



Scottish Children's Reporter Administration Business Plan 2019/20



WELCOME

Welcome to SCRA’s 2019/20 Business Plan – the third and final year of the 2017/20 Corporate Plan. Our aim is that this plan gives you a good sense of the key role SCRA plays in Scotland’s Children’s Hearings System in the care and protection of vulnerable children and young people, through the critical frontline services, key work with partners as well as a broader influencing role on societal issues in research and legislation.

We have a big year ahead – that sees us push forward with our Corporate Parenting commitments – including undertaking some key research in this area, driving organisational change through

the implementation of a new core digital system for managing and recording children and young people’s cases, all the while continuing to deliver a high level of service to children and families.

We welcome any feedback and are happy for further discussion or suggested collaboration that will support the key challenges we set ourselves, internally and more widely, in driving forward change and improvement for those experiencing the Children’s Hearings System.



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1. INTRODUCTION

SCRA published a Corporate Plan for 2017/20, which set out the key priorities and outcomes for the 3 year period from 2017 – 2020 and the framework for planning and delivery of this - describing how each area would be addressed.

The Business Plan for 2019/20 is the third and final year covered by our Corporate Plan for 2017/20.

The focus for the year is to build on the progress made in years 1 and 2 where we planned and developed new and progressive ways to deliver services for children, young people and their families. This included;

- Delivering our Corporate Parenting Plan.
- Implementation of the Standards for Better Hearings.
- Improving how we collaborate with partners to jointly improve service delivery.
- Working through the development phases of the Digital Strategy for the Children’s Hearings System.

Year 3 sees us in the final stages of the 3 year programme. We aim to realise the benefits of our development activity by:

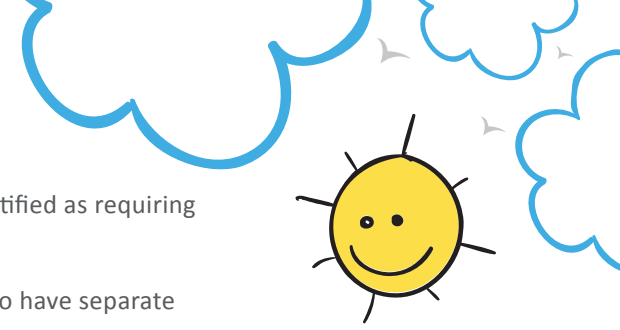
- Planning and managing the successful implementation of our new digital casework management system.
- Reviewing the operation of the Standards for Better Hearings across the country to ensure that they become fully embedded.
- Working to improve participation by children and families through enhancing access to services and providing active support to service users.



2. OUR VISION OF SERVICE

We operate within Scotland’s Children’s Hearings System to protect and support the country’s most vulnerable and at risk children and young people identified as requiring the full protection of the law due to difficulties, challenges and risks they face.

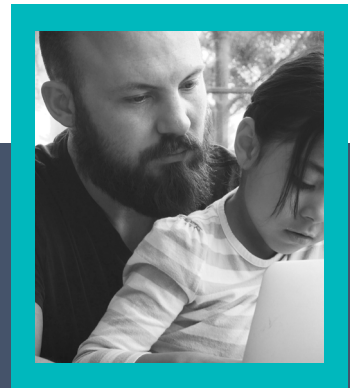
You can find out more about our work on our website - www.scra.gov.uk. We also have separate information sections for children, young people and parents/carers.



Children



Young People



Parents and Carers

The Children's Reporter is the only national integrated, single point of referral for all agencies who are concerned about a child or young person who may be at risk of harm. Referral to the Reporter allows for an independent view of a child/young person's circumstances with a particular requirement to assess the evidence for compulsion.

Over three quarters of referrals we receive are for care and protection; we routinely deal with and make critical decisions on the lives of children and young people facing adversity and trauma such as physical and emotional neglect, domestic abuse, parental substance use, mental health concerns and the physical and sexual abuse of children and young people.

When a young person is reported to have committed an offence, we handle these referrals in the same way as care and protection referrals – through looking at the whole child and the circumstances surrounding them – this is aligned to the GIRFEC principles of safety, protection and wellbeing, underpinned by the foundations of Kilbrandon.

Being able to act and support families efficiently and effectively at the earliest opportunity allows the best chance to promote the safety, security and stability necessary to allow the whole child to thrive.

Our fundamental role and purpose is centred on the following elements:

- Making decisions on whether a child/young person may require compulsory measures of supervision – are they in need of protection?
- Ensuring that other public agencies carry out enquiries and assessments into children and young people's circumstances in order to allow informed decisions around compulsion.
- Along with our partners, ensuring that immediate support and safeguards are in place where necessary, and helping to prioritise and escalate concerns.
- Arranging for a Hearing to take place when it is decided that a child is in need of compulsory measures of supervision and where there is sufficient evidence to prove the grounds.

■ Drafting the grounds for the Hearing – a written statement of facts for the Hearing to consider in making their decision about compulsion for the child/young person.

■ Ensuring fair process takes place within the Hearing, including the rights of those in attendance being met.

