	Under discussion with WoS CPC. Potential for more structured roll-out of training on emotional abuse. Links to potential trainers on forced marriage and FGM.		Ongoing	
Review of Child Development Training	Gill	Trial inclusion of sexualised behaviour and offending for 2 courses in 2017		Delivery in March 17 and Sept 17	
<b>5. Other Training</b>					
COPFS - jointly reported cases	Neill	Materials developed and delivered		complete	
Develop input for PF Case Marking Training	Gordon	Under development		Final draft May 16	
Develop inputs for GIRFEC related training	Neill	Police Concern Hub training delivered Materials for Locality use being finalised		May 16	
<b>6. Submissions</b>					
<ul style="list-style-type: none"> <li>• Intro</li> <li>• General</li> <li>• 67(2)(a)</li> <li>• 67(2)(b)</li> <li>• Appeals</li> </ul>	Gordon Gordon Gordon Neill Gordon	Intro, General and 67(2)a) all in final draft – with Gill for comment.  Under development Under development		Publish Intro, General and 67(2)(a) May 16 Complete draft 67(2)(b) and appeals July 16	
<b>7. Archiving</b>					
Archiving backlog of cases	All	On hold because of Historic Child Abuse Inquiry			
<b>8. Revise Hearing Forms</b>					

<ul style="list-style-type: none"> <li>• Simplify forms</li> <li>• Consult with CHS</li> <li>• Internal consultation and approval</li> </ul>	Gill	Draft revised Forms complete and discussed at PN. Awaiting feedback on one of the SAA forms. Consult CHS and undertake internal consultation via Connect.		Publish for consultation May 16	
<b>9. Revise App 3 Purposes and Decisions</b>					
<ul style="list-style-type: none"> <li>• Develop restructured list</li> <li>• Develop linked descriptions for use elsewhere (CMS, Outlook, letters)</li> </ul>	Gill	Draft full list of Purposes complete and discussed at PN. Consultation underway with Operational Process/CMS links and CHS. Revised list of decisions to be drafted.		Depends on Operational Process and CMS links. Revise list of decisions July 16	
<b>10. Legal Services Contract</b>					
Support process for tender and evaluate responses	Gill	Tender documents complete. Evaluate responses.		May 16	
<b>11. Review Practice Page on Connect</b>					
Redesign general layout	Margaret	Revised layout discussed at PN.		Implement Sept 16	
Update legislation links	Karen			Complete by Sept 16	
<b>12. SCRA Projects</b>					
Reporter Capacity Project	Gill, Gordon	Contribute to Project and Workstreams		ongoing	
Court Project	Gill, Neill, Margaret	Contribute to Project and Workstreams		ongoing	
<b>13. National Partnership Work</b>					

<ul style="list-style-type: none"> <li>• Youth Justice</li> <li>• Whole Systems Approach</li> <li>• COPFS Expert Advisory Group on Sexual Crime</li> <li>• JIISOG and JIIPAD</li> <li>• Working Group on MACR</li> <li>• Police Scotland Productions Partnership Group</li> <li>• SG Working Group on Contact Guidance</li> <li>• Justice Expert Group (Equally Safe)</li> <li>• Safe and Together National Consortium</li> <li>• Working Group on Interpretation and Translation</li> <li>• Serious Organised Crime Subgroup</li> <li>• Linets Board</li> <li>• Tripartite Group</li> <li>• Liaison COPFS and Police Scotland</li> <li>• Liaison SLAB</li> <li>• Liaison SCTS</li> <li>• Inputs to police and other external training</li> </ul>					
<b>14. Practice Network</b>					
Chair Network and further develop its operation	Gill			ongoing	
Publish the work of the Network	Gill			Catch-up on backlog July 16	
Develop materials flowing from					

Practice Network eg • paper on significant involvement • paper on witness statements • details of Sheriff Appeal Court rules and operation	Neill  Margaret  Gill	Draft complete and discussed at PN  Draft complete and discussed at PN  Further research details		Publish June 16  Publish June 16  June 16	
<b>15. Internal Participation</b> • Operational Group • Practice and Quality Network • Participation Group • Support for Case Sampling					

