



Third Quarter Organisational Performance Report 2015/16: (1 October to 31 December 2015)

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 at the last Board meeting.
- 1.2. Members of the Board are invited to approve the Q3 Organisational Performance Report 2015/16, covering the period 1 October to 31 December 2015.

Performance measures	Target	Q3	Trend	Link
The percentage of decisions on referrals made within 50 working days of receipt	73%	78.0% G	up	N 1.1
The percentage of Hearings scheduled to take place within 20 working days	74%	77.6% G	-	N 1.3
The percentage of initial Hearings proceeding to disposal	75%	77.8% G	-	N 1.4
The percentage of working days lost to absence	4%	5.1% A	-	N 3.3
The percentage of SCRA core properties which comply with SCRA property standards	90%	86.5% A	-	N 3.4
Forecast variance in annual revenue spends as a percentage of the available revenue budget	1%	0.4% G	n/a	N 3.5
Forecast percentage of revenue savings achieved in the year	2.8%	2.2% A	n/a	N 3.6
Forecast variance in annual capital spends as a percentage of the available capital budget	5%	1.0%	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:

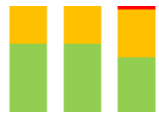

- Wherever days are used in this report, this refers to working days rather than calendar days. The exception to this is N 1.8.
- All changes are calculated using current performance against the average from the previous four quarters.
- Where a figure is referred to as the lowest/highest level on the Data Warehouse, this includes all data from 2003/04 onwards.
- Comparative graphs represent the current quarter's information and previous four quarters 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 3		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 73%	78.0%	+5.3pp		69.9%-78.0%	↑	Performance continues to improve. Target will be met for the year.
N 1.2	Referrals over 100 days old	48	-82.7%		48-540	↓	Cases over 100 days old continue to decline.
N 1.3	Hearings scheduled to take place within 20 working days – Target 74%	77.6%	+8.8pp		66.4%-77.6%	↔	Significant improvement as a result of renewed focus, indicator likely to be rated as amber for the year.
N 1.4	Initial Hearings proceeding to disposal – Target 75%	77.8%	+1.6pp		74.4%-77.8%	↔	Performance improving after Q1 dip. Target likely to be met for the year.
N 1.5	Percentage of non-offence applications established at court	93.6%	+1.9pp		89.5%-93.6%	↔	High % of established cases alongside relatively high levels of cases concluded (see N 2.7).
N 1.6	Mid-point of days taken for offence referrals from receipt to Hearing decision	51	-12.5 days		51-74	↔	Sharp decrease, potentially aligned to improvements around decision making and scheduling.
N 1.7	Mid-point of days taken for non-offence referrals from receipt to Hearing decision	115	+3.6 days		105-115	↑	Within the normal expected range.
N 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days	88.8%	+5.9pp		74.8%-88.8%	↑	Continues the generally positive progress being made in this measure.
N 1.9	Hearing's decisions upheld at appeal (appeal refused)	51.9%	-12.5pp		51.9%-67.1%	↔	A case sampling exercise will take place in early 2016/17 looking at cases where the hearing's decision wasn't upheld.
N 1.10	Breach incidents (SCRA)	24	+24.7%		15-24	↑	Six non-disclosure and 18 case information breach incidents.
N 1.11	Complaints	10	+14.3%		5-12	↔	Most common category was referral and reporter decision (four complaints).
N 1.12	All about me forms returned by children and young people	413	n/a	n/a	n/a	n/a	New measure, historical data not available. Compares with 440 in Q2.




Quarter 3			Workload				National	
No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Commentary	
N 2.1	Children referred on non-offence grounds	4,118	-2.4%		4,000-4,447	↔	Ayrshire locality volumes remain disproportionate to the rest of SCRA.	
N 2.2	Children referred on offence grounds	1,049	-1.3%		1,010-1,150	↔	Apart from spike in Q3 2014/15, numbers have been consistent.	
N 2.3	Child Protection Orders (CPOs)	165	+2.0%		145-191	↔	Levels stable. Volumes in Tayside & Fife locality remain high.	
N 2.4	Joint reports retained by Reporter	72.1%	+10.6%		55.5%-72.1%	↑	Follows the strategic direction to reduce young people going into adult system.	
N 2.5	Pre-Hearing Panels	890	-14.5%		890-1,112	↔	PHPs have been discussed at the Hearings Management Group with a case sampling exercise due in 2016/17.	
N 2.6	Number of Hearings	8,492	-5.3%		8,492-9,242	↓	Downward trend continuing. Monthly decreases seen Oct to Jan.	
N 2.7	Court applications concluded	789	+4.3%		710-802	↔	Similar to previous quarter.	
N 2.8	Hearing Interim Compulsory Supervision Orders	1,365	+6.3%		1,118-1,590	↔	Measures changed to count all orders (previously what had been known as renewals were not counted). Data from Q3 2014/15 looks unreliable when compared to the other quarters, potentially due to bedding in of CMS changes.	
N 2.9	Hearing Interim Variation of Compulsory Supervision Orders	564	+5.3%		462-610	↔		
N 2.10	Court interim orders	1,050	+15.9%		840-1,050	↑		
N 2.11	Number of Compulsory Supervision Orders in force	10,494	-2.1%		10,494-10,892	↓	Downward trend continues, aligned to the whole systems approach/GIRFEC.	
N 2.12	Appeals concluded	237	-4.9%		233-269	↓	Volumes significantly higher in Glasgow locality. Appeal figures have been shared with Children's Hearings Scotland.	