As well as initial investigation, decision making, scheduling of Hearings and supporting fair process in Hearings, we also have a key role in:

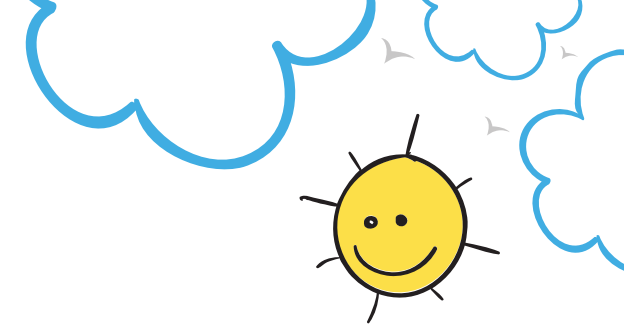
- Establishing grounds of referral in court, where these are contested.
- Defending decisions of Children's Hearings which are subject to appeal.

This court activity is vitally important and increasingly complex. Failure to establish grounds could mean children returning to unsatisfactory or risky home circumstances.

Proof Hearings can be labour intensive, complex and time consuming, but are a critical function of our role and of the overall integrity and functioning of the Children's Hearings System.

The day to day delivery of this role and purpose is the core focus of our locality teams, but our vision as stated in our Corporate Plan 2017/20 is much wider: "Working collaboratively to ensure that vulnerable children and young people in Scotland are safe, protected and offered positive futures".

We have positioned ourselves as a progressive, user focused organisation, doing all 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 significantly to child protection, and for helping to shape and influence Scotland’s dialogue on child protection and the rights of vulnerable children and young people.

We do so by:

- Actively engaging with the Scottish Government and others on development of policy and/or legislation in key areas, and linking with independent review bodies.
- Conducting innovative research and sharing information and data to influence and inform the wider Children’s Services community.
- Actively promoting partnership and collaboration by encapsulating the aims, vision and values of the Children’s Hearings Improvement Partnership (CHIP).
- Engaging extensively with our partners at local level to promote the protection of vulnerable children and young people

- Regularly conducting children and families surveys to identify their needs, expectations, concerns and priorities as well as seeking to widen our network of participation, to inform our own policies and strategies as well as those of our partners. We aim to review our approaches to engagement with children and families during 2019/20 to optimise their effectiveness.



4. OUR STRATEGIC ENVIRONMENT

Although our core role and purpose remains constant, the environment in which we operate and the context in which we plan and deliver services is constantly changing.

We actively engage in this wider environment by anticipating changes, contributing to them and responding to their implications to ensure we can continue to provide the best possible support to Scotland’s most vulnerable children and young people.

We share responsibility with other agencies for how the Children’s Hearings System performs, and recognise the need for meaningful collaboration with partners.

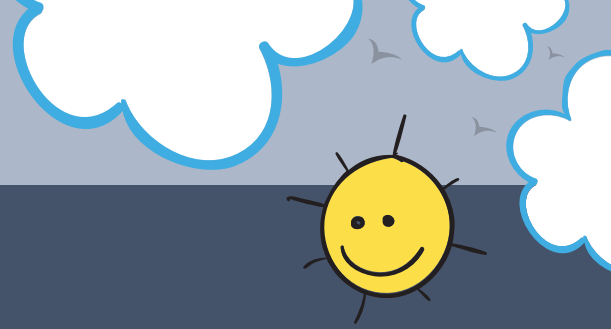
Aligned to the vision and values of the Children’s Hearings Improvement Partnership, we lead out on a number of key areas, chairing workstreams on Better Hearings, on ethnic minority involvement in the Children’s Hearings System and on Policy and Action, as well as actively supporting the development of Our Hearings, Our Voice, a children and young people’s board for the

Children’s Hearings System, including hosting the team for this project.

The work of Better Hearings seeks to embed the standards for Better Hearings across the country – a set of evidence based standards developed to improve the Hearings experience for everyone involved.

We are participating members of Stand Up For Siblings, and collaborated with Strathclyde University on the research paper ‘Supporting Sibling Relationships of Children in Permanent Foster and Adoptive Families’ which provided the impetus for establishing this cross-section drive.

We are currently conducting a major research project on home supervision, which we are due to publish and share with partners imminently.



There are a number of live issues that will influence our service environment that we are engaged in such as:

- Age of Criminal Responsibility Bill
- Vulnerable Witness Bill
- Family Law Review
- Equal Protection Bill
- Section 12 Reform

Other areas of engagement include:

- Linking with the Independent Care Review and contributing to its work as members of the Justice and Care Journey Group
- The revision of the Blueprint for processing Children’s Hearings cases in partnership with the Scottish Government and other agencies.
- Promoting and supporting a review by Disclosure Scotland and Scottish Government of the laws and practice relating to retention and disclosure of children’s records of Children’s Hearings decisions.
- Carrying out research on child sexual exploitation of looked after children and young people, and in relation to the age of criminal responsibility, covering offending by 12 – 16 year olds.

■ Addressing the Scottish Government Public Service Reform agenda and the underlying expectation for use of digital technologies by completing the development and implementation of the joint Digital Strategy for the Children’s Hearings System.

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 national data and research contribution enables meaningful and informed debate.