# PROCUREMENT TEAM PLAN 2016/17

	Activity/Project	Lead	Timescale	
			Start	End
1.	<b>Implement new Procurement Regulations:</b>	HM		
	• Review statutory guidance	HM/CG	Apr 2016	May 2016
	• Populate new Contracts Register on Public Contracts Scotland website	HM	Apr 2016	May 2016
	• Update and publish Organisational Procurement Strategy	HM	May 2016	Nov 2016
	• Develop and publish Annual Report	HM	Jun 2016	Sept 2016
	• Develop methodology for reviewing Regulated Procurements	CG	May 2016	Dec 2016
	• Prepare and publish Forward Plan	CG	May 2016	Jun 2016
	• Develop general Policies on:  Sustainability; Use of Community Benefits; Consulting & Engaging with those affected by our Procurements; Facilitating Involvement of SME's, Third Sector and Supported Businesses; Monitoring Health & Safety in Contracts; Procurement of Fairly and Ethically Traded Goods and Services	HM/CG	May 2016	Oct 2016
	• Consider e-Invoicing requirements & Complete Survey	HM	Apr 2016	Apr 2016
	<b>Review and update Standard Terms &amp; Conditions of Contract</b>	HM	Apr 2016	Apr 2016
2.	<b>Review and update Procurement Policy, Guide and Aide Memoir</b>	HM/CG	May 2016	Jun 2016
3.	<b>Develop Risk Register and implement use</b>	EM	May 2016	Jun 2016
5.	<b>Review and update information on SCRA Website and Connect</b>	HM	May 2016	May 2016
6.	<b>Implement Sustainable Procurement Action Plan</b>	HM	May 2016	Jul 2016
	• Review new suite of Sustainability tools including flexible framework • Assess contracts for sustainability opportunities • Implement opportunities in procurement exercises			
7.	<b>Implement Contract Management Procedures</b>	CG	May 2016	Sept 2016
	• Develop Standard Contract Management Plan • Implement review of specifications • Demand Management • Prompt Payment of Sub-contractors • Back to Back Terms			

<b>8.</b>	<b>Prepare for Procurement Health Check once guidance received (in place of PCIP)</b>	HM	May 2016	Sept 2016
<b>9.</b>	<b>Complete Procurement Competency Framework</b>	HM/CG	Oct 2016	Dec 2016
<b>10.</b>	<b>Report to SG on Key Trend Data Indicators</b>	HM	June 2016	Sept 2016
<b>11.</b>	<b>Consider training requirements/development for Delegated Purchasers and Contract Managers</b>	CG	Jan 2017	Mar 2017
<b>12.</b>	<b>Complete Capacity Planning for major projects</b>	CG	Jun 2016	Jul 2016
<b>13.</b>	<b>Consider developing and consulting with suppliers</b>		Oct 16	Mar 17

	<b>Ongoing Activities</b>			
<b>1.</b>	<b>Deliver Savings &amp; Benefits:</b>	HM		
	<ul style="list-style-type: none"> <li>• Achieve Savings Target</li> <li>• Calculate savings using SG guidance and record on Savings &amp; Benefits Tracker</li> <li>• Report on Procurement savings for Annual Efficiency Savings exercise (August 2016)</li> </ul>			Aug 2016
<b>2.</b>	<b>Manage &amp; Influence Procurement Spend:</b>	HM		
	<ul style="list-style-type: none"> <li>• Quarterly Reports to Contracts Review Group</li> <li>• Annual Upload to Spikes Cavell (May 2016)</li> </ul>			Jun 2016
<b>3.</b>	<b>Lead on Significant Procurement Projects</b>	HM/CG		
<b>4.</b>	<b>Provide procurement and contractual advice to Business</b>	HM/CG		
<b>5.</b>	<b>Chair &amp; Lead Contracts Review Group (Quarterly)</b>	HM/CG		
<b>6.</b>	<b>Report to Board (Annual) and EMT (Bi-annual)</b>			
<b>7.</b>	<b>Identify future projects for collaboration with other bodies</b>	HM/CG		
<b>8.</b>	<b>Populate Contracts Register, Procurement Programme, Lessons Learned Register and Legislation Log</b>	HM/CG		

