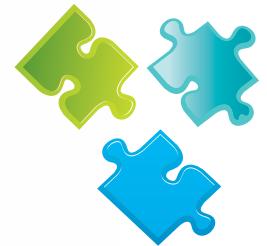




SCOTTISH  
CHILDREN'S REPORTER  
ADMINISTRATION

# Corporate Plan 2014-17



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# Foreword by SCRA Chair

This Corporate Plan sets out the framework within which SCRA will plan and deliver services over the period 2014 to 2017. It defines the outcomes that we seek to deliver and the strategies by which we intend to do so.

The plan outlines the significant progress we have made over the past few years in an ambitious programme of change and modernisation, as well as identifying areas where further effort is needed to move us to a position of sustainable excellence.

Our focus on delivering the best possible services for children and young people is at the heart of all that we do, and clearly features in all five of the outcomes that this plan is designed to deliver. The strategies that we set out are aimed at ensuring that the needs and priorities of children and young people are central to how we design and improve our services, making the best use of our resources and working collaboratively with partners within the Children's Hearings System.

Having successfully gone through a major period of change over the life of our 2011-14 Corporate Plan, which saw the most extensive adjustments to the Children's Hearings System since its inception, we are excited by the opportunities to build on these successes, consolidate improvements and fully exploit the resulting benefits to build a sustainable future. We are determined to work with the Scottish Government, Children's Hearings Scotland, our wider partners and, most importantly, children, young people and their families, to enable us to do so.



Carole Wilkinson,  
SCRA Chair



# Introduction by SCRA Principal Reporter/Chief Executive

Over the course of our last Corporate Plan (2011/14) we set out an ambitious programme of change and modernisation within SCRA and the Hearing System as a whole. Much of this reflected our preparations for the Children's Hearings (Scotland) Act 2011 and the completion of our own Change Programme within the organisation. Our ability to respond to the new legislation has proven to be very successful and the expertise and professionalism of our staff has been very evident. Our wider change programme including how we adapt to the ongoing financial climate of resource reductions, introduction of new ways of working, new roles and new technology has been more mixed. We have seen real successes such as the delivery of our Locality structures and the value placed on the roles of Assistant Reporter and Senior Practitioner in supporting our work. We have been more challenged by the development and consistent delivery of new technology and this programme continues into the first year of this three year corporate plan.

Our focus on participation and engagement of children and young people has delivered innovative new material and methods, learned a great deal about what children and young people want to see in the future – but above all else has reignited the importance of keeping the momentum of this work going over the next 3 years to deliver ever better ways of ensuring that children and young people have a say over decisions about their lives.

Our staff engagement and communication programme, organisational culture change and devolution of responsibilities to more empowered Localities has had a positive impact since 2011 – but we need to do more and do it more consistently well over the course of this plan to really embed it irreversibly into our way of being as an organisation. We have continued with and developed further our staff partnership with UNISON and likewise we will continue to develop this work during the life of this corporate action plan.

Our programme to enhance the long term sustainability of SCRA is dependent on a number of factors for the future:

- The effectiveness of how we deliver both our statutory duties and wider contribution to the Hearings System
- The extent to which we can demonstrate positive impact on the lives of children and young people as part of the Hearings System
- A clarity about the resources we need for the future and the efficiency by which we use those resources
- The confidence we can instil in our partners about our work and its contribution to children and young people

Our Corporate Plan reflects these elements and sets detailed priorities for each of the three years which we will work to and be held to account on. It also sets the five outcomes that we seek to deliver, all of which place our commitment to providing the best possible services to children and young people at the heart of what we do. We believe it provides a structured, well integrated programme of action that will allow us to build on recent achievements and challenges. The commitments made here will help us further develop our capabilities, continue to drive improvement in service delivery and provide a mechanism for us to measure and be held to account for what we do.



Neil Hunter,  
Principal Reporter/Chief Executive



# Our Role and Purpose

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

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

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

# Our Outcomes

We have developed this Corporate Plan to explain our vision and strategic direction over the next three years, based on achieving five outcomes:

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

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

This Corporate Plan provides an overview of the work we will be doing over the next three years and outlines how we will monitor our performance to ensure that it is improving. Each year we will publish an Annual Business Plan, providing greater detail about the specific activities we will be carrying out and detailed indicators of how well we are performing.



