

# SCRA CORPORATE PLAN 2017-20



Ensuring positive futures for children & young people in Scotland



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# Foreword by Carole Wilkinson, SCRA's Chair

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This Corporate Plan sets out SCRA's framework for planning and delivering services for the period 2017 to 2020. It explains the key outcomes that we will pursue and outlines how these will be tackled, as well as describing how SCRA contributes to the Scottish Government's national performance framework.

The plan paints a positive picture of the future for children and young people who come into contact with the Children's Hearings System, showing a range of ways in which their experiences and outcomes will be improved.

This will involve modernising services, more actively supporting children, young people and families through all stages of their contact with us, redesigning of processes to better

support decision making and court work, and collaborating with partners to optimise our roles as Corporate Parents. Applying digital technologies to enable the necessary changes as part of the wider public service reform agenda will be a central element of this.

Our duty as a Corporate Parent presents new challenges to us, although many of these are themes which are already familiar to us and were already part of how we instinctively saw our role, but along with our partners we welcome the opportunities that it presents, and will focus our activity and resources on improving all aspects of the journey of children, young people and their families through the Children's Hearings System.



# Introduction by Neil Hunter PRICEO

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In our Corporate Plan for 2017/20, we set out a very clear vision of the way in which we intend to deliver services in the future.

Our previous two corporate planning cycles involved an ambitious programme of change and modernisation, followed by a period of consolidation, against a backdrop of the most extensive changes to the Children's Hearings System since its inception.

Having successfully navigated that period of significant change, overcoming difficulties along the way, we now find ourselves in a position where our performance shows consistently positive trends against our traditional time interval measures.

The next challenge we aim to set for ourselves is to shift the focus to more fully encompass how well we do things, rather than simply how quickly we do them, leading to better experiences and outcomes for children and young people who are in contact with the Children's Hearings System.

In April 2015, SCRA became a Corporate Parent with a legal duty to meet a range of responsibilities. Essentially this means:

- Doing our very best for children and young people for whom we have a responsibility.
- Taking care in the decisions we make and how we make them for children and young people.
- Thinking carefully about the arrangements we make for children and young people to attend Children's Hearings, considering them as individuals, taking account of their unique needs, strengths and circumstances.
- Discharging our duties through the prism of being a Corporate Parent, regularly asking ourselves if the services we provide, the functions we undertake and the arrangements we make

would be good enough for children and young people in our own families.

In many ways, this legal duty simply reflects what we should already be doing (and in many cases are already doing) as a public body operating within the Children's Hearings System.

The introduction of a statutory duty however, has caused us to fundamentally reassess how well we currently address our responsibilities, and our plans for the next 3 years are centred on how we can deliver better experiences and outcomes for children and young people. From this reassessment, we have identified three priority areas on which we will focus over the course of this plan:

- Anticipating and meeting the needs, expectations and priorities of all children, young people and their families that come into contact with us.
- Ensuring that we consistently achieve the stretching professional standards that we set for ourselves.
- Enhancing alignment of our activity with that of other agencies with whom we work to jointly progress core areas of service delivery.

In pursuit of these priorities, we have set ourselves three outcomes to be achieved during 2017-20:

1. A progressive, user focused service
2. High quality decisions
3. Effective collaboration

Details of what is involved in delivering these outcomes, and some of the approaches we will adopt, are shown later in this plan. These approaches will be planned and delivered through our Business Plans for each of the three

years covered by the Corporate Plan. Our front line service delivery teams will prepare Locality Plans for the three years covered by the Corporate Plan, showing how they will pursue corporate outcomes in a local context, and they will regularly review progress and update these plans annually.

We also have several strategies and plans sitting below the Corporate Plan which will support and enable delivery of these outcomes, as well as ensuring that we fully meet the Scottish Government's corporate expectations of public bodies.

Key enabling requirements include managing of assets and resources in support of developments to modernise and improve service delivery, growing our organisational ability to rapidly absorb and manage change while maintaining service delivery, aligning the range of staff skills and competencies to our vision of future service delivery, and enhancing the effectiveness of all aspects of our partnership activity – seeking to collaborate on joint initiatives where opportunities are identified to gain efficiencies, enhance service provision and improve outcomes for children, young people and families.

