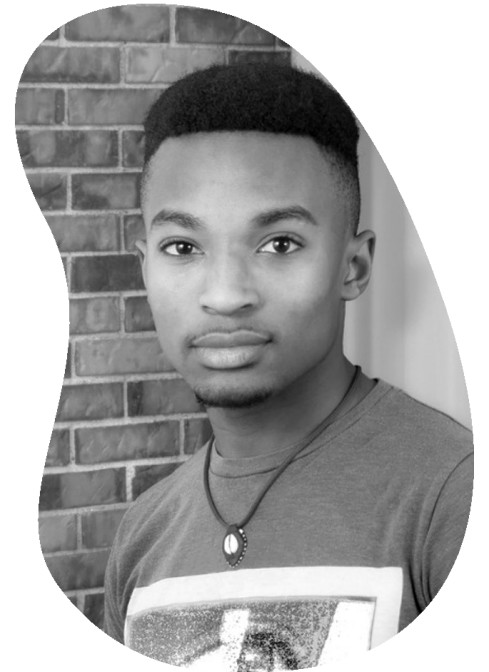

Scottish Children's Reporter Administration Business Plan 2020-2021

Care
Connect
Protect



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“Children and young people will be listened to, protected and supported to have a positive future where they are safe, valued and respected”



Welcome

Welcome to our 2020-2021 Business Plan. This plan sets the direction that we will take as we work towards meeting the aims of our Corporate Plan 2020-23. It is led by our Vision and Values and grounded in compassion, ambition and a long standing commitment to Getting It Right For Every Child.

During these difficult and unprecedented times, it is essential that we continue to plan, to look ahead with ambition and to ensure that no learning is lost from the rapid response the entire system has had to make to ensure the ongoing safety and protection of children and young people.

The way in which everyone works and provides services has changed almost overnight. The way that Hearings are held, notifications sent, support provided turned all that we know upside down, and yet we managed – and are still managing, to ensure that the critical, core function of the hearings system remains intact.

This Business Plan looks to ensure that there are planned paths for recovery out of the current situation brought on by the Coronavirus pandemic.

It looks to ensure that we take the time to evaluate and to learn from the response that has been invoked and it looks to ensure that we are still driving forward in our key role in the Hearings System – to continually improve the service that we deliver to children, young people and their families – and that, as proud Corporate Parents, we continue to listen, learn and act.

Our Corporate Plan has a very strong emphasis on kindness, wellbeing and on individuality – our Corporate Parenting Plan sets themes that run across all delivery strategies in the organisation and the Equalities and Inclusion Strategy leads the way in terms of what everyone should experience that works for, or is in contact

with us. We are determined that by 2023, we will achieve our Strategic Aims by developing our services and people to meet the changing needs and expectations of the Hearings System, research, and importantly, the needs of children and families.

This plan sets out the first year of that journey.



Principal Reporter
Neil Hunter

Board Chair
Michelle Miller

Delivering our Business Plan

We are determined that by 2023, we will achieve our Strategic Aims by developing our services and people to ensure we meet the changing needs and expectations of the Hearings System, research, and the needs of children and families. This means we will review our Business Plan and aligning strategies on an annual basis to take into account legislative and policy changes and external factors.

SCRA’s Corporate Plan sets out ambitious objectives for the next three years to achieve our Care, Connect and Protect aims (Appendix 1), and our annual Business Plans will demonstrate how our work will contribute towards achieving these. Each of the supporting strategies collectively build towards the delivery of the Corporate Plan objectives, and in turn, the three Strategic Aims of Care, Connect and Protect. For each Corporate Plan objective, the tables below detail the strategies that work towards its delivery.

Our Corporate Strategic Aims

Care



Delivering a service that feels right for each child, young person and family that experiences it.

Connect



Working together to receive the right referrals, for the right children, at the right time.

Protect



Making high quality and timely decisions for children and young people, using the right information that is relevant, clear and secure.