	<b>Planned Procurement Exercises</b>			
1.	Tranent Fire Reinstatement – Principal Contractor	HM	Apr 2016	May 2016
2.	Legal Services for Principal Reporters Statutory Functions	HM	Apr 2016	May 2016
3.	Legal Services for Property & General Law etc.	HM	Apr 2016	May 2016
4.	Surveying Services for Minor Works	HM	May 2016	Aug 2016
5.	What is a Hearing? Film	HM	Apr 2016	Jun 2016
6.	Perth – Furniture Requirements	HM		
7.	Internal Audit Re-Let	HM	Jan 2017	May 2017
8.	Possible Re-let of FM Contract	HM/CG		
9.	Interpreting, Translation & Transcription Services Re-Let (SG)	HM	Oct 2016	Nov 2017
10.	e-Learning Portal	HM	Sept 2016	Jan 2017
11.	Brava Maintenance for CMS	CG	May 2016	Dec 2016
12.	CMS Hosting	CG	May 2016	Sept 2016
13.	Secure Mailing Bags (Glasgow)	CG	Apr 2016	Jul 2016
14.	Print Management	CG	Apr 2016	
15.	Business Objects Requirements	CG		
16.	Digital Strategy Projects	CG		

	<b>Groups/Events</b>			
	<ul style="list-style-type: none"> <li>• SCRA Contracts Review Group Meetings</li> <li>• SCRA Environmental Group Meetings</li> <li>• Quarterly Cluster Group Meetings</li> <li>• Procurement Capability Events</li> <li>• Annual Scottish Government Procurement Conference</li> <li>• Community Benefits in Procurement Champions Network</li> </ul>			

	<b>Key Performance Measures *</b>			
	Target for Contracted Spend > 65%			
	Maverick Spend < 15%			
	Savings Target ?			

# Property Team Plan 2016/17

## Introduction

The provision of accommodation and facilities for Children's Hearings is one of SCRA's key statutory responsibilities. The Property Team forms part of Finance & Resources and provides services, information and advice to the Board, the Executive Management Team and Localities.

The Property Team has a wide remit including leading the on-going development of SCRA's Strategic Property Programme, construction project sponsorship along with the management and delivery of reactive and planned maintenance across the whole estate. The Team is responsible for managing and maintaining SCRA's property assets along with negotiating acquisitions, disposals and lease agreements. This role also includes the provision of advice and support to operational teams in property related matters. The key services that we provide to SCRA are:

- Provision of a Helpdesk service to Localities, Head Office teams and SCRA's Tenants
- Strategic Asset and Estate Management
- Facilities Management
- Structure, fabric and services maintenance
- Building, refurbishment and upgrading projects
- Contribute towards Service Improvement

Our role is to align property with the needs of the organisation. We will ensure that appropriate facilities are provided where they are needed, on the most financially advantageous terms to allow the organisation to undertake its statutory functions and provide the required services to its users - namely, Children, their families, SCRA employees and Partner organisations.

The Property Team has 6 permanent staff, 4 full-time (one post is split between Property and Procurement functions) and 2 part-time posts. Team members all come from a property management and construction background and bring a wealth of valuable experience to the organisation. Team members participate in a number of groups set up within the organisation.

The 2016/17 budgets allocated to, or managed by, the Property Team are made up as follows:

Staff Costs inc Travel & Subsistence	£ 257K
Property Costs (FM) inc Supplies & Services	£ 406K
Rents	£ 1,139K
Rates	£ 660K
Insurance & Shared Costs	£ 340K
Water & Drainage	£ 75K
Capital Budgets	£ 812K

## Priorities

The main priority for the Property Team is to ensure that our buildings are maintained, fully operational and available for the delivery of the organisation's services throughout the year. To achieve this, significant expenditure is required to meet the running costs of the estate and to ensure maintenance activities are carried out to comply with statutory requirements. The financial constraints on the organisation require prioritisation of expenditure across all budget lines. The need to reduce our expenditure is against a general backdrop of rising property costs.

