



First Quarter Organisational Performance Report 2016/17: (1 April to 30 June 2016)

1. Introduction













- 1.1. This report uses a balanced scorecard approach which attributes measures within the organisation into four quadrants; service to children and young people, workload, resources and corporate governance. This provides a concise report which enables a fuller focus on the key areas of performance throughout SCRA. Continuing feedback from the Board will be used to inform future development. An appendix has been included at the end of this report to provide further detail on key measures as requested by the Board.
- 1.2. Members of the Board are invited to approve the Q1 Organisational Performance Report 2016/17, covering the period 1 April to 30 June 2016.

Performance measures	Target	Q1	Trend	Link
The percentage of decisions on referrals made within 50 working days of receipt	78%	78.2%	-	N 1.1
The percentage of Hearings scheduled to take place within 20 working days	76%	71.6%	-	N 1.3
The percentage of initial Hearings proceeding to disposal	76%	76.8%	-	N 1.4
The percentage of working days lost to absence	4%	4.2%	-	N 3.3
The percentage of SCRA core properties which comply with SCRA property standards	90%	88.4%	-	N 3.4
Forecast variance in annual revenue spends as a percentage of the available revenue budget	1%	0.1%	n/a	N 3.5
Forecast percentage of revenue savings achieved in the year	2.4%	2.2%	n/a	N 3.6
Forecast variance in annual capital spends as a percentage of the available capital budget	5%	0.4%	n/a	N 3.7
The Scottish Government efficiency savings target will be met	3%	On target	n/a	N 3.8







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

Notes:




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

Quarter 1		Service to children and young people					National
No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Commentary
N 1.1	Decisions on referrals made within 50 working days of receipt – Target 78%	78.2%	+2.1pp		73.3%-78.2%	↔	Performance remains above target.
N 1.2	Referrals over 100 working days old	67	-32.7%		48-176	↔	Cases over 100 days stable for past three quarters (48-69 range).
N 1.3	Hearings scheduled to take place within 20 working days – Target 76%	71.6%	+0.3pp		66.4%-77.1%	↔	Performance in Q1 has dipped. There is significant variations between localities.
N 1.4	Initial Hearings proceeding to disposal – Target 76%	76.8%	+0.1pp		74.4%-77.8%	↔	Above target. Deferral reasons will be available from quarter 3 which will improve understanding of this measure.
N 1.5	Percentage of non-offence applications established at court	93.3%	+0.6pp		92.0%-93.5%	↔	The percentage of established cases remains high.
N 1.6	Mid-point for offence referrals from receipt to Hearing decision (working days)	52	-9.3 days		51-72	↔	Stable for past three quarters at round 51-56 days.
N 1.7	Mid-point for non-offence referrals from receipt to Hearing decision (working days)	111	+1.3 days		104-115	↔	Within the normal expected range.
N 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days	89.2%	+2.5pp		82.4%-89.2%	↔	Quarter 1 continues the generally positive progress being made in this measure.
N 1.9	Hearing's decisions upheld at appeal (appeal refused)	50.2%	-9.7pp		50.2%-67.5%	↔	High level results on the sampling of successful appeals is contained within the Management Response.
N 1.10	Breach incidents (SCRA)	14	-28.2%		14-24	↔	Comprises of four non-disclosure and ten case information breach incidents.
N 1.11	Complaints	5	-54.5%		5-12	↔	Few complaints in the quarter. The most common categories were around process/administration and staff conduct.
N 1.12	All about me forms returned by children and young people	557	n/a		n/a	n/a	Full comparative data available from Q2, numbers generally increasing.