An emphasis on quality in all that we do, and an absolute commitment to the morale, wellbeing and engagement of all our staff, are key cross cutting themes that will underpin all aspects of our approaches and inform the detail of these key enabling strategies and plans, which are as follows:

- A Corporate Parenting Plan
- A Workforce and Organisational Development Strategy
- A Digital and Information Technology Strategy
- Finance and Physical Resources Plans
- A Practice and Policy Strategy
- An Equalities Strategy

A summary of the contents of each of these strategies and plans appears later in this Corporate Plan.

This plan firmly positions SCRA as a future facing organisation, doing all that we can to promote better experiences and outcomes for children and young people who are in contact with the Hearings System.

We aim to be recognised for leading and innovating, for contributing to child protection, and for actively promoting partnership and collaboration by encapsulating the aims, vision and values of the Children's Hearings Improvement Partnership (CHIP). We strongly believe that this Corporate Plan 2017-20, along with the other plans and strategies that are aligned with it, will focus our activity to this end.

Some elements of the plan are however, reliant on the use of digital technology to transform how we provide services, and our success in these areas will necessarily be dependent on whether we and our Corporate Parenting partners can gain adequate funding for these developments.

Our commitment to optimising our services to children and young people is absolute, but the nature and extent of further improvement we can make and the speed with which we can do so is directly related to progress in delivering the Digital Strategy for the Children's Hearings System.

Our approach will therefore be scalable, with activity planned through annual business plans and subject to regular review, linked to budget availability which is likely to only become apparent at intervals over the course of the three year Corporate Plan.

# Our role and purpose is to:

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- Make effective decisions about a need to send a child/young person to a Children's Hearing;
- Prepare for and participate in court proceedings where grounds for referral 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.

## Our strategic environment

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Although our core role and purpose remains constant, the environment in which we operate and the context in which we plan and manage service delivery has changed considerably in recent years, and continues to do so.

We share responsibility with other agencies for how the Children's Hearings System performs, and statutory guidance on corporate parenting has caused us to re-evaluate how well we work with our corporate parenting partners to achieve better outcomes for children and young people.

We recognise the importance of clarity in relation to the roles and responsibilities of all corporate planning partners, to enable meaningful collaboration and highlight where the most appropriate contributions can be agreed, specified and built upon. We will actively work to align our strategies and plans with those of our core partners.

We are an active member of the Children's Hearings Improvement Partnership, aligned to its vision and values, and are fully engaged in the work of this inter-agency group working together, sharing ideas and co-ordinating efforts to improve services for children and young people.

### **Recent and current issues that are likely to influence the environment in which we deliver services include the following:**

- The Scottish Government's Child Protection Improvement Programme, which includes key workstreams on neglect, data and evidence, leadership and workforce, inspections, child sexual exploitation, voice of the child, internet safety and trafficking. We are involved in both the Systems Review Group and the External Advisory Group, and have arrangements in place to ensure that our input is informed by front line operational, managerial and organisational experience.

- The review of the Blueprint for the Processing of Children’s Hearings Cases, the inter-agency code of practice and national standards, in which we are actively involved, and where we play a key role due in part to our ability to provide reliable data on a national basis.
- The Scottish Government Public Service Reform agenda and the underlying expectation for use of digital technologies, with online access to services and appropriate sharing of management information between agencies. We seek to align with the Justice Digital Strategy in Scotland and along with Children’s Hearings Scotland, our key partner in the Children’s Hearings System, we have developed a joint Digital Strategy for the Children’s Hearings System.
- The Scottish Government’s most recent manifesto included a number of significant commitments on justice, some of which have implications for how we deliver services. Of particular interest are commitments to create a user focused justice system through the greater use of digital technology to deliver simple, fast and effective justice, to explore the potential of introducing pre-recorded evidence to better protect child and other vulnerable witnesses, and to publish a Family Justice Modernisation Strategy looking at how to improve the way cases are dealt with and how to make sure the voice of the child/young person is heard.
- The Getting it Right for Every Child (GIRFEC) agenda on which we will continue to work collaboratively with partners to support and facilitate its effective operation and to ensure that it is properly embedded when fully implemented within the Children’s Hearings System.
- The Scottish Government’s announcement of an independent review of how Scotland treats its looked after children/young people, making use of the views of people who have experienced the care system and examining its culture and practices.