Although our strategic environment continues to evolve, our vision of service delivery and the 3 outcomes in our Corporate Plan 2017/20 remain as relevant now as when the plan was developed 2 years ago:

- 1. A progressive, user focused service
- 2. High Quality Decisions
- 3. Effective collaboration

The strategic framework within which we deliver these outcomes is shown on page 11 of this Business Plan.



Outcomes

1. A progressive, user focused service

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

2. High quality decisions

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

3. Effective collaboration

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

4. PLANNED ACTIVITY FOR 2019/20

This section shows the work that is planned for 2019/20 as we work to achieve our 3 outcomes, over and above core service delivery. This final year of our 2017/20 Corporate Plan is focused on a number of important key priorities that remain to be addressed. This section is inwardly focused, and is intended to provide a clear picture of activity with which our front line locality teams and head office functions can align their plans and provide the necessary contributions.

Key Areas of Focus



1. Digital implementation

Implementation of the digital programme is a key priority for 2019/20. The single most important element of this will be to ensure the successful preparation for and

implementation of a new casework management system to replace the existing CMS platform. This will be addressed by:

- A structured approach to managing organisational readiness, ensuring that each of our localities is in the best possible state of preparedness to manage the inevitable disruption caused by the

transition to a new system, while continuing to manage core service delivery.

- Optimising capacity by purposely discouraging avoidable or unnecessary activity – whether driven locally or by head office teams – that could create pressure by diverting front line staff and managers during the critical implementation period.

- A structured implementation programme, including the need to work with partners to agree potential changes in service requirements.

We will also aim to identify the business needs for other elements of the programme beyond the new casework management system, scope and prioritise these, and provide this information to the Organisational Readiness and Digital Team.

Although the technical development activity for the digital delivery programme has separate governance arrangements, and is not in itself part of this Business Plan, SCRA has a key role not only in managing readiness and capacity for testing and implementation of the new casework management system and

other programme deliverables, but also in providing much of the staffing resource for the digital programme. Locality teams will all engage significantly in shaping, user testing, de-bugging and being trained in the new casework management system in the first nine months of 2019/20, and move to implementation during the final three months.

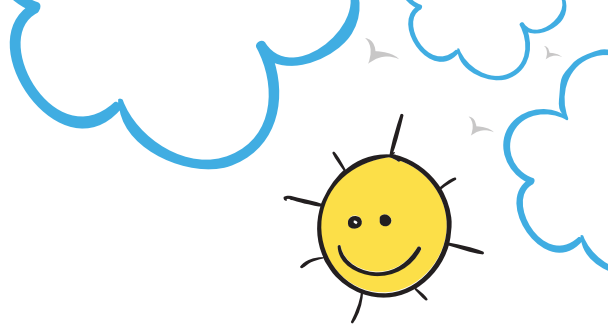


2. Corporate Parenting

Our commitment to Corporate Parenting continues to be a key focus for the organisation, a commitment that has been shaped and has evolved over the

first two years of the Corporate Plan into real demonstrable change and improvement, with plans to progress further in year three.

- We will continue to actively manage implementation and embedding of the Better Hearings standards – a set of multi-agency standards focused around getting the conditions right for a better experience of coming to a Children’s Hearing for all



involved. The embedding of the Standards requires local collaboration, innovation and implementation. It also requires a national drive in support of a small number of identified areas that, if improved, stand to have a more positive impact on the potential outcomes for children and young people. Locality managers will all engage in implementation of action plans in each local authority area, followed by evaluation and agreement on next steps.

- Effective Participation - A key strand coming from the Better Hearings work is around effective and meaningful participation by children, young people and their families and how we get the conditions right to enable this. This strand of research, testing and recommendation brings together the findings of Better Hearings, questions raised by the Digital Programme (can technology help or hinder?), early recommendations from the independent care review, as well as feedback and guidance that

we receive from those using the service. In 2019/20 SCRA will commission a piece of research around privacy and confidentiality to better inform this work – an area identified as a gap, and will develop a set of tested recommendations for consideration

Across Corporate Parenting we will continue targeting ways to further improve in the following areas:

- Ready and easy access to services
- How and what we communicate with children, young people and families
- Active support to children, young people and families that are in contact with our service
- Our methods of engagement
- Meeting the individual needs of children, young people and families who access our services

Our work to further develop and mainstream our Equalities and Inclusion Strategy will be fully integrated with this activity.



3.Sustainable Service Delivery

To ensure that we optimise the benefits from our evolving digital capability, considering these in the context of changing external and internal needs and expectations, and directing them towards service enhancements in a planned and sustainable way, we will consider our service model and explore opportunities presented. Although the full sustainability programme will feature from 2020 and beyond, preliminary work on this will feature during 2019/20, being addressed through the Workforce Plan and will focus on ensuring that the supports and structures around the key role of Reporter are enhanced.