# Our Outcomes

SCRA Outcome	How Will We Address It?	What This Will Look Like?	How Will We Know We Are Succeeding?
<p>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</p>	<ul style="list-style-type: none"> <li>■ By capturing the views of children and young people prior to a Hearing using a range of methods to inform Panel Members.</li> <li>■ By systematically seeking the views of children and young people who attend Children's Hearings and using their feedback to drive improvements.</li> <li>■ By launching and evaluating innovative engagement tools, products and services designed by children and young people.</li> </ul>	<p>Children and young people involved in the Hearings System in Scotland actively contribute and influence their futures. Opportunities exist at all levels to hear their views, consider their feedback and provide services that are as personalised as they can be to meet their needs.</p>	<ul style="list-style-type: none"> <li>■ Increasing the number of changes we make to service delivery based on feedback from children and young people.</li> <li>■ Satisfaction ratings will improve in key areas, including the overall hearings experience, availability of services and access to information and support.</li> </ul>
<p>Our decisions are proportionate, timely and make a positive impact on the welfare, safety and protection of children, young people and communities</p>	<ul style="list-style-type: none"> <li>■ By routinely case sampling our Reporter decision making to demonstrate improvement across Scotland.</li> <li>■ By using our data to inform and evidence our approach to case prioritisation and performance management.</li> <li>■ By improving our case processing time by sharing information electronically with partners.</li> <li>■ By consistently participating in supervision and appraisal.</li> </ul>	<p>High standards of Reporter practice, quality and consistency enable us, together with our partners, to make the right decisions at the right time to protect children and young people, and to improve their opportunities to succeed growing up. Frontline teams focus on services to children, young people and families as well as on the communities in which they live.</p>	<ul style="list-style-type: none"> <li>■ Case processing times will be improved or sustained at target level.</li> <li>■ Consistency of performance across Localities will improve.</li> <li>■ Our programme of case sampling will demonstrate high levels of compliance with Practice Direction.</li> </ul>

# Our Outcomes

## SCRA Outcome

We improve the lives of the most vulnerable children and young people in Scotland through the earliest and most effective interventions

## How Will We Address It?

- By agreeing Referral criteria across Scotland with our partners and measuring its effectiveness.
- By influencing the wider children's services community by publishing our research to promote best practice and new policies where necessary.

## What this will look like?

We will have an understanding of the complexity of the issues surrounding very young children in the Hearings System – and in particular the role of Hearings in making decisions is properly constructed around child development and attachment. The changing profile of children in the Hearings System places a real sense of urgency to connect the Hearings System with the Early Years Framework. We know from evidence generated by SCRA and others, that making the right decision, as quickly as possible, and following this through with stable, permanent care arrangements for children is linked to better outcomes.

## How Will We Know We Are Succeeding?

- Agreed referral criteria are being operated consistently in each part of the country.
- Qualitative research will demonstrate that the right children and young people are referred at the right time.



# Our Outcomes

## SCRA Outcome

Together with our partners we will get it right for every child in the Hearings System

## How Will We Address It?

- By raising awareness and championing GIRFEC and providing supporting advice to our Localities.
- By working with Scottish Government and partners to implement the Children and Young People's Act 2014 successfully.
- By introducing safe and effective information sharing protocols with the Police.
- By ensuring the child's plan works in tandem with the Hearings System.

## What this will look like?

Our connection to the principles of GIRFEC and the ethos of the Hearings System will be more transparent. Children and young people subject to compulsory measures of care will generally receive support within the frame of GIRFEC and towards achieving broad improved indicators of wellbeing, summarised by the domains on SHANARRI (safe, healthy, achieving, nurtured, active, respected, responsible and included). The Hearings System is the legal decision making tribunal for children who tend to be characterised by the most complex and multi-faceted needs and issues and where vulnerability is acute.

## How Will We Know We Are Succeeding?

- Agree commitments within joint working at national level and within community planning at local level, and deliver them timeously and consistently.
- SCRA practice and processes reflect GIRFEC principles.

Our staff and partners recognise SCRA's quality of service and overall performance as continually improving

- By evidencing improvement through systematically seeking the views of those who use the Children's Hearings System.
- By demonstrating improved organisational performance across the suite of key performance indicators.

We are a flexible, responsive and innovative organisation, protecting Scotland's most vulnerable children and young people. We work in partnership with a range of stakeholders across the children's services community to deliver high-quality, customer focused services.

- Performance will be sustained or improved in relation to our key performance targets e.g. length of time for decisions to be made.
- Satisfaction ratings will be sustained or improved across a range of key feedback areas from staff and partners.