The environment in which we now operate means that collaboration and partnership are more important than ever, and this is reflected in the key outcomes defined in this plan and the ways in which we aim to deliver these.

We believe that we are well positioned to play a leading role in working with others to improve services for children and young people. We have a national overview of the Children’s Hearings System, a unique combination of skills, knowledge and experience across the field, and our in-depth data and research contribution enables meaningful and informed debate. All of this means that we have an important role to play in influencing policy and practice, and in driving the transformation of services for children and young people.



# Our contribution to Scotland's future

SCRA recognises the need to operate within the Scottish Government's corporate expectations of public bodies, particularly in aligning to the National Performance Framework, and has considered this in the construction of this plan. Of the 16 national outcomes that the Government sets out, we contribute directly to six of these, as shown below. We recognise the potential for the National Outcomes to change over time, and that this would require us to adjust our strategic approach as appropriate to ensure we contribute fully.

National Outcome	SCRA Contribution
Young people are successful learners, confident individuals, effective contributors and responsible citizens	We will make the views of children and young people involved in the Children's Hearings System carry influence. We will engage with them at all stages of their involvement in the system, and use their views to shape and improve our services. We will consult with young people's charities, operate a Young People's Board, and continue to employ young people with experience of the system as Modern Apprentices.
Our children have the best start in life and are ready to succeed	We will align our processes with the Early Years Framework, making our intervention as early and as proportionate as required. We will work with Corporate Parenting partners 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 appropriate levels of intervention in the lives of children and young people. We will thoroughly investigate referrals with our Corporate Parenting partners, gaining the best information on which to make decisions to minimise the risk factors in children's lives.
We live our lives safe from crime, disorder and danger	We will work collaboratively with the Police and other criminal justice partner agencies, providing support, advice and information, and working to keep children safe and protected. Our research will inform policy and strategy for 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 with our Corporate Parenting partners to implement a digital strategy for the Hearings System, improving the information base on which we can intervene appropriately and operate effectively in each of our Localities. We will participate appropriately in community planning, and support our community planning partners by sharing bespoke data to help inform community planning.
Our public services are high quality, continually improving, efficient and responsive to local people's needs	We will manage our services on the basis of how they are viewed from a user's perspective, providing support at all stages of their contact with us. We will make our approach as responsive as possible, and we will seek, analyse and act on feedback from service users. We will improve the physical environment within Locality Hearings centres, and focus our efforts on consistent, high quality decisions in all of our Localities.

# Our Strategic Framework



# Outcome 1: A progressive, user focused service

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## What is the key focus of this outcome?

Anticipating and meeting the needs, expectations and concerns of all children, young people and their families that come into contact with us.

## What does this involve?

Key elements of this will include:

- Working with partners to fully embed the Standards for Better Hearings
- Effective and meaningful participation by children, young people and their families
- Ready and easy access to services through a variety of mechanisms
- Active support for children, young people and families at all stages
- Actively seeking, analysing and acting on feedback from service users

## How will we achieve this?

The approaches we use will include:

- Enhancing the ways in which we interact with children, young people and their families in person, in our outward communications and in ensuring that we encourage questions and respond promptly.
- Improving how we schedule and conduct Hearings to better meet the needs of children, young people and their families.
- Enhancing the physical environment at Hearing Centres, making Hearing rooms and waiting areas more family friendly.
- Actively promoting Pre-Hearing visits to familiarise children and young people with the environment in which the Hearing will take place, with Pre-Hearing champions in each Locality.
- Designing new mechanisms to enhance opportunities for service users to participate in the Children's Hearings System, such as video conferencing, access to advocacy and inclusion of their views in reports.
- Broadening the ways in which we gain feedback from service users on their experiences of contact with the Children's Hearings System and use this to drive improvement.
- Setting standards for the levels of service you can expect, and publishing how well we do.