Impact on Wider Capacity

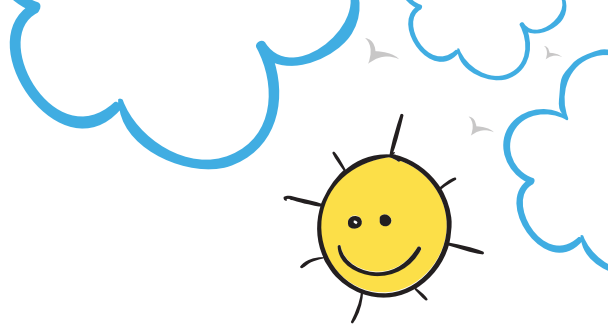
Work on each of these areas will impact directly on the capacity of both head office and locality teams, with the digital programme in particular becoming progressively more resource intensive for all parts of the organisation throughout 2019/20,

meaning that our focus is necessarily narrower than in previous years. It will be necessary for head office teams and localities to recognise this in constructing their 2019/20 plans.

Further Areas of Activity

Beyond the above focus areas, there will be further activity to address other commitments made in the 2017/20 Corporate Plan, or which have emerged more recently, where these remain of significant importance and have yet to be fully addressed. In addition, there will be activity to make necessary developments to our infrastructure, to ensure we meet statutory and governance requirements, and to enable us to continue to shape and influence the landscape of child protection in Scotland. The nature and extent of these activities will be constrained by available capacity once the above mentioned focus areas have been adequately resourced. Our planned further activity areas are as follows:

- Delivering our Practice and Policy and Information Governance Strategies by which we actively engage with the Scottish Government and others on development of policy and/or legislation, promote good practice and professional decision making across the organisation, undertake research to inform



- future policy and legislation, and ensure that we meet our statutory duties.
- Working with Our Hearings, Our Voice to support the development of a Board of young people as key influencers in the Hearings System.
 - Developing and mainstreaming our Equalities and Inclusion Strategy, with a particular focus on introducing an integrated assessment toolkit and framework, our Women Into Leadership initiative, and refining our monitoring and reporting mechanisms.
 - Case Sampling to provide assurance of the quality of service provision and to identify areas where improvement may be required.
 - Completion of our work to enhance our partnership capabilities.
 - Delivery of capital funded projects within our property programme, and strategic developments in our procurement arrangements.

Alignment of Plans and Managing Uncertainty

For localities and head office teams, developing plans to successfully deliver this overall approach will prove more challenging in 2019/20 than in previous years, due to the agile nature of the work by the Digital Team on the new casework management system, one of our key focus areas for the year. This methodology, although entirely appropriate for significant IT developments, has the drawback that the precise nature and detail of future steps and timescales is often unclear until an advanced stage of the development process.

We will manage this by having plans that are more focused, drawn up only in outline with key stages and anticipated timescales. These will then be developed and refined on an ongoing basis throughout the year as more detail emerges. The Quality and Performance Team will work closely with localities and head office teams, with business partners providing guidance, support and facilitation on a regular and ongoing basis.

Organisational Readiness for Digital Implementation

Locality involvement in shaping, user testing, de-bugging and training on the new casework management system will take place between April to December 2019 under the Business Readiness workstream. This combines business readiness and workforce development activities into a single programme of work. From an SCRA perspective, the Digital Strategy will provide 8 services:

- Manage a Child Record
- Investigate and Make Decisions
- Manage Hearings
- Manage Inbound Information
- Publish Hearing Information Pack
- Manage Workload
- Manage Court Application
- Manage Appeals

An iterative process will be adopted for each of these services, with the following steps:

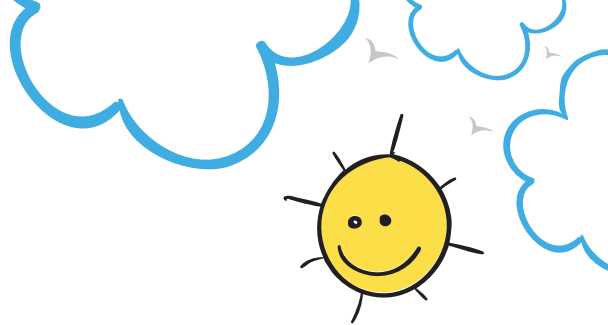
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|---------------|---|
| Step One: | Defining High Level Needs (Digital Leads) |
| Step Two: | Refining High Level Digital Detail (Digital Chairs) |
| Step Three: | Pre-Sprint Planning (User Engagement Forum) |
| Step Four: | Sprint Development (Minimum Viable Service [MVS]) |
| Step Five: | MVS Extended Testing |
| Step Six: | First Draft Service Guides and Training Needs Assessment |
| Step Seven: | Sprint Development (Minimum Viable Product[MVP]) |
| Step Eight: | Complete MVP Extended User Testing |
| Step Nine: | Complete Debugs, User Guides and Users Training |
| Step Ten: | Agree with Users and Technical Users that MVP is acceptable |
| Step Eleven: | Move MVP to Live and Release |
| Post Release: | Monitor and Review Performance of MVP |

Localities will require to be involved in several of these steps for each service, and development of services will overlap, with all being addressed over the nine month period April to December 2019. Details of involvement and timings will be communicated through the Digital Leads Group, who are locality representatives

with the responsibility for ensuring local engagement, familiarisation of the new system and processes as well as being key contacts who will have a more detailed knowledge of the developments of the case management system. Localities will be expected to plan capacity for these activities alongside delivering business as usual services.