Our Performance Framework

Everything we do links our organisation’s vision through to our values; leading to a common understanding of how the vision, aims and values of the organisation relate to everyday tasks. It aligns what we think, say and do.



We will review our strategies on a regular basis to ensure they are fit for purpose, and will report on our performance against these plans.

Measuring Performance

We are absolutely committed to doing what we say we will do and we measure ourselves against this through our targets. We anticipate that the impact of the current pandemic on the service will inevitably affect the timescales for delivering our targets. Therefore, we will closely monitor and amend these accordingly during the period of this plan. We report to SCRA’s Board quarterly against these as well as against our Business Plan delivery actions.

Through the life of the Business Plan, we will consider how we measure performance in a different way.

We will maintain our current measures aligned to the Time and Quality Standards. However, we will introduce some impact measurers, which will allow us to know whether our actions have had the effect we intended.

Outcomes for Children and Families
The percentage of Hearings scheduled to take place within 20 working days
The percentage of decisions on referrals made within 50 working days of receipt
Outcomes for Panel Members, Partners and Staff
The degree to which SCRA core properties comply with SCRA property standards
Organisational Efficiency Outcomes
Variance in annual revenue spends as a percentage of the available revenue budget
Variance in annual capital spends as a percentage of the available capital budget
The Scottish Government efficiency savings target will be met
The percentage of revenue savings achieved in the year
The percentage of working days lost to absence (long term)
The percentage of working days lost to absence (short term)

Contingency and Recovery Plan

We anticipate that the impact of the current pandemic on the service will inevitably affect the timescales for delivering our strategic objectives over the coming year. We have therefore reassessed our original Business Plan and incorporate the objectives of greatest priority in this revised version (Appendices 2 - 7).

In addition, we have developed and incorporated specific objectives for service delivery during 2020 – 2021 to respond to the ongoing impact of the pandemic (Table 1.). The contingency and recovery objectives will be delivered alongside our strategic objectives.

Table 1

Strategy	Contingency and Recovery Plan Objectives	
Corporate	1.	Monitor, review and evaluate organisational contingency and recovery plans to identify best practice for business continuity and effective practice.
People	1.	Work in partnership with UNISON and the Head of Operations to support recovery plans for the workforce and phasing out of any Covid-19 restrictions, taking into account evaluated learning and best practice.
Operational	1.	Focus on staff wellbeing in recognition of the impact on the staff of the shutdown and continuing increased operational pressure.
	2.	Work collaboratively with partner agencies to develop and implement exit and recovery plans.
	3.	CSAS including organisational readiness, training and implementation.
	4.	Evolving business continuity model to reflect and embed the response to the pandemic including more remote working and virtual Hearings during periods of full office closure. Support the development of an agile and flexible case processing model.
	5.	Workforce planning to respond to operational pressures including national reporter/workload equalisation and increasing assistant reporter resource to meet operational need.

Strategy	Contingency and Recovery Plan Objectives	
Finance	1.	Budget contingency plans are developed to ensure resources are in place for existing contractual commitments and new commitments arising from revised organisational priorities.
	2.	The Finance Team will support development of operational and workforce recovery plans realigning resources in agreement with EMT and the Board where necessary.
	3.	We will support localities to recommence occupation and operate from our core buildings.
	4.	We will work with our key Facilities Management suppliers to ensure that building systems and services are operating correctly to support the reoccupation of our core buildings.
Digital	1.	Provide Digital provision that supports organisational contingency and recovery plans for business continuity.
	2.	Develop, monitor and evaluate contingency and recovery plans to determine their effectiveness in response to Covid-19 restrictions.
Communications and Engagement	1.	Our Communications and Engagement work will support the organisation's contingency plans.
	2.	We will evaluate our communications activity during and after the pandemic to determine its effectiveness.
	3.	We will explore new and innovative ways of communicating with children, young people and families attending Children's Hearings through consultation and engagement with Our Hearings, Our Voice, Champions Boards and other groups.
	4.	We will review key information materials with Hearings experienced young people.
Practice and Policy	1.	Work collaboratively with all stakeholders to ensure that contingency and recovery plans support business continuity and reflect best possible casework-related practice.
	2.	Evaluate contingency and recovery plans to determine their effectiveness and appropriateness in response to Covid-19 restrictions.