Quarter 3		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)	24.3%	+0.7pp		23.0%-24.3%	↔	Clear link between high referral rates and low conversion rates in Ayrshire Locality. The converse is true for Grampian and Tayside & Fife localities.
N 3.2	Non-disclosure cases	1,232	-2.4%		1,229-1,308	↔	Within SCRA and with partners, there has been a focus on more appropriate use.
N 3.3	Staffing profile by FTE	399.6	-2.7%		399-420	↔	A decrease of 5 fte against the previous quarter.
N 3.4	Percentage of working days lost to absence – Target 4%	5.1%	-0.5pp		4.6%-7.4%	↔	Increase from Q2 due to a rise in short term absence rates.
N 3.5	Compliance with SCRA property standards – Target 90%	86.5%	+0.0pp		86.5%-86.5%	↔	No upgrades/improvements included in indicator this quarter.
N 3.6	Forecast variance in annual revenue spends – Target 1%	0.4%	n/a	not applicable	n/a	n/a	Forecast overspend of £89k. This is primarily due to translation costs and backfilling of staff absences.
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%	1.0%	n/a	not applicable	n/a	n/a	Forecast to be £8k underspent. Budget available increased to £776k including £100k for Tranent reinstatement. Delays in property projects and timing of Tranent works created the opportunity to accelerate 16/17 IT projects into 15/16.
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)	0.24	-10.1%		0.12-0.45	↔	Training levels remain low.

Quarter 3 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)	64.5%	-12.9pp		51.6%-64.5%	↔	16 actions are rated as green, 14 as amber and one as red. Graph shows quarter 1, quarter 2 and quarter 3 results.
N 4.2	Strategic Risk Register – risk scores	88	+20.5%		68-88	↔	Risks unchanged from quarter two.
N 4.3	Internal audit programme - reviews complete	100%	0.0pp		100%-100%	↔	Seven reviews are planned for the year plus two risk workshops and two follow up reviews (profile for the four quarters of 2015/16 is shown in the graph, green shows completed, blue are those upcoming). One review complete in the quarter.
N 4.4	Quality assurance programme – case sampling undertaken	100%	0.0pp		100%-100%	↔	Quality Assurance Exercise on Reporter Decision Making (Refer to Local Authority) completed on time and will be presented to the Audit and Risk Committee in February 2016. Quality Assurance on Supervision underway and to be presented to Audit and Risk Committee in May 2016.
N 4.5	Freedom Of Information responses responded to within 20 working days	80%	-20.0pp		80% - 100%	↔	Four of the five responses were within timescale. The other was missed due to a delay between teams around a procurement FOI.

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 3	Service to children and young people							Locality		
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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 – targets below	81%	75%	72%	65%	83%	76%	81%	90%	70%
	Local targets for decision making	77%	70%	65%	66%	70%	75%	71%	90%	70%
L 1.2	Referrals over 100 days old	6	9	13	7	5	8	0	0	0
L 1.3	Hearings scheduled to take place within 20 working days – Target 74%	51%	90%	77%	83%	79%	85%	85%	73%	83%
L 1.4	Initial Hearings proceeding to disposal – Target 75%	71%	78%	73%	85%	81%	77%	84%	75%	79%
L 1.5	Percentage of non-offence applications established at court	89%	94%	90%	97%	90%	97%	92%	96%	94%
L 1.6	Mid-point of days taken for offence referrals from receipt to Hearing decision	57	61	108	49	34	39	34	51	70
L 1.7	Mid-point of days taken for non-offence referrals from receipt to Hearing decision	114	120	165	109	96	101	133	116	94
L 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days	76%	96%	96%	66%	83%	96%	80%	91%	98%
L 1.9a	Hearing's decisions upheld at appeal (appeal refused)	80%	50%	36%	60%	63%	64%	75%	44%	60%
L 1.9b	<i>Appeals concluded child count</i>	15	22	96	10	8	25	28	18	15
L 1.10	Breach incidents (SCRA)	3	6	1	2	0	1	3	2	6
L 1.11	Complaints	1	1	1	1	0	1	1	2	2
L 1.12	All about me forms returned by children and young people to SCRA	26	30	27	57	22	30	11	77	133