Quarter 1		Workload					National
No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Commentary
N 2.1	Children referred on non-offence grounds	4,057	-0.3%		3,719-4,447	↔	Police referrals in Highland more than doubled.
N 2.2	Children referred on offence grounds	1,082	+5.5%		1,010-1,082	↔	Central, Highland & Islands and South East localities all saw significant increases (>10%).
N 2.3	Child Protection Orders (CPOs)	178	+17.1%		145-178	↔	Ayrshire, Glasgow, Grampian and Tayside & Fife localities all saw significant increases (>30%).
N 2.4	Joint reports retained by Reporter	70.7%	+2.9pp		55.5%-72.8%	↔	High retention levels follows the strategic direction to reduce young people going into adult system.
N 2.5	Pre-Hearing Panels (PHPs)	946	-7.8%		890-1,112	↔	Scoping is underway for a case sampling exercise on PHPs for reporting to the February 16 Audit and Risk Committee.
N 2.6	Number of Hearings	8,866	+1.5%		8,492-8,889	↔	Increases in past two quarters after the dip seen in quarter 3 2015/16.
N 2.7	Court applications concluded	772	+0.9%		710-802	↔	Similar to previous three quarters.
N 2.8	Hearing Interim Compulsory Supervision Orders	1,278	+3.2%		1,133-1,365	↔	Measures changed to count all orders (previously what had been known as renewals were not counted). Interim variations seem to generally be decreasing while court interim orders are stable.
N 2.9	Hearing Interim Variation of Compulsory Supervision Orders	495	-14.7%		495-610	↔	
N 2.10	Court interim orders	979	+0.5%		869-1,050	↔	
N 2.11	Number of Compulsory Supervision Orders in force	10,276	-2.5%		10,276-10,686	↓	Downward trend continues, aligned to the whole systems approach/GIRFEC.
N 2.12	Appeals concluded	219	-4.7%		187-250	↔	Volumes remain significantly higher in Glasgow locality than the average.

Quarter 1		Resources					National
No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Commentary
N 3.1	Conversion rate from referral to Hearing (for children not on CSO)	24.4%	-0.3pp		23.5%-27.0%	↔	Clear link between high referral rates and low conversion rates in Highland & Islands locality (referrals more than doubled against average while conversion rate halved).
N 3.2	Non-disclosure cases	1,210	-1.6%		1,210-1,244	↓	Within SCRA and with partners, there continues to be a focus on more appropriate use, helping reduce volumes.
N 3.3	Staffing profile by FTE	396.2	-1.0%		396-405	↓	Staffing levels continue to show a gradual decrease.
N 3.4	Percentage of working days lost to absence – Target 4%	4.2%	-0.9pp		4.2%-5.4%	↔	Absence levels, though above the target, have decreased significantly. 1.6% was long term while 2.6% was short term.
N 3.5	Compliance with SCRA property standards – Target 90%	88.4%	+1.8pp		86.5%-88.4%	↑	Improvements due to new premises in Inverness and Stornoway.
N 3.6	Forecast variance in annual revenue spends – Target 1%	0.1%	n/a	not applicable	n/a	n/a	Forecast overspend of £28k due primarily to operational pressures.
N 3.7	Forecast revenue savings achieved in year – Target 2.4%	2.2%	n/a	not applicable	n/a	n/a	
N 3.8	Forecast variance in annual capital spends – Target 5%	0.4%	n/a	not applicable	n/a	n/a	Forecast to be £4k underspent. This is after £27k of an anticipated underspend on Inverness of £29k has been reallocated to the Minor Works budget.
N 3.9	Scottish Government efficiency savings – Target 3%	On target	n/a	not applicable	n/a	n/a	Savings are dependent on a number of areas, the detail of which is contained in the Annual Efficiency Plan.
N 3.10	Training per employee (days)	0.21	+4.0%		0.12-0.30	↔	Training days remain consistent at about 0.2 days per staff member.

Quarter 1 Corporate governance National

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Commentary
N 4.1	Business Plan delivery (actions with green status)	87.8%	n/a		n/a	n/a	Forty-three of the 49 actions are on target. Where issues exist and actions are rated as red, this is around the impact of the Supreme Court judgement on named persons which has delayed progress in these areas.
N 4.2	Strategic Risk Register – risk scores	33	-23.7%		33-50	↔	Three risks are on the register around efficiency, information breaches and funding levels. The combined target risk scores for the three risks is 8.
N 4.3	Internal audit programme - reviews complete	100%	+6.3pp		75%-100%	↔	Ten reviews plus two follow up reviews scheduled (profile for the four quarters of 2016/17 is shown in the graph, green shows completed). The risk management review in Q1 has been completed.
N 4.4	Quality assurance programme – case sampling undertaken	100%	0.0pp		100%-100%	↔	During quarter 1 fieldwork for case sampling on Appeals was undertaken, with the report on the findings presented to the August Audit and Risk Committee. This work was delivered in full and on time.
N 4.5	Freedom Of Information responses responded to within 20 working days	80%	-15.8pp		80% - 100%	↔	Four of the five responses were within timescale. The other was missed due to a communication issue around the status of a request which led it to being sent out late.