Appendix 1 Corporate Strategic Aim 1 - CARE

Delivering a service that feels right for each child, young person and family that experiences it.							
Delivering Strategies						2020 - 2023 Corporate Plan Objectives	
People	Operatonal	Finance	Digital	Communications and Engagement	Practice and Policy		
	✓	✓	✓	✓		1.1	We will demonstrate compassionate and proactive Corporate Parenting - asking, listening and acting, being open to try new approaches.
	✓		✓	✓	✓	1.2	Our service will be informed by experience – working with children and young people in Our Hearings Our Voice, Champions Boards and others, we will welcome challenge, evaluation and partnerships to get it right.
	✓		✓	✓	✓	1.3	Our service will be trauma sensitive – recognising the impact of a ‘system’ on already traumatic circumstances and ensuring that it is the best and kindest it can be.
✓	✓	✓	✓	✓	✓	1.4	Our service will be equally accessible to all, including people with protected characteristics to ensure it meets everyone’s individual needs and rights.
✓	✓	✓				1.5	Our staff will feel skilled, confident, valued and respected to enable them to work compassionately and with high quality.
✓	✓	✓	✓	✓	✓	1.6	Our service will be digitally enabled to allow children and young people to engage with it in ways that suit their needs

Corporate Strategic Aim 2 - CONNECT

Working together to receive the right referrals, for the right children, at the right time.							
Delivering Strategies						2020 - 2023 Corporate Plan Objectives	
People	Operatonal	Finance	Digital	Communications and Engagement	Practice and Policy		
	✓			✓	✓	2.1	We will work effectively with our partners; to agreed protocols, shared goals and common standards to ensure we meet the needs of children and young people.
	✓		✓	✓		2.2	Through local partnerships and our connections with local children and young people, we will ensure that we are all working together to deliver and assess ‘Better Hearings’.
✓	✓			✓		2.3	That we are connected to the local community through local events, and we will work with practitioners, children and young people and make a meaningful contribution to local initiatives.
✓	✓	✓	✓	✓	✓	2.4	Our organisation is kind and connected to the world we live in – from the way that we work and travel, to the culture we promote.
✓	✓	✓	✓	✓	✓	2.5	Our organisation is fully inclusive as employers, as partners, as a service to children, young people and families.
	✓		✓		✓	2.6	We will recognise, promote and support the rights of individuals as they connect with the Hearings System and will work with others to do the same.
	✓	✓	✓		✓	2.7	We will have digital connectivity with partners to allow automated and secure sharing of information.

Corporate Strategic Aim 3 - PROTECT

Making high quality and timely decisions for children and young people, using the right information that is relevant, clear and secure.							
Delivering Strategies						2020 - 2023 Corporate Plan Objectives	
People	Operatonal	Finance	Digital	Communications and Engagement	Practice and Policy		
	✓			✓	✓	3.1	Our organisation will be visible in the community, in schools and in health services with our key role in the delivery of GIRFEC clear and understood.
✓	✓	✓	✓	✓	✓	3.2	Our organisation will be flexible, resilient, and responsive to allow us to act effectively and timeously to change.
✓	✓	✓	✓	✓	✓	3.3	We will continue to be a high performing organisation, with quality and consistency at the heart of all that we do.
✓	✓	✓	✓	✓	✓	3.4	Our workforce will be flexible and adaptable with the right balance of roles, skills and experience.
	✓				✓	3.5	We will enable all children and young people have the opportunity to participate in a way that suits them to ensure that their voice is heard in all decisions being made.
✓	✓	✓	✓	✓	✓	3.6	Our organisation will continue to prioritise the privacy and confidentiality of children, young people and their families, and have systems, processes and people skilled to ensure that all data is held securely and used appropriately.