A detailed plan for the implementation phase, from January to March 2020, will be developed in advance of implementation.

However, it is important to recognise the impact of such a significant organisational readiness programme on the workforce and ensure that a planned and staged approach does not inadvertently have a detrimental impact on core business and staff wellbeing.



Optimising Capacity

We will release capacity for the key preparation and implementation phases of our new casework management system, and for the continuing commitment to Corporate Parenting, by eliminating avoidable demands on front line staff and managers during these periods. We will address this by:

- Purposely setting aside non-critical developmental activity during 2019/20 to allow a focus on the key areas described above.
- Encouraging localities to focus the number of local developments and initiatives that they plan to undertake during 2019/20, and to schedule any that they do address for non-peak periods of digital activity.
- All head office teams will be required to demonstrate in their team plans how they are supporting the digital delivery, through positive contributions, by removing demands that they might otherwise have placed on localities, or by directly providing resources to support the development or organisational change.

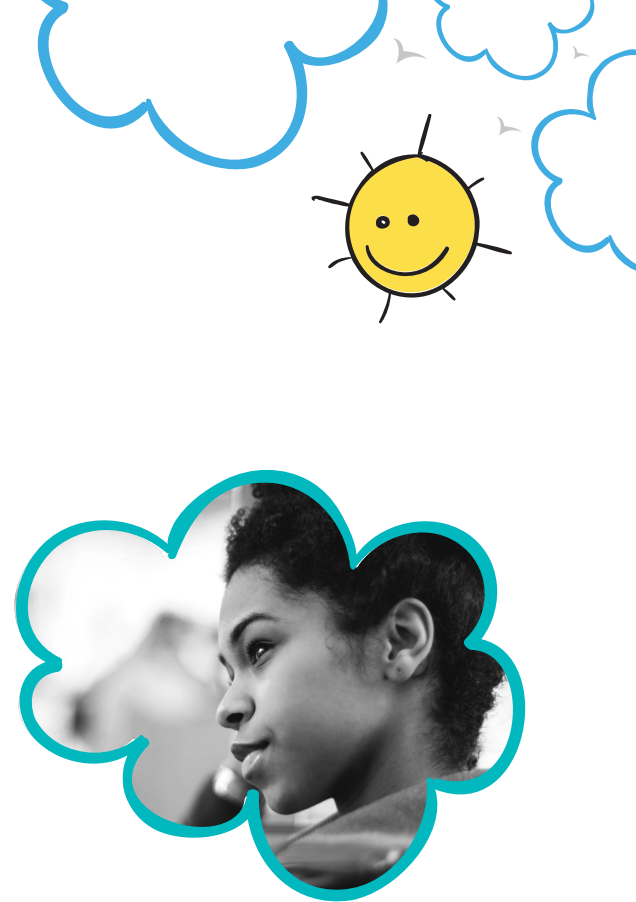
Head office managers and teams have thought creatively about how they can continue to deliver their strategies without impacting adversely on localities' capacity, and some examples of approaches that have been adopted are as follows:

- We will continue to lead out the Better Hearings programme, while encouraging partners to make a similar commitment and share ownership. There may be a period at the time of peak digital implementation, however, when we need to temporarily reduce our time commitment to that lead role, and invite partners to increase their contributions during that period.
- Developmental work by head office teams can progress in the early part of 2019/20 as long as capacity permits but, where implementation or adoption is likely to impact on capacity in localities it should be deferred, leaving the latter part of 2019/20 free for digital rollout.
- We will develop improved arrangements and support for partnership activity as planned but, within this, we will set priorities and identify non-priority areas where localities may be able to reduce their direct involvement in the run up to and during the digital rollout period.

- We will focus the case sampling exercises to non-peak digital periods, thereby relieving pressure on locality managers.

- We will actively limit the number of mandatory training inputs for staff, thereby minimising staff abstractions. Improved co-ordination across the various types of training - whether practice, equalities, health and safety, data protection, etc. - will also contribute to easing pressure on front line teams.

- Providing training for staff in the first quarter of 2019/20 that specifically focuses on mindfulness and mental health at work to ensure that there is capacity around the organisation to identify and support emerging pressures on staff.



5: ACTIVITY PROGRAMMES

No.	DIGITAL IMPLEMENTATION Action	Lead	Timeline		Outcome(s) Impacted		
			Start	End	1	2	3
New Casework Management System – Organisational Readiness							
4.1.1	Details to be provided by Digital Leads Group	Tom Philliben	Apr 19	Mar 20	✓		
New Casework Management System – Implementation Programme							
4.1.2	Details to be provided once programme is ratified by EMT	Tom Philliben	Apr 19	Mar 20	✓		
Other Digital Activity							
4.1.3	Work with the suppliers to scope the development of reporting, storage and migration options aligned to the new system.	Donald Lamb	Jan 19	Aug 19	✓		