*The success factors shown here will be reviewed within our wider review of target setting and performance monitoring as we refresh our performance management framework in year 1 of this Corporate Plan.*



# Our Contribution to Scotland's Future

SCRA has a wider responsibility to contribute to the purpose of the Scottish Government, and its focus on creating a more successful country with opportunities for all of Scotland to flourish through increasing sustainable economic growth, social justice and equality. Of the 16 National Outcomes that articulate what the Government seeks to achieve, SCRA contributes directly to 6 of these. Our 5 key outcomes align closely with these national outcomes, as shown below. Our four core strategies, described later in this plan, will deliver these contributions and our overall vision. Our strategic framework, showing how all of these link together is shown on the following page.

National Outcome	How will we contribute to this outcome
Young people are successful learners, confident individuals, effective contributors and responsible citizens.	We will ensure that the views of children and young people involved in the Hearings System in Scotland actively contribute and influence their futures. We will design and implement tools, products and services that are as personalised as they can be to maximise their contribution. We will recruit another cohort of young people as Modern Apprentices to help improve shape and our service.
Our children have the best start in life and are ready to succeed.	We will actively participate in the Early Years Framework to ensure that the Hearings System is aligned and that all our practices and processes reflect our intervention is as early and as proportionate as required. We will continue to work with Education and Social Work colleagues to provide help, guidance and support on thresholds for referral.
We have improved the life chances for children, young people and families at risk.	We will ensure that our intervention in the lives of vulnerable children and young people at risk is appropriate. We will thoroughly investigate referrals with our partners across the children's services community to ensure that we have the best information in which to make decisions to reduce the risk factors in children's lives.
We live our lives safe from crime, disorder and danger.	We will work with the Police and other partners within the youth justice community to provide active support and advice through the sharing of information and by developing new and innovative ways of working that aims to keep children safe and protected. We will produce research that informs new policy and strategy for Scotland's most vulnerable children and young people.
We have strong resilient and supportive communities where people take responsibility for their own actions and how they affect others.	We will work locally with our partners to improve the quality and speed of the information exchange, so that together we can intervene appropriately to minimise the affects and impact on the wider community. We will support our community planning partners through sharing bespoke data to help inform their planning for their communities.
Our public services are high quality, continually improving, efficient and responsive to local people's needs.	We will drive improvement across our services to be the best organisation we can be. We will continually seek the views of children, young people and our partners in our relentless pursuit of continuous improvement. We will adapt our services to the needs of our localities and their local circumstances to become more flexible and agile.



# Planning and Delivering Our Contribution to Scotland's National Outcomes

Scottish Government National Outcomes to which SCRA contributes	SCRA Outcomes
	1    2    3    4    5
Young people are successful learners, confident individuals, effective contributors and responsible citizens	●    ○    ○    ○    ●
Our children have the best start in life and are ready to succeed	○    ●    ●    ●    ●
We have improved the life chances for children, young people and families at risk	●    ●    ●    ●    ●
We live our lives safe from crime, disorder and danger	○    ●    ●    ●    ○
We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others	●    ●    ○    ●    ●
Our public services are high quality, continually improving, efficient and responsive to local people's needs	●    ●    ○    ●    ●

## SCRA's outcomes

**Outcome 1**  
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

**Outcome 2**  
Our decisions are proportionate, timely and make a positive impact on the welfare, safety and protection of children, young people and communities

**Outcome 3**  
We improve the lives of the most vulnerable children and young people in Scotland through the earliest and most effective interventions