Appendix 2

People Strategy Aims and Objectives

Strategy Aim 1: Recruitment					
We aim to be an employer of choice, with a workforce that is representative of the communities we serve. We will ensure that our approach to Recruitment and Selection reflects our belief that recruitment should take account of not only skills and experience, but also attitude, behaviour, commitment and a demonstrable alignment to SCRA’s core values.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
1.1	Inclusive leadership standards will be embedded in our recruitment and selection processes, initially focussed at Senior Manager level. We will develop these standards to shape our talent management programme and support our succession plans.	3.4			✓
1.2	We will take appropriate action to attract a diverse range of applicants for each of our vacant roles in seeking to reflect the communities we serve in our own demographics.	3.4			✓
1.3	We will develop e-recruitment to support end to end recruitment from application to new start within the organisation.	3.4			✓
1.4	We will provide staff who are involved in recruitment with training, good practice guidance and support throughout the decision-making process, ensuring that the right selection process is developed for each vacancy.	3.4			✓
1.6	We will implement a probationary period of employment for all new starts to the organisation	3.4			✓

Strategy Aim 2: Reward

We aim to provide the best total rewards package we can to staff, including both pay and non-pay benefits, keeping this constantly under review. We will strive to understand morale at work and through good and meaningful local conversations strive to increase this for staff.

Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
2.3	We will benchmark SCRA against other key bodies to ensure that our pay and rewards are competitive, attractive and meet the key needs of our workforce. We will continue to protect our good terms and conditions of employment as far as possible, whilst aiming to secure longer-term agreements on pay.	2.5		✓	
2.4	Staff supervision sessions will be frequent, consistent and underpinned by a meaningful conversation between the line manager and the individual member of staff. A clear framework will be relaunched which broadens the conversation and encourages openness and transparency in casework management, personal and wellbeing issues as well as progression and development.	2.5		✓	

Strategy Aim 3: Workload Equalisation

We will ensure that our workloads are fair and equitable across the organisation through agreed processes for workload and resource allocations. We will be able to respond flexibly to competing demands by ensuring a supportive network across Localities/Teams.

Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
3.1	We will review the resource allocation across Localities and align with our workload data and local information to ensure that our resources are in the right place at the right time. This may result in some decisions to move resources but this will be managed in a way that has a minimal impact on staff.	2.4		✓	
3.2	We will seek to ensure that people feel that their workload is fair and manageable by developing cross-Locality working practices that provide an agile and responsive approach to workload management.	2.4		✓	

Strategy Aim 4: Wellbeing					
The health and wellbeing of our staff is a primary focus of the People Strategy, which aims to promote a healthy workplace and work-life balance. In doing this, it is important to us that our staff feel engaged, included, informed, self-aware and resilient and have the appropriate organisational tools available to them when they need support, for whatever reason.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
4.2	We will continue to develop opportunities within the workplace for wellbeing activities that can be accessed by all staff fairly across the organisation and that will improve resilience and ability to manage competing and complex pressures in the workplace.	3.2			✓
4.3	We will seek to achieve the Mental Health at Work Standards that will strengthen our commitment to supporting good mental health in the workplace, encourage a culture where our people can talk about mental health and wellbeing, and we will bring together in a more meaningful way, all our strands of support into one accessible forum.	3.2			✓