## How will we track progress?

We will track progress and, where necessary, adjust plans by monitoring:

- Levels of satisfaction with service delivery.
- Performance against qualitative and quantitative measures from the revised Blueprint for the Children's Hearings System.
- Performance against our commitments towards 'Better Hearings' made in our Corporate Parenting Plan.

# Outcome 2: High quality decisions

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## What is the key focus of this outcome?

Ensuring that we consistently achieve the stretching professional standards that we set for ourselves.

## What does this involve?

Key elements of this will include:

- Evidence based high quality decision making about children and young people.
- Decision making about children and young people that is appropriate and justifiable.
- Minimal delay at all stages of the process.

## How will we achieve this?

The approaches we use will include:

- Use of case sampling to ensure that decisions are appropriate, justifiable, evidence based and consistent with practice instruction.
- Using lessons learned from case sampling, and reflective practice, to drive improvements in decision making.
- Developing a confident, highly skilled and fully equipped staff group.
- Increasing capacity for decision making by enhancing the efficiency of referral management, decision making and hearing processes.
- Improving management of and support for court activity by enhancing training and co-ordination.
- Working with partners to influence the timeliness and quality of their reports, and to ensure that the views of children and young people are captured in reports and can inform decisions.
- Improving cross-Locality support and co-ordination by balancing workload across and within localities, and by making active use of technology to enable transfer of casework.
- Working with the Crown Office and other agencies to maximise the number of jointly reported cases that are referred to the Reporter for disposal.

## How will we track progress?

We will track progress and, where necessary, adjust plans by:

- Using case sampling results to assess the quality of our decision making with a particular focus on the extent of adherence to Practice Direction and using lessons learned to inform reflective practice.
- Monitoring the % of decisions made within timescale – to be established by review of the Blueprint for the Processing of Children’s Hearings cases.
- Using workload measurements to ensure balance of resources across Localities is improved/sustained.
- Monitor, with the Crown Office, patterns of decision making on jointly reported cases.

# Outcome 3: Effective collaboration

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## What is the key focus of this outcome?

Enhancing alignment of our activity with that of other agencies with whom we work to jointly progress core areas of activity.

## What does this involve?

Key elements of this will include:

- Using digital technologies to transform the Children's Hearings System.
- Effective partnership working to improve outcomes and experiences for children and families.
- Clarity on respective roles, responsibilities and dependencies.
- Secure and efficient data sharing which is proportionate and lawful.
- A "one stop shop" for information about the Hearings System.

Several of the elements cited previously in relation to Outcome 1 will also contribute to delivery of this outcome.

## How will we achieve this?

The approaches we use will include:

- Working with partners to align key Corporate Parenting strategies (CHS, Social Work, Police, Courts) to promote the best end to end experience for children and families, and deliver the Better Hearings standards.
- Working with partners from the Children's Hearings Improvement Partnership (CHIP) to develop and implement new Blueprint Standards for the Children's Hearings System.
- Collaborating with partners on secure and appropriate sharing of information and data.
- Making intelligent use of data and research findings to jointly learn and improve, such as sharing the Better Hearings standards.
- Seeking opportunities to work with partners on joint initiatives that could lead to improvements in the service, in the outcomes or in gaining efficiencies, such as joint property and digital strategies.
- Ensuring effective partnership working by determining what aspects of partnership are best addressed at local/national level, developing arrangements accordingly, and improving our connected processes.
- Establishing an organisational position and generic guidance on Children's Services Planning to support effective contributions by Locality managers to the development of local Children's Services Plans.
- Ensuring that our partnership working arrangements at all levels are consistent with recognised best practice in collaborative working.
- Enhancing partnership skills of Locality managers, and equipping them with the tools, information and guidance they need.

Several of the approaches cited previously in relation to Outcome 1 will also contribute to delivery of this outcome.

## How will we track progress?

We will track progress and, where necessary, adjust plans by:

- Recording performance against the 'Better Hearings' action plan.
  - Publishing an annual Corporate Parenting Plan.
  - Monitoring successful joint delivery with Children's Hearings Scotland of key elements of the Digital Strategy for the Children's Hearings System.
  - Monitoring successful delivery of SCRA commitments in the Blueprint project plan.
- 13 ■ Evaluating effectiveness of the new Blueprint Standards.