No.	CORPORATE PARENTING Action	Lead	Timeline		Outcome(s) Impacted		
			Start	End	1	2	3
4.2.1	We will revise and re-launch materials for children and young people, in compliance with the Communications Charter, to include <ul style="list-style-type: none">■ Going to a hearing flyer■ PHP form■ Complaints■ Court■ Hearings supporting documents	Maryanne McIntyre			✓		
4.2.2	We will train all support staff in Corporate Parenting, Rights and Equalities	Lisa Bennett	Apr 19	Jun 19	✓		
4.2.3	We will work with partners to develop ways to measure improvements and share best practice around Better Hearings	Joe Hamilton	Apr 19	Sep 19	✓		✓
4.2.5	We will undertake work to better understand and promote effective participation in hearings; <ul style="list-style-type: none">■ Collation of current research and evidence■ Test for change cycle■ Analysis of further research and evidence■ Test for change cycle	Lisa Bennett	April 19 April 19 May 19 Sept 19 Nov 19	Feb20 May 19 Sept 19 Oct 19 Feb 20	✓		✓
4.2.6	We will undertake research with children and young people to understand how privacy/confidentiality can impact participation	Gillian Henderson	Apr 19	Sept 19	✓		
4.2.7	Business partners will work with localities to identify Better Hearings pilot sites and support them to undertake tests of change for participation aligned to the effective participation work.	Lisa Bennett	Apr 19	Sept 19	✓		✓
4.2.9	We will explore with panel members and reporters, using user research, what technology could be utilised within Hearings to support the Hearing’s needs	Lisa Bennett	May 19	July 19	✓		

No.	SUSTAINABLE SERVICE DELIVERY Action	Lead	Timeline		Outcome(s) Impacted		
			Start	End	1	2	3
4.3.1	We will develop supports which are flexible, individually focussed and adaptable to provide care for staff vulnerable to vicarious trauma: ■ We will deliver trauma training to all managers including delivery of a framework for support ■ We will cascade trauma impact training to all staff through managers and business partners.	Patricia Stevenson	June 19 Aug 19	Dec 19	✓		
4.3.2	EMT will consider a sustainable and resilient service delivery model in 2019/20 for consideration during the implementation of the next Corporate Plan (2020/23); ■ We will consider the roles required as a result of our digital transformation to new core systems ■ We will conclude the review of the Assistant Reporter role, and recommend a national Assistant Reporter model and encourage Localities to work towards this ■ We will explore smarter and more efficient ways of work exploiting the flexible working technology available to us ■ We will continue to develop succession plans for key roles in SCRA	EMT	Apr 19 Apr 19 Apr 19 Apr 19 Apr 19	Dec 19 Dec 19 Apr 19 Apr 20 Sept 19	✓		
4.3.3	We will continue to grow our learning capacity across the organisation; ■ We will explore a mentoring scheme for staff resourced internally and externally to the organisation ■ We will develop a network of learning leads ■ We will ensure partnership working skills are included in the management development programme for 2019/20	Susan Deery	April 19	Mar 20	✓		

No.	PRACTICE, POLICY & INFORMATION GOVERNANCE Action		Lead	Timeline		Outcome(s) Impacted		
				Start	End	1	2	3
Policy Development & Partner Liaison								
4.4.1	We will actively engage with the Scottish Government and others on development of policy and/or legislation in key areas, including: ■ Age of Criminal Responsibility ■ The Evidence & Procedure Bill ■ Family Law Review ■ Equal Protection Bill ■ Section 12 Reform		Head of Practice and Policy	Apr 19	Mar 20			✓
4.4.2	We will actively engage with the Scottish Government and others on implementation of the revised Blueprint for processing Children’s Hearings Cases		Head of Practice and Policy	Apr 19	Mar 20			✓
4.4.3	We will link with the independent care review and contribute to its work through the Justice and Care Journey group		Lisa Bennett	Apr 19	Jan 20			✓
4.4.4	We will promote and support a review by Disclosure Scotland and Scottish Gov- ernment of the laws and practice relating to retention and disclosure of children’s records of Children’s Hearings decisions		Head of Practice and Policy	Apr 19	Mar 20			✓
Training, Practice Direction & Practice Materials								
4.4.5	Maintain & deliver programme of Core Practice Modules		Gill Short	Apr 19	Mar 20		✓	✓
4.4.6	Maintain & deliver programme of training inputs to partner agencies		Gill Short	Apr 19	Mar 20		✓	✓
4.4.7	Further delivery of Boosting Confidence, JII/VW and Advocacy Skills 2 modules to meet demand		Gill Short	Apr 19	Mar 20		✓	
4.4.8	Develop and deliver Domestic Abuse training for Assistant Reporters		Gordon Bell	Apr 19	Mar 20		✓	
4.4.9	Develop and deliver training to LRMs and SPs on threshold for not opposing an appeal		Neill Mitchell	Apr 19	Mar 20		✓	