Strategy Aim 5: Developement					
To develop as a learning organisation with a workforce who are flexible, adaptable and strive for continuous improvement, coaching and challenging each other and taking responsibility for solutions and achieving our Values. Our roles will reflect and respond to our service delivery needs and provide challenge, job satisfaction and clarity on what is expected to our talented workforce.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
5.2	We will encourage staff to take responsibility for their own learning and development, seeking opportunities to learn within and out with SCRA, through a variety of mediums and ensuring that they fully record their learning requirements and achievements on their personal learning on Itrent. Having this information recorded enables SCRA to understand the talent within SCRA and how best to use that talent.	3.4			✓
5.3	Following the implementation of our new case management system, CSAS, we will, in partnership, assess the impact on our roles and where change is necessary, consult with postholders, amend job descriptions and provide appropriate role based training to post holders.	1.6	✓		
5.4	We will implement an Assistant Reporter working model of 1:4 Reporters in each Locality to increase support around the key role of Reporter and provide Localities with a broader capacity to manage hearings and court.	3.4			✓
5.6	Through the development of an annual Training Plan, we will ensure that all staff have access to good quality training that meets their individual and team/role based needs.	3.3			✓
5.8	We will continue, to conclusion, the review of the shape of our resources and associated structures under the Sustainability Work being led by EMT to ensure that the key role of Reporter is appropriately resourced and supported.	3.4			✓

<div>Strategy Aim 6: Engagement</div> <div>We will engage staff in decisions that affect them and the services they provide, through better individual and organisational communications and partnership working. We will also empower staff to help shape the way we deliver our services by listening and applying their skills and talents locally to achieve better outcomes for children, young people and their families.</div>					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
6.1	We will listen to staff through the mediums of networks and surveys on what improvements and initiatives would improve the SCRA community and act appropriately on the feedback we receive.	2.5		✓	
6.5	We will seek to broaden our organisational Ambassador roles, similar to our Inclusion Ambassadors and Mental Health Ambassadors, into areas such as Environmental Ambassadors and Learning Ambassadors. We will provide appropriate capacity to support Ambassadors in their roles.	2.4		✓	

<div>Appendix 3</div> <div>Operational Strategy Aims and Objectives</div>					
<div>Strategy Aim 1: A flexible and adaptable workforce</div> <div>A flexible and adaptable workforce with the right balance of roles, skills and experience, made up of staff who all feel skilled, confident, valued and respected.</div>					
Objective		Corporate Plan Objective Ref. No.	Care	Connect	Protect
1.1	Embed staff health and wellbeing in localities and ensure consistency through adoption of national standards.	1.5	✓		
<div>Strategy Aim 2: Enhanced relationships</div> <div>Enhanced relationships with partners, working to agreed protocols, shared goals and common standards to ensure we meet the needs of children and young people, with a focus on continually improving service delivery.</div>					
Objective		Corporate Plan Objective Ref. No.	Care	Connect	Protect
2.2	Work with partners and other corporate parents to share responsibility for Better Hearings.	2.2		✓	

Strategy Aim 3: A high performing organisation A high performing organisation, with quality and consistency at the heart of all that we do, that is agile, resilient and responsive and able to act effectively and timeously to change.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
2.2	Implement and embed CSAS.	2.7		✓	
3.5	Undertake equalisation exercise to provide platform for ongoing sustainability with regular reviews.	3.3			✓

Appendix 4

Finance Strategy Aims and Objectives

Strategy Aim 1: Financial Sustainability Ensuring that the Financial Strategy contributes to SCRA's sustainability.					
Objective		Corporate Plan Objective Ref. No.	Care	Connect	Protect
1.1	We will ensure Corporate Plan objectives and planned resources are appropriately aligned.	3.3			✓