# Key enabling strategies and plans

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The preceding pages of this plan have focused on what we aim to deliver for the children and young people, and their families, who come into contact with the Hearings System, how we intend to do so, and how we will track progress and evaluate our performance. This section turns the focus onto what we are trying to achieve internally as an organisation to ensure that we are as efficient and effective as we possibly can be. It involves addressing a number of important criteria including:

- How we ensure that we meet our statutory duties and obligations and fully meet the Scottish Government's expectations of all corporate bodies
- How we anticipate and manage multiple and complex changes while maintaining high levels of service delivery
- How we manage our commitment to the morale, wellbeing and engagement of all of our staff, developing their skills and competencies to ensure they match our vision of future service delivery
- How we use technology to transform service arrangements so that they meet children and young people's legitimate expectations of a progressive Hearings System
- How we manage our finance and assets to best effect, and operate sound governance arrangements

We have six key enabling strategies and plans by which we address these issues. We believe that successful delivery of these will better enable our front line staff to achieve our key outcomes, and enhance our organisational capacity, allowing us to continue to operate as a leading agency in the delivery of services to vulnerable children and young people.

Summary details of each of the strategies and plans are shown below, along with details of where to obtain fuller details.

## Corporate Parenting Plan

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SCRA has a new statutory duty to publish an annual corporate parenting plan and to publish performance against this. The plan shows how we intend to meet our statutory duties as a corporate parent but, more importantly, outlines how we are redesigning our services and collaborating with partners to deliver better experiences and outcomes for children and young people. It includes a vision that we have developed jointly with Children's Hearings Scotland of how we will work collaboratively as corporate parents. Elements of the plan include:

- In response to what children and young people have told us, redesigning our Hearing rooms and waiting areas to make them more comfortable and less threatening.

- Reviewing all of our outward communications to ensure that they are easily understood, give the right level of information, are appropriate in format and tone, and provide recipients with what they need to know.
- Ensuring that access to our services can meet the variable needs of our diverse range of service users by embracing the range of ages, abilities, background and culture that we need to accommodate.
- Establishing a set of standards for what, how and when we communicate with children, young people and families at various stages of their involvement in the Hearings System, and publishing performance against those standards.
- Reviewing our partnership working arrangements, determining which issues should be managed nationally and which should be managed locally, and putting new arrangements in place where these are required.
- Working with partners to ensure that cases are heard with a minimum of delay, and to ensure that reports are written in a child friendly way and provided in sufficient time to allow children and young people to adequately prepare themselves for their hearing or court appearance.

## Workforce & Organisational Development Strategy

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This sets out the framework by which we ensure that our workforce is supported and appropriately resourced, and focus on the morale, wellbeing and engagement of all of our staff. The strategy has the following strands:

- Recruitment - including the recruitment process and feedback loops, adoption of competency frameworks linked to management standards, our commitment to a youth employment strategy and workforce planning to consider the shape, size and distribution of our workforce and its constituent roles.
- Reward – including an audit of our job evaluation process, development of pay offers and review of our non-pay rewards, and an equal pay audit.
- Retention – including our staff engagement arrangements, a learning and development programme aligned to our Organisational Development Strategy, and succession planning.
- Relations – including robust and fair employment policies, partnership working and staff engagement.
- Health and Wellbeing – including maximising attendance, addressing targeted areas of health improvement and awareness, updating our work recording exercise and use of flexible working arrangements.

It also sets out how we sustain and improve our organisational ability to anticipate future needs, plan and manage change, enhance capacity, respond to unforeseen circumstances and maintain a focus on quality in all that we do. The strategy includes:

- Enhancing our abilities to plan, monitor, manage, review and evaluate performance at different levels throughout the organisation and to operate appropriate governance structures.