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

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

Quarter 3		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	131.0	48.3	48.9	18.6	40.3	44.3	48.9	41.0	24.2
L 2.2	Children referred on offence grounds	33.9	39.2	39.4	9.5	28.5	25.1	15.8	18.0	16.8
L 2.3a	Child Protection Orders (CPOs)	1.4	2.3	2.1	1.0	1.5	1.8	1.3	1.2	3.2
L 2.3b	<i>Child Protection Orders (CPOs) count</i>	9	20	20	10	8	26	14	16	42
L 2.4	Joint reports retained by Reporter	82%	90%	61%	53%	83%	75%	77%	63%	80%
L 2.5	Pre-Hearing Panels	7.4	12.2	10.2	9.4	7.3	8.0	9.0	10.1	12.4
L 2.6	Number of Hearings	151.2	92.4	151.3	65.4	65.7	73.5	87.3	84.3	90.2
L 2.7	Court applications concluded	12.8	11.7	9.9	9.1	3.8	6.7	7.0	8.4	9.0
L 2.8	Hearing Interim Compulsory Supervision Orders	26.5	19.3	23.0	10.1	20.0	10.1	8.7	10.7	17.0
L 2.9	Hearing Interim Variation of Compulsory Supervision Orders	6.3	3.3	13.6	3.1	3.2	5.4	5.7	7.0	6.5
L 2.10	Court interim orders	15.7	15.7	27.6	5.5	7.8	9.2	5.6	11.5	8.4
L 2.11	Number of Compulsory Supervision Orders in force	185.0	101.3	204.2	75.2	63.9	88.9	126.6	98.3	111.9
L 2.12	Appeals concluded	2.4	2.5	9.9	1.0	1.5	1.8	2.6	1.4	1.1

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 3		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)	15%	24%	20%	36%	28%	26%	24%	23%	41%
L 3.2	Non-disclosure cases*	19.6	8.9	40.4	5.4	5.2	8.9	13.4	10.6	11.4
L 3.3	Staffing profile by FTE ¹	34.91	26.89	62.64	24.77	19.17	47.63	39.77	36.07	44.01
L 3.4	Percentage of working days lost to absence – Target 4% ²	6.0%	5.7%	4.1%	1.5%	8.1%	8.6%	4.0%	10.9%	1.9%

* 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 63.71

² Head Office and Business Support have an absence rate of 2.8%

2. Management Response

- 2.1. The results of performance work are being seen through the operational indicators, with all three on target for the quarter (N 1.1, 1.3 and 1.4). Of these, decision making (N 1.1) and initial Hearings proceeding to disposal (N 1.4) are both likely to meet target for the year while Hearings scheduled within 20 days (N 1.3) is likely to be amber. Referrals awaiting a decision over 100 days are at historically low levels.
- 2.2. A case sampling exercise on appeals will take place in early 2016/17 and report to the August Audit Committee. This will focus on cases where the appeal against the Hearing's decision was successful and is a follow up to previous exercises. As seen in N 1.9, successful appeal levels are high. The case sampling will look at those successful appeals and whether they were opposed or not by the Reporter. If the appeals were not opposed, the sampling will look at why this was the case, the appropriateness of this and whether there is any action that could have been taken by SCRA or any other agency to reduce the number of unopposed appeals.
- 2.3. Breach incidents (N 1.10) are showing an increasing trend. There were six non-disclosure and 18 case information breach incidents in the period. In addition, there were three lapsed orders in the quarter. Localities continue to report all lapses to senior management and review their procedures to minimise the potential for future incidents.
- 2.4. Joint reports retained by the Reporter (N 2.4) continue to increase in line with the strategic direction of reducing young people going into the adult system. Hearings and Compulsory Supervision Orders (N 2.6 and 2.11) continue to decrease while the counting conventions around interim orders (N 2.8, 2.9 and 2.10) have been changed to improve the accuracy of reporting.
- 2.5. The next round of Locality Performance Reviews with the Senior Operational Managers will begin in March. These will continue to look at progress against current locality plans and plans for the coming year. They will also cover locality development and how we continue with our focus on sustainable performance.
- 2.6. The working days lost to absence target (N 3.4) will not be met for the year. A programme of work is underway via the joint SCRA/ UNISON Health and Wellbeing group in order to address the issues of absence in the workforce which will include the development of an Absence Management Strategy to provide clear guidance, expectations and support for managers and staff. The focus so far has been in relation to employee mental health/stress and anxiety. The 2015 Health and Wellbeing Survey reports on significant progress in relation to work related/generated levels of stress, anxiety, depression and exhaustion. For the agreed priority of absence, SCRA will examine our practice and policy in relation to early intervention and support for employees to effect appropriate early return to work, preventative work in relation to reducing absence, centrality of individual support and supervision and action planning for individuals. Absence Management will form part of the 2016/17 Management Development Programme.
- 2.7. Financial forecasts (N 3.6 and N 3.7) continue to point to revenue pressures. Currently there is a forecast overspend of £89k. This is primarily due to a larger than anticipated increase in translation costs and backfilling of staff absences. Forecast overspend has reduced by £80k since last quarter due to revisions to forecasted translation costs and staff vacancies. Capital forecasts (N 3.8) are pointing to a slight underspend of £8k.