Strategy Aim 2: Investment To take a medium to long term view of investment in our key resources and capabilities and new developments.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
2.1	To invest in key resources such as staff, digital and property to build sustainability and resilience.	1.6	✓		
2.2	Scope for investment in new developments which will improve future performance and reduce annual running costs.	3.2			✓
2.3	We will carry out Delegated Purchaser Training to ensure staff are trained, developed and supported to meet the procurement requirements of their roles, in line with Procurement Audit recommendations.	3.4			✓
2.4	We will update Contract Management Guidance to include a standardised template to help Contract Managers review suppliers.	3.3			✓
2.5	Prepare Contract Handover Documents for all new High/Medium contracts and those with more than 2 years to expiry date.	3.2			✓
2.6	Prepare Register of Supplier Review meeting dates for all high level contracts to allow Procurement to monitor that meetings are taking place.	3.3			✓
2.7	We will work with the Digital Governance Lead to carry out a scoping exercise to embed the Public Sector Action Plan on Cyber Security.	3.6			✓
2.8	Complete Cyber Security Assessment Tool for relevant contracts.	3.6			✓
2.9	We will ensure necessary steps are taken to embed Cyber Security in our procurement processes.	3.6			✓
2.10	We will let new contracts required, in particular, Facilities Management, Legal Services and new Finance and Payroll Systems.	2.5 & 3.2		✓	✓
2.11	We will develop and publish the 2019/20 Annual (Statutory) Report (including Two Year Forward Plan and Review of Regulated Procurements) highlighting compliance with regulations and best practice.	3.2 & 3.3		✓	✓

Strategy Aim 2: Investment contd ... To take a medium to long term view of investment in our key resources and capabilities and new developments.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
2.12	We will undertake planned improvements that relate to our existing properties.	3.2			✓
2.13	We will carry out Smart Working feasibility studies for two key properties to evaluate the benefits for the organisation.	3.2			✓
2.14	To undertake further Hearing Room improvements across the country that support Better Hearings.	2.2		✓	
2.15	To manage the process of key lease events that are due over 2020/21 and 2021/22.	3.2			✓
2.16	We will manage and embed contract management arrangements on the new Facilities Management contracts.	3.2			✓
2.17	We will undertake a programme of minor works to improve or replace the equipment, services or fabric of our buildings including environmental benefits where possible.	3.3			✓

Strategy Aim 3: Strategy Alignment To ensure that the Financial Strategy is aligned with organisational strategies.					
Objective		Corporate Plan Objective Ref. No.	Care	Connect	Protect
3.1	Align the Finance Strategy with organisational strategies to ensure interdependence.	3.3			✓

Appendix 5 Digital Strategy Aims and Objectives					
Strategy Aim 1: Core Systems Development To develop core platform and operational applications that support organisational agility. Systems that are efficient, effective, well managed and supported. Key components of the development will be well structured data and information systems supporting business insights. Configurable business processes and user interfaces to manage the many stakeholder roles. Secure online portal for wider sharing of data, information and digital resources.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
1.1	Develop Children’s Hearing Service core digital systems strategy for period 2020 to 2025.	1.6	✓		
1.2	Complete Children’s Hearing Service core digital systems further development investment business case to run from 2021 to 2025.	1.6	✓		
1.3	Complete development work on final phase (Deployment to Live).	1.6	✓		
1.4	Ensure new systems operational readiness, preparation, service support design and strategy assessment for moving from development to fully commissioned and live completed.	1.6	✓		
1.5	Ensure program has addressed the need to be able to access historical data and information from planned retired systems about to be decommissioned.	1.6	✓		
1.6	Retire and remove all legacy systems no longer required.	1.6	✓		
1.7	Carry out full program review to assess if all business case objectives for the digital program have been fulfilled and has met all business needs.	1.6	✓		
1.8	Prepare a bid for Government support and investment for the Core digital systems on-going development for three years period 2021 to 2025.	1.6	✓		