Business Plan delivery progress key:

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

Quarter 1 **Service to children and young people** **Locality**

No.	Indicator	Ayrshire	Central	Glasgow	Grampian	Highlands & Islands	Lanarkshire/D&G	North Strathclyde	South East	Tayside & Fife
L 1.1	Decisions on referrals made within 50 working days of receipt	72%	75%	77%	74%	85%	70%	81%	90%	77%
	Local targets for decision making	77%	80%	71%	73%	73%	75%	75%	90%	70%
L 1.2	Referrals over 100 days old	11	1	18	2	16	15	0	4	0
L 1.3	Hearings scheduled to take place within 20 working days	67%	60%	73%	71%	64%	82%	85%	52%	81%
	Local targets for scheduling	74%	80%	74%	74%	75%	74%	75%	80%	74%
L 1.4	Initial Hearings proceeding to disposal	72%	75%	76%	75%	79%	73%	81%	78%	82%
	Local targets for disposal	75%	75%	75%	75%	76%	75%	80%	75%	75%
L 1.5	Percentage of non-offence applications established at court	94%	96%	88%	98%	97%	92%	89%	91%	96%
L 1.6	Mid-point of days taken for offence referrals from receipt to Hearing decision	39	51	111	70	n/a	38	39	55	70
L 1.7	Mid-point of days taken for non-offence referrals from receipt to Hearing decision	109	118	174	92	119	97	118	109	96
L 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days	58%	99%	95%	82%	78%	93%	95%	91%	99%
L 1.9a	Hearing's decisions upheld at appeal (appeal refused)	58%	74%	45%	38%	70%	47%	50%	50%	47%
L 1.9b	<i>Appeals concluded child count</i>	12	19	76	13	10	30	26	16	17
L 1.10	Breach incidents (SCRA)	3	0	1	1	2	1	3	2	1
L 1.11	Complaints	1	2	0	0	0	0	1	1	0
L 1.12	All about me forms returned by children and young people to SCRA	39	40	81	81	12	69	61	63	111

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

Quarter 1		Workload by locality						Locality		
No.	Indicator	Ayrshire	Central	Glasgow	Grampian	Highlands & Islands	Lanarkshire/D&G	North Strathclyde	South East	Tayside & Fife
L 2.1	Children referred on non-offence grounds	75.3	59.7	59.0	19.9	79.7	37.3	45.4	44.1	21.6
L 2.2	Children referred on offence grounds	27.3	37.0	35.1	9.4	38.4	28.0	17.7	23.5	15.5
L 2.3a	Child Protection Orders (CPOs)	3.1	1.3	3.4	1.5	1.9	1.1	0.8	1.3	3.6
L 2.3b	<i>Child Protection Orders (CPOs) count</i>	19	11	33	15	10	16	9	17	48
L 2.4	Joint reports retained by Reporter	60%	80%	72%	48%	85%	66%	84%	72%	81%
L 2.5	Pre-Hearing Panels	7.7	10.8	10.5	11.6	5.6	11.9	6.2	11.8	12.6
L 2.6	Number of Hearings	170.1	90.2	154.2	63.4	65.5	80.4	90.8	85.3	98.4
L 2.7	Court applications concluded	13.0	9.7	8.5	6.1	5.8	6.6	9.1	8.0	10.2
L 2.8	Hearing Interim Compulsory Supervision Orders	30.4	14.2	21.3	9.9	14.2	7.1	6.5	12.6	18.8
L 2.9	Hearing Interim Variation of Compulsory Supervision Orders	10.5	5.2	10.5	2.8	2.7	3.7	3.8	5.1	6.0
L 2.10	Court interim orders	17.0	7.4	24.2	6.2	14.8	7.9	7.8	7.9	10.1
L 2.11	Number of Compulsory Supervision Orders in force	187.2	103.8	192.2	73.9	64.9	88.6	121.1	97.0	106.8
L 2.12	Appeals concluded	1.9	2.2	7.8	1.3	1.9	2.1	2.4	1.2	1.3