Our priorities for 2016/17 are:

- To ensure that our premises are maintained wind, watertight and in a safe condition to meet legislative requirements
- To achieve the organisational target of delivering £65K of property savings / additional income
- Working with our key FM service provider to develop and improve performance
- To support Localities and their changing property requirements
- To deliver the property capital programme
- To develop the design considerations for welcoming hearing centres
- The joint Property Strategy with CHS and implementation of the Outreach Hearing Centres strategy
- Mandatory Environmental reporting

## Risks

The main risks to delivering our priorities are likely to be as a result of emerging and/or competing priorities that become evident during the year. Over the last 2 years the performance of our FM supplier has been a significant cause of concern and the performance impact has been experienced in every area of the organisation. For 2016/17, ensuring that our FM supplier delivers the contracted services will be both a priority and a significant challenge for the Property Team.

Specific risks/challenges include:

- Emerging essential works that present funding and/or resourcing difficulties
- Implementation of the Outreach Hearing elements of the Property Strategy will be reliant upon 3<sup>rd</sup> party assistance
- Vulnerability to staff absences within the team
- Unplanned activity or changing organisational priorities
- In year budget adjustments/reductions due to organisational pressures
- Timing of project approvals
- Negative perception of Property Team due to poor performance by our FM supplier
- Loss or damage to premises resulting from arson or malicious action

## Property Data

Our key property data is used to measure the overall suitability, use and cost efficiency of the SCRA estate. In line with our priorities, we aim to ensure that our premises are fully operational, meet an appropriate standard and are provided at best value to the organisation.

<u>Measurement</u>	<u>2014/15 (actual)</u>	<u>2015/16 (forecast)</u>	<u>2016/17 (forecast)</u>
<u>Performance</u>			
1 The degree to which SCRA core properties comply with SCRA property standards *	86.5%	87.15%	89.9%*
2 Total number of "Closed" Helpdesk calls as a proportion of Total calls received.	87.5%	79.0%	88%
3 Total number of "Repair Calls" to Helpdesk "Closed" as a proportion of Total "Repair Calls" received.	89.8%	81.3%	90%
<u>Size of Estate</u>			
4 Total Size of Estate (Net SqM)	13,733	13,966	13,000
5 Total Area Leased Out (Net SqM)	1,677	1,939	1,714
6 Total Area of Vacant and Leased Out Properties (Net SqM)	3,341	3,653	2,608
7 SqM / FTE (of Occupied Estate)	24.98	25.67	tbc
<u>Cost of Estate</u>			
8 Total Occupation Cost as a percentage of Organisations Revenue Grant In Aid**	13.2%	13.8%	13.2%
9 Total Occupation Cost per SqM **	£199.37	£205.14	£215.85
10 Total Occupation Cost per SqM (of Occupied Estate)**	£263.47	£277.80	£270.00

\* A revised measure for this standard is being developed by the team

\*\* Occupation Costs exclude income from leased out property

## Activities & Projects

To deliver the priorities identified and undertake the general management of SCRA's owned and leased estate, a series of activities and projects need to be carried out by the Property Team. Throughout these activities, the team are actively managing the process to minimise and mitigate the impact of the identified risks as far as possible.

Further information on our planned activities and projects, along with the lead individuals, is set out in the following table:

Description	Start	End	Dependencies	Lead
1. Budget Planning and preparation	01/11/16	28/02/17		IA/HM
2. Monitoring of Capital & Revenue budgets	01/04/16	31/03/17		HM/IA
3. Provision of FM services through our Property Helpdesk	01/04/16	31/03/17	Localities, FM service suppliers	JL
4. Developing Joint Property Strategy	01/04/16	31/10/16	CHS	IA
5. Outreach Hearing Centres Strategy Implementation	01/04/16	31/03/17	Localities, CHS and Partners	IA
6. Administer the Rent, Rates and Service Charge budgets across the estate including income from 3 <sup>rd</sup> parties.	01/04/16	31/03/17		MM
7. Provide evidence of improving performance under the FM Services contract	01/04/16	30/09/16		IA/EP
8. Achieving £65K savings target	01/04/16	31/03/17		All
9. Managing new Water contract arrangements etc	01/04/16	31/03/17		IA
10. Develop shared team data resources (OneNote and Estate Database)	01/04/16	31/03/17		MM/IA
11. Disposal of surplus premises in Clydebank & Perth and explore options for Lochgilphead land disposal	01/01/16	31/03/17		MM
12. Complete tender exercises for technical surveying support, legal services and potentially retendering FM Services as part of contingency arrangements	01/04/16	31/03/17		HM/IA
13. Developing service provided to Localities with SOMs / HoF&R	01/04/16	31/03/17	SOMs, HoF&R	IA
14. Mandatory Environmental Reporting	01/04/16	30/11/16		IA
15. Perth – Completion of New Hearing Centre	01/08/15	30/09/16		MJ
16. Inverness – Complete new hearing centre / staff base and disposal of existing premises	01/07/14	30/06/16		MJ/MM
17. Stornoway – Completion of new hearing centre / staff base and disposal of existing premises	01/07/14	30/06/16		MJ/MM
18. Tranent – Reinstatement of fire damaged building	06/11/15	30/09/16		MM
19. Minor Works – Deliver approved programme of small works projects	01/04/16	31/03/17		EP
20. Development of Model Hearing Room Programme	01/04/16	31/03/17		MM