Strategy Aim 2: Digital Hearing Rooms					
Develop the SCRA Hearing room estate to become more digitally friendly. Create opportunities to move from paper-based documentation to electronic means. Develop capacity for volunteers to make use of digital equipment within hearing facilities where access to digital is challenging otherwise. Putting Children and Young People at the centre of this Aim will ensure we have listened, engaged and improved the modernisation of the Children’s Hearings System based on the needs of those who need our support the most.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
2.1	Design a number of digital Hearing room facilities based on scale and cost the solution.	1.6	✓		
2.2	Future Investment and Delivery: Identify suitable Hearing rooms across all localities to kit the facilities out with the developed new digital Hearing room design as pilots.	1.6	✓		
2.3	Future Investment and Delivery: Conduct and monitor the pilots over a six-month period to assess performance, opportunities and identify required changes to the final design before deploying wider.	1.6	✓		
2.4	Future Investment and Delivery: Review the Hearing room physical access availability and needs.	1.6	✓		
2.5	Future Investment and Delivery: Prioritise those Hearing room facilities to receive which aspects of the new digital design installs.	1.6	✓		
2.6	Future Investment and Delivery: Complete the design, costed business model development and the role out of the digital Hearing facilities as programmed.	1.6	✓		
2.7	Future Investment and Delivery: Complete the installs ensuring at least the agreed minimum digital facilities is available in every locality.	1.6	✓		
2.8	Future Investment and Delivery: Based on the outcomes of the pilots, agree how many Hearing rooms will be kited out across the SCRA estate with the new digital design after costing the full requirement.	1.6	✓		
2.9	Future Investment and Delivery: Produce a procurement Strategy for the implementation of digital Hearing facilities based on the designs produced and the business case supporting the number of Hearing rooms to be kitted out.	2.2		✓	

Strategy Aim 3: Support Organisational Digital Activity					
Enable individual organisations to develop its digital capability and maturity through developing strategic and business plans that use digital opportunities to inform and guide service design reviews and implementations.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
3.1	Scope Data Sharing Objective.	2.7		✓	
3.2	Develop SCRA Digital Strategy for period 2020-2025.	1.6	✓		
3.3	Develop an SCRA print solution strategy and business case based on new proposed ways of working digitally.	1.6	✓		
3.4	Develop SCRA business plan for funding its digital strategy for period 2021-2025.	1.6	✓		
3.5	Future Investment and Delivery: Complete an end user device technology refresh based on the developed business model for the SCRA estate, staff end user device stock.	1.6	✓		
3.6	Implement SCRA Staff Digital Training Programme Strategy 2020-25.	3.4			✓
3.7	Future Investment and Delivery: Complete the replacement of legacy SCRA print provision with the new strategic approach to printed material across the Children’s Hearings System.	3.2			✓
3.8	Seek Government support for investment in SCRA digital business plan to support capital investment needs and on-going development and improvements to SCRA service delivery using the digital capability of the Partners Core Systems and Technical Digital infrastructure installed.	3.2			✓

Appendix 6

Communications and Engagement Strategy Aims and Objectives

Strategy Aim 1: Engagement					
Our communication platforms will be varied and informed by experience, and we will work with and engage with Hearings-experienced children and young people through effective and trauma informed methods of participation, to ensure that our service is child-centred with the voice of children and young people being a visible influence and driver in terms of service provision.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
1.1	Through effective, meaningful and trauma-informed participative approaches, we will work with children, young people and families to empower them to participate and engage in Children’s Hearings processes.	1.3	✓		
1.4	We will provide Hearings and/or care experienced young people with salaried opportunities to work, learn and develop in safe, supported, trauma-informed environments within our service.	3.4			✓

Strategy Aim 2: Communication					
Through multiple communication platforms we will ensure that we effectively connect with others – internally, and with external partners, local communities and children, young people and families.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
2.1	We will consult with and engage with Hearings experienced young people employed within the service, as well as with external partners to develop new methods of communication.	1.2	✓		
2.2	We will work with the Senior Management team and Locality Management teams to promote an open and transparent culture in SCRA aligned to organisational values.	2.4		✓	

Strategy Aim 3: Accessibility					
We will ensure that the information that we provide is accessible, relevant and in a format that is appropriate to make sure that everyone in receipt of information is able to be as informed about the Children’s Hearings process and our service objectives as possible.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
3.1	Working with children and young people, including Champions Boards, Our Hearings, Our Voice and other groups, we will review and refine/improve the information that we provide.	1.2	✓		
3.4	We will work to ensure full user engagement in the development of digital systems designed to support children and young people to connect to the Hearings System.	2.7		✓	
3.5	We will continue to provide safe communication spaces and tools led by children and young people, including sensory gardens/areas, toolkits/ information for people with autism, sensory and learning difficulties.	1.1	✓		