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

Key - Minimum rate per population Maximum rate per population

Quarter 1		Resources					Locality			
No.	Indicator	Ayrshire	Central	Glasgow	Grampian	Highlands & Islands	Lanarkshire/D&G	North Strathclyde	South East	Tayside & Fife
L 3.1	Conversion rate from referral to Hearing (for children not on CSO)	23%	19%	21%	35%	12%	29%	23%	22%	45%
L 3.2	Non-disclosure cases*	20.4	9.9	36.0	6.6	4.8	9.1	11.3	11.0	12.0
L 3.3	Staffing profile by FTE ¹	34.3	28.9	59.4	25.8	18.3	44.2	39.8	39.0	43.0
L 3.4	Percentage of working days lost to absence – Target 4% ²	3.8%	8.1%	4.7%	1.6%	1.3%	5.0%	3.7%	7.7%	4.9%

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

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

¹ Head Office and Business Support have a FTE of 63.64

² Head Office and Business Support have an absence rate of 0.9%

2. Management Response

- 2.1. Performance remains strong around decision making (N 1.1) with the target being met and referrals over 100 days (N 1.2) remaining low. Initial Hearings proceeding to disposal (N 1.4) is also meeting the target. Hearing scheduling (N 1.3) has been more challenging and is currently rated as amber. Significant variations exist between localities. Early data from quarter 2 is showing improvements in this measure to around the target level but locality variations remain. These performance variations are picked up by Senior Operational Managers in their locality performance review meetings.
- 2.2. Casework volumes were stable in the quarter, with no trends other than Compulsory Supervision Orders (N 2.8) and non-disclosure cases (N 3.2), both of which are showing established downward trends. Referral volumes (N 2.1 and N 2.2) within localities were volatile with some large increases seen while CPOs (N 2.3) increased after being stable for the past four quarters.
- 2.3. Successful appeal levels remain high, with only just over half of appeals (N 1.9) refused in the quarter. The August Audit and Risk Committee considered a report on case sampling of 142 successful appeals concluded during quarters 3 and 4. In almost 60% of the sample population, the appeal had not been opposed by the Reporter. The reasons for, and appropriateness of, this were explored. An action plan has been developed, which includes internal actions to: ensure that appeals which are not opposed have been fully discussed with Locality Reporter Managers or Senior Practitioners; and to address recording issues. Briefing notes to share the findings that are of relevance to external partners (Children's Hearings Scotland and the Judiciary) are being prepared.
- 2.4. Working days lost to absence (N 3.4), while above the 4% target, has seen significant improvements with four localities recording absence well below the target. It is anticipated that proactive management in support of those cases which are having a more significant impact on the absence target will ensure that sickness absence does not exceed the target to the rates of previous years. Absence Management will form part of the 2016/17 Management Development Programme and SCRA has a clear absence management strategy which will form a major focus of the 2017/20 Workforce Strategy.
- 2.5. Financial forecasts (N 3.6 and N 3.7) continue to point to a slight forecast overspend of £89k. This is primarily due to operational pressures. Capital forecasts (N 3.8) are on target at this early stage. Two new properties have been finished in the quarter, Stornoway and Inverness. This has led to a 1.8pp increase in the property indicator (N 3.5), this now stands at 88.4%, slightly below the 90% target.
- 2.6. SCRA's annual staff survey was emailed to all staff on Monday 5 September. The survey has been developed in conjunction with the National Partnership Forum and helps inform SCRA around issues staff within the organisation face as well of areas of satisfaction and improvement.

Service to children and young people

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 1.1	Decisions on referrals made within 50 working days of receipt – Target 78%	78.2%	+2.1pp		73.3%-78.2%	-
N 1.2	Referrals over 100 days old	67	-32.7%		48-176	-
N 1.3	Hearings scheduled to take place within 20 working days – Target 76%	71.6%	+0.3pp		66.4%-77.1%	-
N 1.4	Initial Hearings proceeding to disposal – Target 76%	76.8%	+0.1pp		74.4%-77.8%	-
N 1.5	Percentage of non-offence applications established at court	93.3%	+0.6pp		92.0%-93.5%	-
N 1.6	Mid-point of days taken for offence referrals from receipt to Hearing decision	52	-9.3 days		51-72	-
N 1.7	Mid-point of days taken for non-offence referrals from receipt to Hearing decision	111	1.3 days		104-115	-
N 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days	89.2%	+2.5pp		82.4%-89.2%	-
N 1.9	Hearing's decisions upheld at appeal	50.2%	-9.7pp		50.2%-67.5%	-
N 1.10	Breach incidents (SCRA)	14	-28.2%		14-24	-
N 1.11	Complaints	5	-54.5%		5-12	-
N 1.12	All about me forms returned by children and young people to SCRA	557	n/a		n/a	n/a