# **Quality & Performance**

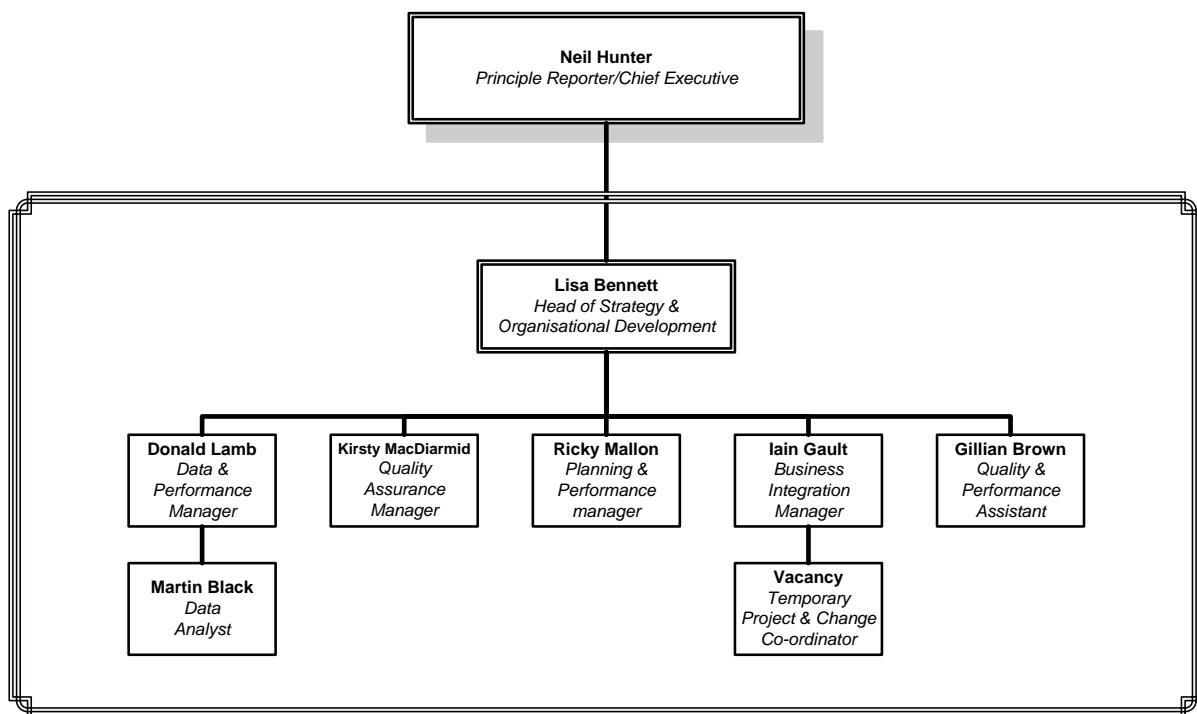
## **Team Plan 2016/17**

## Introduction

The Quality & Performance Team provides SCRA with a wide range of services in the areas of planning, performance management, quality management, data management, business integration, organisational development and project management. As well as delivering services in all of these areas directly, it also provides internal consultancy services to the executive management team, locality managers and head office managers, and shared services as requested by Children's Hearings Scotland (CHS), our key partner in the Children's Hearings System.

## Introducing the Quality & Performance Team

Team members, designations and organisational structure are shown below.