- Providing our staff with effective learning and development opportunities, access to training relevant to their roles and line management support through regular supervision.
- Delivering a management development programme aimed at ensuring our leadership capabilities enable us to be an agile, adaptable and responsive organisation.
- Embedding a coaching culture as a key mechanism to support, enable and develop staff at all levels.
- Enhancing our approach to partnership working to ensure that, at all levels, it is consistent with recognised best practice.
- Establishing a culture of improvement through promotion of the 3-step model and the focus on improvement in the planning cycle.
- Ensuring that our customer commitments remain relevant and in line with developments such as Corporate Parenting and Better Hearings.
- Working to actively promote the system, its integral part in our society and its key future contribution in this ever changing environment.

## Digital & Information Technology Strategy

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These set out the vision shared by SCRA and its key partner in the Hearings System, Children's Hearing Scotland, for a child-centred Hearings System that is staffed by digitally capable volunteers and employees who confidently use digital technologies to improve outcomes for children and young people in Scotland. It has four key strands:

- Voice of the child – increasing participation of children and young people within the system. Providing children and young people with choices about how they engage with the Hearings process, with digital technology giving them various channels to communicate their views, such as video statements. Engaging with the process through electronic methods as an alternative to face to face interaction can be less intimidating for children and young people and can assist with having their opinions expressed and heard.
- Digital skills – enhancing the capability, capacity and confidence of staff and volunteers. The more that staff and volunteers within the system are digitally enabled and confident, the more they can use technology as a support within their role. Approaches such as touch down spots in buildings with free Wi-Fi access, free digital skills workshops and free online development packages will help ensure comfort with the technologies being developed.
- Digital technologies – using technology to facilitate a more efficient and effective system. Focused on the needs of children, young people, families, Panel Members, Reporters and partner agencies, system improvements will be made as well as time and cost efficiencies. Video conferencing, a case tracking facility and a secure data exchange portal are some of the developments featured.

- Sharing data and information – efficiently providing the right information to the right people at the right time will contribute to better decision making. Having ready access to the most up to date information will reduce the time taken to make informed and appropriate decisions, with reduced anxiety and less stigma improving the experience for children and young people entering the Hearings System. Standardised data sharing that is lawful and appropriate, electronic hearing information packs and improved management information are some of the benefits that will result.

It also sets out how we maintain and develop our technological infrastructure, maintaining our capability to continue to operate existing services and replace current systems as they approach the end of their lifecycle. It has two key strands:

- Operational – covers upgrade/replacement of local and wide area networks, a device refresh programme and improvements to the functionality of our casework management system.
- Strategic – covers the planned upgrade or replacement of our casework management system by no later than 2020, review of data management needs across the Children’s Hearings System and an installation programme of wireless technology across the SCRA estate.

## **Finance & Physical Resources Plan**

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These set out how we manage our finance and assets, and how we manage our environmental impact. Elements of the strategy include:

- Managing the organisation’s revenue and capital budgets while aligning activity and strategy with the priorities set by ministers in Spending Reviews, taking account of the impact of our actions on total public spending, and delivering Scottish Ministers’ expectations on efficiency savings.
- Managing procurement to deliver value for money and comply with the Scottish Public Finance Manual, the wider requirements of the Scottish Government’s Public Procurement Reform and the UK and EU legislative requirements.
- Managing shared services to optimise efficiencies for SCRA and our partners.
- Working collaboratively with Children’s Hearings Scotland to manage the properties used for the Children’s Hearing System with an emphasis on meeting the needs of property users, developing flexibility and connectivity, optimising the location and quality of outreach Hearing centres, improving the family friendly element of our premises to encourage increased participation of children and young people, and reducing our impact on the environment.
- Managing our environmental impact to meet the public sector duties placed on SCRA and to minimise our impact on climate change, with an emphasis on estate rationalisation, utility metering/consumption, waste minimisation, business travel, sustainable procurement, biodiversity, staff awareness, engagement and improving data collection.