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 73%	78.0%	+5.3pp		69.9%-78.0%	up
N 1.2	Referrals over 100 days old	48	-82.7%		48-540	down
N 1.3	Hearings scheduled to take place within 20 working days – Target 74%	77.6%	+8.8pp		66.4%-77.6%	-
N 1.4	Initial Hearings proceeding to disposal – Target 75%	77.8%	+1.6pp		74.4%-77.8%	-
N 1.5	Percentage of non-offence applications established at court	93.6%	+1.9pp		89.5%-93.6%	-
N 1.6	Mid-point of days taken for offence referrals from receipt to Hearing decision	51	-12.5 days		51-74	-
N 1.7	Mid-point of days taken for non-offence referrals from receipt to Hearing decision	115	3.6 days		105-115	up
N 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days	88.8%	+5.9pp		74.8%-88.8%	up
N 1.9	Hearing's decisions upheld at appeal	51.9%	-12.5pp		51.9%-67.1%	-
N 1.10	Breach incidents (SCRA)	24	+24.7%		15-24	up
N 1.11	Complaints	10	+14.3%		5-12	-
N 1.12	All about me forms returned by children and young people to SCRA	413	n/a	n/a	n/a	n/a

Resources

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 3.1	Conversion rate from referral to Hearing (for children not on CSO)	24.3%	+0.7pp		23.0%-24.3%	-
N 3.2	Non-disclosure cases	1,232	-2.4%		1,229-1,308	-
N 3.3	Staffing profile by FTE	399.6	-2.7%		399-420	-
N 3.4	The percentage of working days lost to absence - Target 4%	5.1%	-0.5pp		4.6%-7.4%	-
N 3.5	Compliance with SCRA property standards – Target 90%	86.5%	0.0pp		86.5%-86.5%	-
N 3.6	Forecast variance in annual revenue spends – Target 1%	0.4%	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%	1.0%	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)	0.24	-10.1%		0.12-0.45	-

Workload

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 2.1	Children referred on non-offence grounds	4,118	-2.4%		4,000-4,447	-
N 2.2	Children referred on offence grounds	1,049	-1.3%		1,010-1,150	-
N 2.3	Child Protection Orders (CPOs)	165	+2.0%		145-191	-
N 2.4	Joint reports retained by Reporter	72.1%	+10.6%		55.5%-72.1%	up
N 2.5	Pre-Hearing Panels	890	-14.5%		890-1,112	-
N 2.6	Number of Hearings	8,492	-5.3%		8,492-9,242	down
N 2.7	Court applications concluded	789	+4.3%		710-802	-
N 2.8	Hearing Interim Compulsory Supervision Orders	1,365	+6.3%		1,118-1,590	-
N 2.9	Hearing Interim Variation of Compulsory Supervision Orders	564	+5.3%		462-610	-
N 2.10	Court interim orders	1,050	+15.9%		840-1,050	up
N 2.11	Number of Compulsory Supervision Orders in force	10,494	-2.1%		10,494-10,892	down
N 2.12	Appeals concluded	237	-4.9%		233-269	down

Corporate governance

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 4.1	Business Plan delivery (actions with green status)	51.6%	-12.9%		51.6%-64.5%	-
N 4.2	Strategic Risk Register – risk scores	88	+20.5%		68-88	-
N 4.3	Internal audit programme - reviews complete	100%	0.0pp		100%-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%	-20.0pp		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:

6,566 referrals had a Reporter decision, 78% of which were within 50 working days – see N 1.1

1,138 Hearings were scheduled after a Reporter decision, 77.6% within 20 working days– see N 1.3

4,198 initial grounds (excluding grounds proceeding to court), CPO or review Hearings were held, 77.8% of which proceeded to disposal – see N 1.4

8,281 notifications of Hearing decisions were sent to children and families, 88.8% within 5 calendar days – see N 1.8

8,455 Hearings had outcomes in the quarter. Of these:

63.1% of Hearings included a review of a Compulsory Supervision Order

25.9% of Hearings included grounds

24.4% of Hearings included the issuing or renewal of interim orders

1.9% 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%.