## What Do We Do?

We provide a wide range of services internally to SCRA and externally to the Scottish Government and our partners in the Children's Hearings System. Core services delivered are as follows:

- A Business Partner consultancy service to Localities, Senior Operational Managers (SOMs) and Head Office Teams, providing them with specialist support, guidance and advice across 3 broad areas of work:
  - Planning
  - Performance
  - Continuous Improvement

These broad areas break down into more recognisable pieces of work, e.g. locality plans, target setting, preparation for inspection, integration, staff engagement, risk management, project planning, implementation methodology, trend analysis, organisational development.

- Preparation of SCRA's 3 yearly Corporate Plan and annual Business Plan. This is achieved through widespread consultation with the Board, the Scottish Government, executive management team, localities and head office teams. All related governance aspects are also managed by the team, including examination of the detailed work programmes that support delivery of these plans, monitoring delivery mechanisms, analysing performance, preparation of monitoring reports and recommending remedial action as appropriate.
- Managing adherence to SCRA's Performance Management Framework (PMF), which links plans at all levels to the processes by which they are produced, monitored, delivered, updated, analysed and evaluated, all to set timescales and a defined sequence.
- Managing all of SCRA's data requirements, producing circa ???? reports per month both routine – daily external feeds to Police, weekly reports to all reporters, etc - and bespoke, preparation of publications including official statistics and SCRA's annual report, and dealing with freedom of information and data for subject access requests.
- Continuous improvement, including management of SCRA's annual quality assurance programme including case sampling on key areas of practice, support for localities preparing for/participating in audit or inspection, support for improvement initiatives, and tailored operation of the 3 Step Improvement Framework for Scotland's Public Services. Reporting to the Audit Committee on relevant areas is also managed by the team.
- Organisational development, including a management development programme incorporating management standards, coaching and action learning, delivery of a regular programme of managers' events, management of shared services provided by SCRA to CHS, and implementation of a 3 year Organisational Development Strategy.
- Business integration is a key focus, ensuring that all technical changes to current systems have appropriate approvals, that all technical changes are fully aligned to operational practice and can be implemented in line with practice direction and overall corporate strategy, i.e. that there is a synchronisation if information technology (IT) with business cultures and objectives, and alignment of technology with corporate strategy and goals.
- The operation and development of several networks within SCRA is also managed by the team, including the Performance Improvement Network (PIN), Practice & Quality Network (PQN) and LSM Network.
- Project Management, including management of the Change Board, operation of the Project Managers' Network to support project managers, governance arrangements for Corporate and Business Plan projects and managing cross

cutting project issues to ensure delivery of a successful programme. Given the expertise resting within the team, individual team members also frequently fill the role of project manager for specific projects, and may also provide additional support for particular projects.

## How Do We Do It?

4 members of the team operate as Quality & Performance Business Partners, providing localities, SOMs and Head Office teams with a dedicated first point of call for support and guidance. Current Business Partner arrangements are as follows:

Name	Title	Localities	Head Office Teams
Iain Gault	Business Integration Manager	Central Highland & Islands	IS SOMs
Donald Lamb	Data & Performance Manager	Glasgow South East	Finance Info & Research
Ricky Mallon	Planning & Performance Manager	Ayrshire North Strathclyde	Quality & Performance Communications Property
Kirsty MacDiarmid	Quality Assurance Manager	Grampian Tayside & Fife Lanarkshire/D&G	Practice HR

All of the team members have a background in several of the core services we provide, and we have cross developed our skill sets to enable us to provide a broad range of support in our operation as business partners. There may, of course, be situations where more detailed application of specific skills becomes necessary and, in such cases, we will operate beyond our business partner affiliations to provide the best possible service. Lead responsibility for specific areas of support is as follows:

	Iain Gault	Donald Lamb	Ricky Mallon	Kirsty MacDiarmid
Data Management		✓		
Locality Planning			✓	
Corporate & Business Planning			✓	
Continuous Improvement				✓
Performance Management Framework			✓	
Performance Improvement Initiatives				✓
Data/workload Analysis		✓		
Business Integration	✓			
Organisational Development	✓			
Project planning/management			✓	
Risk management				✓
Target setting		✓		
Change Management	✓			
Preparation for inspection/audit				✓
Trend analysis		✓		
Self assessment			✓	
Staff engagement	✓			