## Practice & Policy Strategy

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This sets out how we establish and manage the high professional standards for our casework, undertake research to inform organisational and national policy, and operate to consistently high professional standards within a complex statutory and legislative framework. Elements of this strategy include:

- Provision of a specialist expert resource to provide support for complex casework and court activity.
- Development and delivery of training and guidance materials for all elements of casework, including induction training, thematic training, refresher training and an accredited Professional Development Award scheme for practicing reporters.
- Operating a research programme covering key areas that may influence existing or future policy on key issues for the Children's Hearings System.
- Contributing to policy matters relating to the Children's Hearings System, providing specialist knowledge and experience to influence legislative changes, interpreting new legislation to determine implications for our practice and ensuring that these are implemented across the organisation.
- Managing SCRA's information governance arrangements, ensuring compliance with all relevant legislation, reporting on case information and non-disclosure breaches, supporting Localities in all aspects of information governance, and providing training on data protection and information governance for all staff.

## Equalities Strategy

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This sets out how we meet our public sector equality duties and, more importantly, how we absorb these into our culture and behaviours. It sets out a series of equalities outcomes that we pursue which, taken together, demonstrate our commitment to equality, social justice, and elimination of discrimination and stigma.

The strategy covers the 9 "Protected Characteristics" of Equality as defined by the Equality Act 2010 – age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation. By reference to these protected characteristics, the strategy focuses on four main areas:

- Having a better understanding of the needs and experiences of children, young people and families.
- Ensuring that all children and families can engage with our services with ease and confidence.
- Promoting a culture where all staff feel knowledgeable, engaged, supported and valued.
- Having a workforce that is representative of the Scottish population.

# Planning & Managing Performance

A review of the Blueprint for the Processing of Children's Hearings Cases, the inter-agency code of practice and national standards for the Children's Hearings System, is currently underway and the findings and recommendations of this review were not available at the time this Corporate Plan was prepared. Accordingly, targets used in our previous Corporate Plan (2014-17) have been recalibrated for 2017/18 and reflect the budgetary challenge faced, whilst not losing sight of our determination to deliver a timely and effective service. Targets for 2018/19 and 2019/20 will be determined during the first year of this plan once the outcome of the Blueprint review is known.

Outcomes for Children and Families	Target 2016-17	Performance 2016/17*	Target 2017/18
The percentage of Hearings scheduled to take place within 20 working days	76%	75%	76%
The percentage of decisions on referrals made within 50 working days of receipt	78%	78%	78%
Outcomes for Panel Members, Partners and Staff			
The degree to which SCRA core properties comply with SCRA property standards	90%	90%	90%
The percentage of initial Hearings proceeding to disposal	76%	76%	76%
Organisational Efficiency Outcomes			
Variance in annual revenue spends as a percentage of the available revenue budget	Within 1%	Within 1%	Within 1%
Variance in annual capital spends as a percentage of the available capital budget	Within 5%	Within 5%	Within 5%
The Scottish Government efficiency savings target will be met.	Meet target	Target met	Meet target
The percentage of revenue savings achieved in the year	2.4%	2.4%	2.5%
The percentage of working days lost to absence (long term)	n/a	n/a	2%
The percentage of working days lost to absence (short term)	n/a	n/a	2%

\*Performance figures cover period April - December 2016

# SCRA Resources

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SCRA has prepared a three year Financial Plan for 2017-2020 which sets out the required revenue and capital resources over the medium term. The Financial Plan will be updated in summer 2017 and extended to cover a five year period. In addition a range of funding scenarios were prepared for Spending Review 2016 including standstill and reduced funding.

The 2017/18 Revenue and Capital Budgets are shown below and are aligned with the budget provided by the Scottish Government, plus in year revenue funding and 2016/17 revenue and capital underspends. The revenue plans are based on the existing service delivery model and workforce and incorporate a 2.5% savings target. The capital plans include resources for development of a national training centre in Perth, further Hearing room improvements and implementation of the first year of the Digital Strategy.

Although the resource levels are only known for 2017/18, it is assumed that this three year Corporate Plan can be delivered with protection in real terms for the revenue budget in 2018/19 and 2019/20.

Revenue Budget 2017/18	£
Staff Costs	16,600
Property Costs	2,834
Travel & Subsistence	229
Supplies & Services	2,296
Unfunded Pensions	189
Income	(374)
<b>Total</b>	<b>21,774</b>

Capital Budget 2017/18	£
Digital Strategy	2,036
Property Programme	492
Hearing Room Improvements	65
<b>Total</b>	<b>2,593</b>



SCAN THIS 



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