**Outcome 4**  
Together with our partners we will get it right for every child in the Hearings System

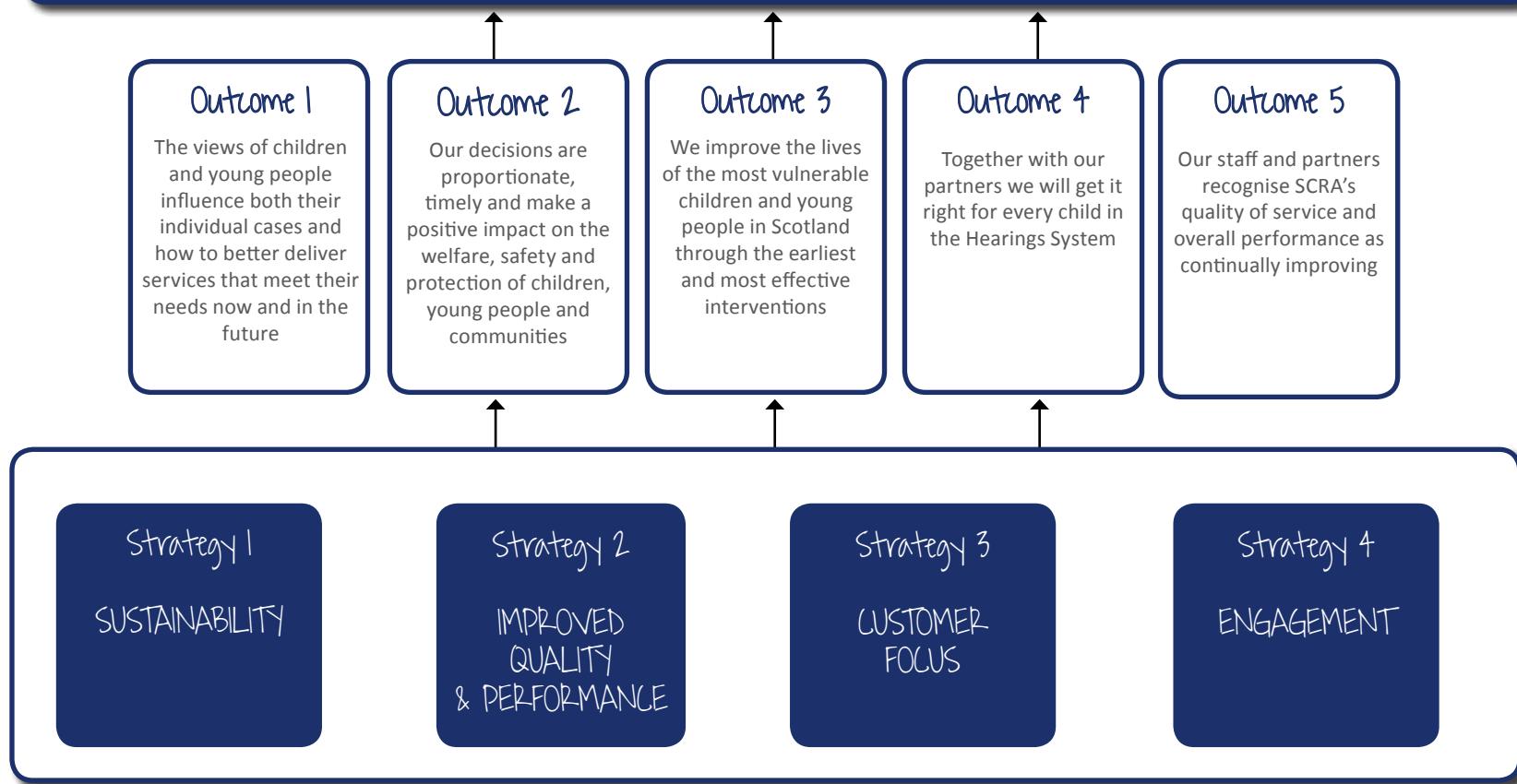
**Outcome 5**  
Our staff and partners recognise SCRA's quality of service and overall performance as continually improving



# Our Strategic Framework

## Our Vision

Our vision is that SCRA contributes to ensuring that vulnerable children and young people in Scotland are safe, protected and offered positive futures, which allows them to fulfil their potential



# Core Strategy 1: Sustainability

## Why Is This Important?

SCRA has managed significant changes in the legislative environment in which it operates, whilst at the same time delivering organisational restructuring, reducing staff headcount, introducing a new IT/casework management system and driving wider business efficiencies and changes to working practices. In the short term, these changes have significantly challenged our business support systems and case processing times, constrained the availability of management information and required staff to quickly become fully conversant with new legislative requirements and their wider implications.

SCRA has worked hard during this period of change to sustain its previous levels of expertise and retain the confidence of partners across the Hearings System. This has involved a strong focus on effective delivery of our core functions, and on ensuring that we have stable and effective approaches that allow us to carry these out safely and securely whilst minimising risk. In the first year of this Corporate Plan, we continue that focus on core purpose, competencies and organisational resilience, whilst in years two and three we broaden the scope to wider aspects of sustainability. Our sustainability strategy will impact on key outcomes 2, 3, 4 and 5.