No.	PRACTICE, POLICY & INFORMATION GOVERNANCE Action	Lead	Timeline		Outcome(s) Impacted		
			Start	End	1	2	3
4.4.10	Develop information/training materials on child trafficking	Gordon Bell	Apr 19	Mar 20		✓	
4.4.11	Develop information/training materials on child sexual exploitation, forced marriage and female genital mutilation	Gordon Bell	Apr 19	Mar 20		✓	
4.4.12	Revise and extend the Drafting Statement of Grounds module	Neill Mitchell	Apr 19	Mar 20		✓	
4.4.13	Ongoing liaison with COPFS to improve access to their training & other resources	Gill Short	Apr 19	Mar 20		✓	
4.4.14	Review and revise all Practice Direction relating to secure accommodation to ensure consistency with revised Hearing Forms	Gill Short	Apr 19	Mar 20		✓	
4.4.15	Review and revise all Practice Direction relating to age of criminal responsibility to reflect legislative change	Neill Mitchell	Apr 19	Mar 20		✓	
4.4.16	Develop locality based induction to complete the existing induction resource, covering: ■ Principles and Structure ■ Good Decision Making and Drafting Statement of Grounds	Gill Short	Apr 19	Mar 20		✓	
4.4.17	Develop further reference materials on submissions	Gill Short	Apr 19	Mar 20		✓	
4.4.18	Develop Practice Notes on topics arising from Practice Network	Gill Short	Apr 19	Mar 20		✓	
4.4.19	Review & revise Vulnerable Witness Packs	Gill Short	Apr 19	Mar 20		✓	
Research							
4.4.20	We will carry out research on child sexual exploitation of looked after children and young people	Gillian Henderson	Apr 19	Mar 20	✓	✓	✓
4.4.21	We will carry out research in relation to the age of criminal responsibility, covering offending by 12 – 16 year olds	Gillian Henderson	Apr 19	Mar 20	✓	✓	✓
Information Governance							
4.4.22	We will provide mandatory training on data protection, using an e-learning tool	Gillian Henderson	Apr 19	Mar 20	✓		

No.	CASE SAMPLING Action	Lead	Timeline		Outcome(s) Impacted		
			Start	End	1	2	3
4.5.1	Case sampling exercise 1 – non disclosure practices and processes	Kirsty MacDiarmid	May 19	Aug 19		✓	
4.5.2	Case sampling exercise 2 - Reporter decision making	Kirsty MacDiarmid	Aug 19	Nov 19		✓	

No.	EQUALITIES & INCLUSION Action	Lead	Timeline		Outcome(s) Impacted		
			Start	End	1	2	3
4.6.1	We will develop and implement an integrated assessment toolkit and framework	Karen Wallace	Apr 19	Sept 19	✓		
4.6.2	We will continue to work with Scottish Government and our partners to identify innovative and impactful ways of raising awareness and increasing the effective participation of children, young people and their families from minority ethnic communities.	Karen Wallace	Apr 19	Mar 20	✓		✓
4.6.3	We will provide evidence to review SCRA’s accreditation to the DWP’s Disability Confident Scheme	Morna Sands	Apr 19	Mar 20	✓		
4.6.4	We will continue our phased review of HR policies and procedures to ensure they incorporate best practice in terms of policy, language and ability to promote and develop equalities in SCRA	Susan Deery	Apr 19	Mar 20	✓		
4.6.5	We will monitor the qualitative and quantitative protected characteristic data provided by partners and agree reporting mechanisms	Susan Deery	Apr 19	Mar 20	✓		✓

No.	EQUALITIES & INCLUSION Action	Lead	Timeline		Outcome(s) Impacted		
			Start	End	1	2	3
4.6.6	We will continue working towards achieving the LGBT Youth Charter	Maryanne McIntyre	Apr 19	Sept 19	✓		
4.6.7	We will rate ourselves against the Stonewall Index seeking improvement against 2015 levels	Maryanne McIntyre	Apr 19	Mar 20	✓		
4.6.8	We will continue to our programme of activity across all protected characteristics, led by our 6 Equalities sub-groups	Karen Wallace	Apr 19	Mar 20	✓		
4.6.9	We will report on gender pay gap, race, disability and staff equality statistics	Susan Deery	Apr 19	Mar 20	✓		
4.6.10	We will update our Equalities Strategy and outcomes, aligning with other SCRA plans and strategies	Karen Wallace	Apr 19	Mar 20	✓		

No.	ENHANCED PARTNERSHIP CAPABILITY Action	Lead	Timeline		Outcome(s) Impacted		
			Start	End	1	2	3
4.7.1	We will embed the partnership themes and tiers approach into locality arrangements	Joe Hamilton	Apr 19	July 19	✓		✓
4.7.2	We will produce a learning & development toolkit for partnership skills, covering generic needs and with provision for additional supports to meet specific identified needs that will be supported through supervision and appraisal	Joe Hamilton	Aug 19	Oct 19	✓		✓
4.7.3	We will update our Partnership Standards and Guidance within a fully revised Partnership section on Connect	Joe Hamilton	May 19	Aug 19	✓		✓