## **What Can You Expect From Us?**

We aim to support, develop and empower Localities and Head Office teams to continually improve within the boundaries of SCRA's governance framework. We also aim to provide support and assurance to SOMs around the development of plans and their subsequent delivery, monitoring, evaluation and adjustment. Beyond this, we aim to provide:

- A link between national initiatives and projects
- A central point of contact for a range of corporate activities
- Specialist skills to be tapped into
- A critical friend for planning activities
- A neutral source of support and advice when issues arise
- An information flow between areas

Specific commitments from Quality & Performance Business Partners are as follows:

### ***Support for Development of Locality Plans***

We will provide support for development of and adjustments to Locality Plans and Head Office Team Plans, including supporting the integration of risk registers and co-ordinating links with SCRA's Corporate and Business Plans. We will provide feedback on draft Locality and Team Plans prior to these being submitted to SOMs/other EMT members.

### ***Support for Performance Monitoring***

We will be a key source of support before, during and after performance review meetings. This may include discussion of existing data reports, detailed guidance in how to use these reports, provision of detailed or customised reports where needed, or a combination of the above. The minimum service offered is four performance meetings per year, with the assumption made that teams are monitoring performance more regularly.

### ***Support for Continuous Improvement***

We can, on request, provide support for continuous improvement through work on:

- Quality assurance
- Operational development
- Business integration
- Inspection support

These are the areas where support is most commonly provided, but we are willing to consider requests for support in relation to any of our core service areas.

In provision of Business Partner support, we will always aim to be sensitive to local priorities and work in ways that best meet locality needs, taking account of any pressures that localities may be facing.

## **SOM Support**

Through our operation of the Performance Management Framework, we will be a key source of support for SOMs and a crucial link between management of performance at a local level and evaluating its impact nationally. We can provide SOMs with assurance that performance is being rigorously monitored and analysed, and can provide cross-locality intelligence to support development of plans and inform discussions around workload and staffing.

We will support localities in local planning, providing SOMs with an assurance of the process around this, and can provide an extra layer of support/challenge. We can also support SOMs in ensuring alignment of local plans to national strategic plans.

## **Monitoring of Performance**

Monitoring of Business partner Performance will be reviewed annually by the Head of Strategy and Organisational Development, through liaison with LMTs, Head Office Managers and SOMs.

Monitoring of project performance will involve examination of adherence to project plans coupled with evaluation of benefits realisation.

## **Planned Activity for 2016/17**

We aim to balance our activity across 3 key categories of work:

- Business Partner activity in support of localities, teams and SOMs
- Regular operation of PMF, Project Management/Change Board, management of networks, provision of Board/Committee reports, delivery of shared services, etc.
- Developmental activity - managing projects and improving infrastructure

In addition, we have a key role in responding to unforeseen demands and pressures on SCRA, and need to be ready to adjust our resource allocation as required. This often involves adjusting the balance between the above categories, shifting priorities, adjusting timescales or scaling back of deliverables.

Within this wider context, our key developmental priorities for 2016/17 are as follows:

- Develop SCRA's Corporate Plan for 2017/20, and ensure alignment with 3 year Financial Plan, Workforce Plan and Organisational Development Strategy
- Develop SCRA's Business Plan for 2017/18
- Develop and implement a 3 year Organisational Development Strategy aligned to the Corporate Plan, incorporating the key strands of management standards, coaching and action sets, and delivery of a management development programme and a series of managers' events.
- Review the operation, remits, membership and overall focus of the PIN and PQN, to ensure they continue to provide maximum benefit to localities and are consistent with our current operating and strategic contexts.
- Develop a robust governance programme to manage the effective delivery of the Corporate Plan 2017/20.