Appendix 7

Practice and Policy Strategy Aims and Objectives


Strategy Aim 1: Policy and Legislation Development Influence change in the content, implementation, guidance and training of policies and legislation through collaboration to ensure the welfare of children and young people.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
1.1	Monitor relevant forthcoming legislation and policy reviews to anticipate potential impact and develop organisational positions.	3.2			✓
1.2	Use our expertise, knowledge and experience to Influence partners, including the Scottish Government on legislative and policy matters.	2.6		✓	
1.3	Support and influence the work of the Children’s Hearings Improvement Partnership (CHIP) through collaboration to ensure GIRFEC is achieved within the Hearings System.	1.2	✓		
1.4	Work with Children’s Hearings Scotland (CHS), especially through the Hearings Management Group, to ensure common understanding of policy and practices and promote local working, and to ensure good information governance across the Hearings System through the Joint CHS-SCRA information Governance Group.	2.1		✓	
1.5	Participate in and influence national partnership work across a broad range of issues and agencies, including the Scottish Government, Police Scotland, COPFS, SLAB, SWS, and 3rd sector.	2.1		✓	
1.6	Continue to be an active member of Stand Up For Siblings.	1.1 & 3.5	✓		✓
1.9	Develop training for external agencies to support shared understanding and implementation of legislation and policy.	1.1	✓		

Strategy Aim 2: Research That is responsive to and influences policy development on child protection and children’s rights.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
2.1	Complete research with Barnardo’s Scotland on sexual exploitation of looked after children, and work with them to raise awareness and influence policy on protection of children at such significant risk.	1.1	✓		
2.2	Carry out research on children under 12 years old in residential care – their needs, supports, care history, decision making, and outcomes.	1.2	✓		
2.7	Evaluation of Our Hearings, Our Voice.	1.2	✓		

Strategy Aim 3: Quality Practice and Information Governance Support and embed high quality casework practice, standards and information governance.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
3.1	Continually develop and maintain Practice Direction and other Practice materials.	3.3			✓
3.2	Provide direct Practice support to Localities on all aspects of casework.	3.3			✓
3.4	Continually develop and maintain a programme of national Practice Training, including core modules, more specialised modules and mandatory ongoing training.	3.4			✓
3.6	Manage appeals and other proceedings in the Sheriff Appeal Court, Court of Session and UK Supreme Court.	3.3			✓
3.7	Administer and analyse SCRA’s complaints in line with SPSO best practice guidelines to inform improvements in SCRA’s service.	3.3			✓
3.10	Ensure SCRA’s compliance with Freedom of Information (Scotland) Act 2002, Public Records (Scotland) Act 2011 and Data Protection Act 2018, and liaison with Scottish Information Commissioner, Keeper of the Records of Scotland, and Information Commissioner’s Office.	3.6			✓

Strategy Aim 3: Quality Practice and Information Governance contd ... Support and embed high quality casework practice, standards and information governance.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
3.11	Work with Who Cares? Scotland to embed a personalised approach to how SCRA's responds to those requesting information about themselves (subject access requests).	1.2 & 3.6	✓		✓
3.12	Introduce a systems focused approach to investigation and remedial actions following data protection breaches – tests of change.	3.6			✓
3.14	Deliver on-going data protection training for all staff and introduce e-learning for all new starts to be completed before access to personal data.	3.6			✓
3.15	Ensure the provision of information to Disclosure Scotland on its requests under PVG Scheme within required timescales.	3.6			✓
3.16	Develop approaches with National Records for Scotland for transfer of SCRA records for permanent preservation.	3.6			✓
3.17	Produce guidance on information sharing and put in place information sharing protocols with partner organisations.	3.6			✓





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