Resources

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 3.1	Conversion rate from referral to Hearing (for children not on CSO)	24.4%	-0.3pp		23.5%-27.0%	-
N 3.2	Non-disclosure cases	1,210	-1.6%		1,210-1,244	down
N 3.3	Staffing profile by FTE	396.2	-1.0%		396-405	down
N 3.4	The percentage of working days lost to absence - Target 4%	4.2%	-0.9pp		4.2%-5.4%	-
N 3.5	Compliance with SCRA property standards – Target 90%	88.4%	+1.8pp		86.5%-88.4%	up
N 3.6	Forecast variance in annual revenue spends – Target 1%	0.1%	n/a	not applicable	n/a	n/a
N 3.7	Forecast revenue savings achieved in year – Target 2.8%	2.2%	n/a	not applicable	n/a	n/a
N 3.8	Forecast variance in annual capital spends – Target 5%	0.4%	n/a	not applicable	n/a	n/a
N 3.9	Scottish Government efficiency savings – Target 3%	On target	n/a	not applicable	n/a	n/a
N 3.10	Training per employee (days)	0.21	+4.0%		0.12-0.3	-

Workload

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 2.1	Children referred on non-offence grounds	4,057	-0.3%		3,719-4,447	-
N 2.2	Children referred on offence grounds	1,082	+5.5%		1,010-1,082	-
N 2.3	Child Protection Orders (CPOs)	178	+17.1%		145-178	-
N 2.4	Joint reports retained by Reporter	70.7%	+2.9pp		55.5%-72.8%	-
N 2.5	Pre-Hearing Panels	946	-7.8%		890-1,112	-
N 2.6	Number of Hearings	8,866	+1.5%		8,492-8,889	-
N 2.7	Court applications concluded	772	+0.9%		710-802	-
N 2.8	Hearing Interim Compulsory Supervision Orders	1,278	+3.2%		1,133-1,365	-
N 2.9	Hearing Interim Variation of Compulsory Supervision Orders	495	-14.7%		495-610	-
N 2.10	Court interim orders	979	+0.5%		869-1,050	-
N 2.11	Number of Compulsory Supervision Orders in force	10,276	-2.5%		10,276-10,686	down
N 2.12	Appeals concluded	219	-4.7%		187-250	-

Corporate governance

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 4.1	Business Plan delivery (actions with green status)	87.8%	n/a		n/a	n/a
N 4.2	Strategic Risk Register – (based on the residual risk scores)	33	-23.7%		33-50	-
N 4.3	Internal audit programme - reviews complete	100%	+6.3pp		75%-100%	-
N 4.4	Quality assurance programme – case sampling undertaken	100%	0.0pp		100%-100%	-
N 4.5	Freedom Of Information responses responded to within 20 working days	80%	-15.8pp		80.0%-100.0%	-

Definitions

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

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

Definitions

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

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

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

Definitions

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

Introduction

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

6,562 referrals had a Reporter decision, 78% of which were within 50 working days – see N 1.1

1,227 referrals had a Hearing scheduled after a Reporter decision, 71.6% within 20 working days– see N 1.3

4,593 initial grounds (excluding grounds proceeding to court), CPO or review Hearings were held, 76.8% of which proceeded to disposal – see N 1.4

8,602 notifications of Hearing decisions were sent to children and families, 89.2% within 5 calendar days – see N 1.8

8,835 Hearings had outcomes in the quarter. Of these:

64.1% of Hearings included a review of a Compulsory Supervision Order

25.6% of Hearings included grounds

21.9% of Hearings included the issuing or renewal of interim orders

2.0% of Hearings included Child Protection Orders at the second working day stage

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