No.	FINANCE & PHYSICAL RESOURCES PLANS Action	Lead	Timeline		Outcome(s) Impacted		
			Start	End	1	2	3
4.8.1	We will work with CHS to: <ul style="list-style-type: none"> ■ Gather feedback from Panel Members/ASTs to identify their needs for safe and sufficient facilities ■ Identify locations where rationalisation of Hearing Centre provision can be explored ■ Agree number of Hearing venues for sustainable delivery of Hearings ■ Agree appropriate approaches to how and when to consult on property changes, and the CHS role in cascading and managing communication with Panels 	Ian Allen	Jan 18 Jan 18 Jan 18 Jan 18	Sept 19	✓		✓
4.8.2	We will prepare for re-tendering and award of FM contract(s) for Summer 2020	Helen Mora	Apr 18	Mar 20	✓		
4.8.3	We will manage adjustments/adaptations/issues relating to existing properties: <ul style="list-style-type: none"> ■ Negotiate a re-geared lease of Elgin premises, including dilapidations settlement ■ Reconfigure Elgin ground floor to accommodate team ■ Progress Glasgow feasibility work and implement ■ Progress Kilmarnock feasibility work and implement ■ Negotiate a re-geared lease of Aberdeen premises, including dilapidations settlement ■ Dilapidations settlement for space given up in Ayr ■ Edinburgh fire escape arrangements ■ Part reconfiguration of 1st floor at Glenrothes ■ Dilapidations for Willow House, Inverness ■ Accommodation for OHOV team at Ochil House 	Martyn Morris Martyn Morris Marny Jackson Marny Jackson Martyn Morris Martyn Morris Ian Allen Martyn Morris Martyn Morris	Apr 19 Apr 18 Apr 19 Apr 19 Apr 18 Jan 19 Jan 19 Apr 19 Apr 19	Oct 19 Mar 20 Mar 20 Mar 20 Mar 20 Sep 19 Mar 20 Mar 20 Mar 20 Mar 20	✓		

No.	FINANCE & PHYSICAL RESOURCES PLANS Action	Lead	Timeline		Outcome(s) Impacted		
			Start	End	1	2	3
4.8.4	We will progress the Participation (Hearing Facilities) Programme	Marny Jackson	Apr 19	Mar 20	✓		
Procurement							
4.8.5	We will support the procurement aspects of the Digital Strategy	Crawford Gardner	Apr 19	Mar 20	✓		
4.8.6	We will prepare SCRA for Procurement Capability Improvement Programme (PCIP) assessment	Helen Mora	July 19	Sept 19	✓		
4.8.7	We will fully embed contract and supplier management procedures for key suppliers informed by results of baseline survey and measure progress in late 2019/20. Rollout to wider range of suppliers.	Crawford Gardner	Apr 19	Mar 20	✓		
4.8.8	We will develop competency levels of Delegated Purchasers to enable them to carry out small scale procurement exercises with guidance from Procurement Officers.	Crawford Gardner	Apr 19	Mar 20	✓		
4.8.9	We will let new Facilities Management contracts	Helen Mora	Jan 19	Aug 19	✓		
4.8.10	We will update the five year Financial Plan to inform Spending Review 2019 ensuring alignment with key strategies and the evolving sustainable and resilient service delivery model	Ed Morrison	Apr 19	June 10	✓		

6. MANAGING & REPORTING PERFORMANCE

1. Progress in delivery of all actions will be monitored quarterly, with summary details reported to the Board in our Operational Performance Report

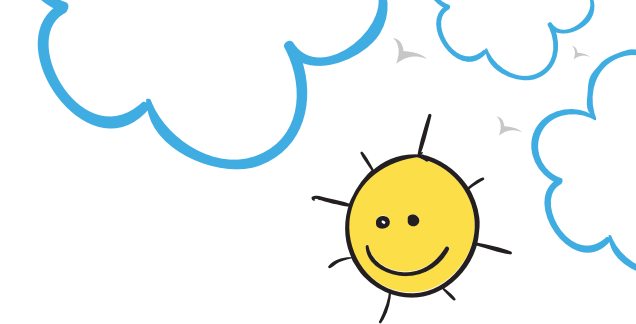
2. Management of activity is operated by the Networks and Head Office Teams responsible for the individual work programmes and strategies
3. The organisational targets adopted for 2019/20 are shown below. Targets 1, 2, & 4 were aggregated from those developed by individual Localities and included in their Locality Plans.

Outcomes for Children and Families	Target 2018/19	Target 2019/20
The percentage of Hearings scheduled to take place within 20 working days	76%	77%
The percentage of decisions on referrals made within 50 working days of receipt	78%	78%
Outcomes for Panel Members, Partners and Staff		
The degree to which SCRA core properties comply with SCRA property standards	90%	90%
The percentage of initial Hearings proceeding to disposal	77%	77%
Organisational Efficiency Outcomes		
5. Variance in annual revenue spends as a percentage of the available revenue budget	Within 1%	Within 1%
6. Variance in annual capital spends as a percentage of the available capital budget	Within 5%	Within 5%
7. The Scottish Government efficiency savings target will be met.	Meet target	Target
8. The percentage of revenue savings achieved in the year	2%	2%
9. The percentage of working days lost to absence	2%	2%
10. The percentage of working days lost to absence (short term)	2%	2%

7. DRAFT BUDGET 2019/20

REVENUE BUDGET 2019/20	£k
Staff Costs	18,909
Property Costs	2,9387
Travel & Subsistence	216
Supplies & Services	2,326
Unfunded Pensions	179
Income	-467
sub-total	24,150
Digital Programme	500
Total	24,650

CAPITAL BUDGET 2019/20	£k
Property	660
Corporate	90
Digital	2000
Total	2,750





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