- Develop a set of recommendations to inform the Digital Strategy with the aims of:
  - improving our service to partners, children, young people and families while making the best use of resources and of the skills of our staff, following an end to end review of our processes,
  - Establishing a technical methodology for communicating with the people and agencies involved in successfully delivering the Children's Hearings System.
- Maximise Reporters' time to carry out the core functions of managing referrals, making decisions, drafting grounds and undertaking Hearings by implementation of improvement plans developed through the Reporter Capacity Project
- We will enhance the quality of the customer service that we provide through:
  - reviewing the effectiveness of the previous customer service training and refreshing as required
  - extending the range of staff to receive customer service training
  - monitoring customer feedback on the quality of our customer service
- Develop reporting to aid localities in improving the quality of children's information held on CMS.
- Police CSO and open referral checks – work with the Police to identify whether a child or young person who has come to the police's attention for protection, wellbeing or youth offending matters is the currently subject of a CSO or open referral to aid the police in making the decision on how to proceed with the case.
- Automated police referral outcomes – improving the quality of the data which is provided to the police about outcomes of referrals where the police was the referrer and automating the process.
- Develop and publish the annual official statistics suite for 2015/16
- Develop and implement a comprehensive quality programme, incorporating development and rollout of a continuous improvement methodology for SCRA based on customised adoption of the Scottish Government's 3 Step Improvement Framework for Scotland's Public Services

Details of projected timescales and nominated leads for these developmental activities are shown in Appendix A.

## Appendix A

Developmental Priority	Lead	Timescale	
		Start	End
Develop SCRA's Corporate Plan for 2017/20, and ensure alignment with 3 year Financial Plan, Workforce Plan and Organisational Development Strategy	R Mallon	May 2016	March 2017
Develop SCRA's Business Plan for 2017/18	R Mallon	October 2016	March 2017
Develop and implement a 3 year Organisational Development Strategy aligned to the Corporate Plan, incorporating the key strands of management standards, coaching and action sets, and delivery of a management development programme and a series of managers' events.	L Bennett	April 2016	March 2020
Review the operation, remits, membership and overall focus of the PIN and PQN, to ensure they continue to provide maximum benefit to localities and are consistent with our current operating and strategic contexts.	R Mallon K MacDiarmid	May 2016	June 2016
Develop a robust governance programme to manage the effective delivery of the Corporate Plan 2017/20.	L Bennett	November 2016	March 2017
Develop a set of recommendations to inform the Digital Strategy with the aims of: <ul style="list-style-type: none"> <li>• Improving our service to partners, children, young people and families while making the best use of resources and of the skills of our staff, following an end to end review of our processes</li> <li>• Establishing a technical methodology for communicating with the people and agencies involved in successfully delivering the Children's Hearings System.</li> </ul>	D Lamb  K MacDiarmid	April 2016	October 2016
Maximise Reporters' time to carry out the core functions of managing referrals, making decisions, drafting grounds and undertaking Hearings by implementation of improvement plans developed through the Reporter Capacity Project	I Gault	January 2016	October 2017
We will enhance the quality of the customer service that we provide through: <ul style="list-style-type: none"> <li>• reviewing the effectiveness of the previous customer service training and refreshing as required</li> <li>• extending the range of staff to receive customer service training</li> <li>• monitoring customer feedback on the quality of our customer service</li> </ul>	K MacDiarmid	May 2016  October 2016  June 2016	August 2016  March 2017  March 2017
Develop and implement a comprehensive quality programme, incorporating development and rollout of a continuous improvement methodology for SCRA based on customised adoption of the Scottish Government's 3 Step Improvement Framework for Scotland's Public Services	K MacDiarmid	April 2016	March 2017
Develop reporting to aid localities in improving the quality of children's information held on CMS.	D Lamb	May 2016	July 2016
Police CSO and open referral checks – work with the Police to identify whether a child or young person who has come to the police's attention for protection, wellbeing or youth offending matters is the currently subject of a CSO or open referral to aid the police in making the decision on how to proceed with the case.	D Lamb	January 2016	September 2016
Automated police referral outcomes – improving the quality of the data which is provided to the police about outcomes of referrals where the police was the referrer and automating the process.	D Lamb	April 2016	July 2016
Develop and publish the annual official statistics suite for 2015/16	D Lamb	May 2016	July 2016

Finance team draft 2016/17 team plan

#### Ongoing activities

### **CHS shared services?**

## Key Risks

### Vulnerabilities

Unplanned activity especially CHS and S

Unplanned activity especially CHS and Scottish Government work

## **Key Performance Measures**

Percentage of invoices, not in dispute, paid within 10 working days

Provision of agreed monthly management information to budget holders within 3 working days of month end

Production of all year end documents within agreed timescales

Production of all year end documents within agreed  
Clean audit report for financial management service

## Clean audit report for financial management service Payments to Government agencies and third parties to specific date