## How Will We Address It? We will:

- Address the technical issues affecting performance of our casework management system to provide a stable working environment for our staff.
- Further develop our casework management system in a series of phases to enhance its performance and methods of use.
- Prioritise developments that give staff a meaningful level of control over their own work and improve morale.
- Further evolve our locality structures and roles to ensure they deliver their full potential.
- Fully re-establish our data capabilities and produce reliable management information for use by staff and partners.
- Focus on workloading tools and achieving an equitable balance of workload across teams.
- Prioritise improvements in key areas such as hearings management, information governance and minimisation of delay.
- Review the effectiveness of how we contribute both our statutory and wider duties to the Children's Hearings System.
- Explore ways to demonstrate positive impact on the lives of children and young people from the Children's Hearings System.
- Explore the resources we need for the medium to long term, and the efficiency by which we will use those resources.

## How Will We Track Delivery? We will:

- Baseline performance levels for key aspects of system functionality, set targets and timescales for improvement, and regularly monitor progress.
- Regularly update staff on what's being achieved, and on any elements of re-scheduling required.
- Listen to feedback from staff, partners and service users to help assess how satisfied they are with how things are progressing.
- Monitor locality structures as they mature and evolve, supporting their development into high performance management teams.



# Core Strategy 2: Improved Quality and Performance

## Why Is This Important?

SCRA is committed to operating processes that are efficient and effective, to professional practice that is consistent and compliant with best practice, and to sharing best practice and actively learning as an organisation.

If we are to ensure that we provide children and young people with the nature and level of services which they are entitled to expect, we must continue to address all of the factors. Over the lifetime of this plan, we will refresh and implement our performance management framework to ensure that it operates effectively at all levels. Our improved Quality and Performance Strategy will impact on key outcomes 2, 3, 4 and 5.

## How Will We Address It? We will:

- Develop a consistent and sustainable operating model for delivery of services to children and young people, engaging with Locality staff to help inform its development through understanding of best practice, sharing experiences and new ways of working.
- Build a workforce planning model that is agile and responsive to the needs and future demands of the service.
- Drive forward our leadership development, mentoring and coaching programmes to equip managers to lead the organisation through change.
- Develop and embed a refreshed performance management framework at all levels of the organisation.
- Engage with staff to review our service standards and carry out a programme of awareness raising.
- Map all our key processes and apply LEAN methodologies to ensure processes are efficient and quality focused.
- Review our workload model to ensure it captures our key activities, and develop a method to measure time spent on court work.
- Reduce the risk of data breaches by developing secure and effective electronic communications with our partners.
- Enhance support to Localities by establishing consistent communication, dialogue and feedback within the organisation to find out where and how we can continue to learn and improve.
- Continue to improve the physical environment for holding Children's Hearings by delivering a Property Programme centred on improving facilities.
- Explore the use of award and accreditation schemes to gain an external perspective on the quality of our services.

## How Will We Track Delivery? We will:

- Reduce variability of performance across Localities and increase overall levels of performance.
- Show improved, or sustained high levels of performance through our customer satisfaction ratings from customer surveys and other feedback arrangements.
- Show, in our inspection reports from our Modern Apprentices, on going improvement in the provision of excellent Hearing Centre accommodation for children and young people.



# Core Strategy 3: Customer Focus

## Why Is This Important?

Focusing on the needs of customers is a central requirement of all public bodies and provides a focus for design and delivery of services. It is particularly important for SCRA, given that the users of our services are amongst the most vulnerable children and young people in Scotland, and we therefore strive to meet their needs, expectations and concerns as they progress through the Hearings System. Our customer focus strategy will benefit not only children and young people, but also partners with whom we collaborate, and impact on all five of our key outcomes.

## How Will We Address It? We will:

- Implement a system of pre-Hearing visits for all children and young people coming to a Hearing for the first time, to better support and orientate them to the Hearing Centre environment.
- Embed excellence in customer care across all areas of SCRA.
- Use feedback from our three key areas of engagement - children and young people, staff, partners - to identify priority areas for improvement, develop appropriate actions and implement a customer care plan across the organisation.
- Use our Service Standards as a basis for identifying further areas to drive improvement.
- Work with Children's Hearings Scotland to introduce a system of electronic transfer of information with Panel Members to improve efficiency and effectiveness of our information exchange.
- Review the scheduling and operation of Children's Hearings by reviewing, in collaboration with colleagues from CHS, the usage and effectiveness of Hearings Management guidance at local and national levels.
- Use SCRA research on the quality of information to support decision making to minimise delay and enhance transparency in these areas.
- Supplement national improvement efforts by using local feedback from partners to drive local engagement and joint improvement activity.

## How Will We Track Delivery? We will:

- Use feedback from partners to evaluate the effectiveness of our system of pre-Hearing visits.
- Use the results of customer, partner and staff surveys to evidence our improvement in performance.
- Routinely and actively report our performance against our standards to all our stakeholders.



# Core Strategy 4: Engagement

## Why Is This Important?

Engagement work in SCRA has three elements – engagement with children and young people to maximise their participation in the Hearings system, engagement and communication with our staff, and engagement with our partners. Engagement of children and young people is vital if we are to ensure that decisions made in the Hearings System about their future are properly informed.

SCRA's most important resource is its staff, a group of dedicated, committed and skilled people who care passionately about the services they provide. The structure that we have developed over the past few years, based on geographic localities and a high level of devolved responsibility, is designed to allow the organisation to fully engage with staff, so that their experience and knowledge can be brought to bear in shaping how we work.

Successful operation of the Hearings System as an integrated process for the benefit of children and young people passing through it depends on effective collaboration by all of the partner agencies involved, and engagement with these partners is central to delivering services in a joined up manner and to making improvements. Our engagement strategy will impact on all five of our key outcomes.

## How Will We Address It? We will:

- Design and embed a staff engagement process at locality and national levels.
- Embed the culture of local communication (e.g. more effective and regular team and locality meetings) and use tools such as the 'team brief' to keep staff fully informed.
- Cascade objectives from national level down through localities to individual level, and link these to supervision and appraisal.
- Maintain and extend our commitment to external engagement with relevant groups.
- Explore a range of engagement mechanisms to inform future arrangements for gaining the views of service users.
- Review accessibility of our services.
- Continue to operate our Modern Apprentices Programme for young people with experience of involvement in the Hearings System, and support CHS in implementing a similar scheme.
- Develop our approach to raising awareness and understanding of the Hearings System.
- Within the Children's Hearings Improvement Partnership continue to map and evaluate the Hearings System against GIRFEC principles and SHANARRI wellbeing indicators.
- Inform wider policy across the children's services community and share our data and research.
- Assess the impact of emerging legislation, including the Children and Young People's Bill and the Community Empowerment Bill, and ensure that this is incorporated into our policies and processes.
- Explore and develop the synergies possible between the Police Scotland and SCRA working as national agencies.
- Engage our partners on how we collectively respond to the challenges of the increased use of social media.

## How Will We Track Delivery? We will:

- Use the results of customer, staff and partner surveys to evidence our improvement in performance.
- Routinely report to our Board on the delivery of our Engagement Strategy.



# Monitoring and Managing Performance

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

Targets for 2014/15 – 2016/17 are shown below

Outcomes for Children and Families	Target 2013/14	Performance 2013/14*	Target 2014/15	Target 2015/16	Target 2016/17
The percentage of Hearings scheduled to take place within 20 working days	74%	72%	74%	80%	85%
The percentage of decisions on referrals made within 50 working days of receipt	75%	59%	75%	85%	95%
Outcomes for Panel Members, Partners and Staff					
The degree to which SCRA core properties comply with SCRA property standards	86%	85%	90%	90%	95%
The percentage of initial Hearings proceeding to disposal	77%	n/a	75%	75%	75%
Organisational Efficiency Outcomes					
Variance in annual revenue spends as a percentage of the available revenue budget	Within 5%	2.0%	Within 5%	Within 5%	Within 5%
Variance in annual capital spends as a percentage of the available capital budget	Within 10%	15.5%	Within 10%	Within 10%	Within 10%
The Scottish Government efficiency savings target will be met.	Meet Target	Meet target	Meet target	Meet target	Meet target
The percentage of revenue savings achieved in the year	2%	4.0%	3%	3%	3%

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



# SCRA Resources

SCRA has prepared a three year Financial Plan for 2014/15 to 2016/17 based on an assumption of a standstill Revenue Budget compared to the 2013/14 baseline, and standstill capital investment. The Financial Plan will be updated in the autumn of 2014 when the outcomes of the next Scottish Spending Review are known.

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

Although the resource levels are only known for 2014/15 and 2015/16, it is assumed that this three year Corporate Plan can be delivered with a similar level of resources to 2013/14.

Revenue Budget 2014/15	
Staff Costs	£ 15,749,000
Property Costs	2,776,000
Travel & Subsistence	198,000
Supplies & Services	2,372,000
Unfunded Pensions	200,000
Income	495,000
<b>Total</b>	<b>20,800,000</b>

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



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