

Scottish Children's Reporter Administration Business Plan 2021-2022

Care



Connect



Protect



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1. Welcome

Welcome to SCRA's Business Plan that reflects on the previous year, and sets out our priorities for 2021-22 - in line with our 2020-23 Corporate Plan.

We are living during unprecedented and challenging times, which affects us all on a profound level - both at work and at home. The past year has tested us in extraordinary ways, personally and collectively, taking a toll on the health and wellbeing of everyone across the organisation. We have had to be flexible and adaptable to keep the momentum across our services, whilst delicately balancing our work and life.

The staff survey during December 2020, clearly highlighted the stress and pressure felt by our staff, and the apprehension and uncertainty around what lies ahead. The effects of the pandemic and of the measures necessary to suppress it, have had an impact on each individual across the organisation. In spite of the pandemic, the resilience, strength and perseverance of staff has been astonishing, with continuous efforts to provide the best service we can to children and families - whilst working collectively with our partners to deliver Hearings.

It is during these testing times that we need to take stock and reflect on what we have achieved. The level of commitment and hard work across the organisation has been, and continues to be exemplary. This is evidenced by the sheer determination of our staff to re-open our offices to resume face to face Hearings, whilst working diligently with our partners to keep the momentum of virtual Hearings going, during a very challenging recovery period.

The 2021-22 Business Plan is ambitious, and we recognise that the impact of the pandemic will affect our intentions to deliver all we aim to achieve. Our pragmatic approach reflects an understanding that flexibility and adaptability will play a key role during 2021 and 2022.

We will continue to face the impact of the pandemic for a significant period. It is, therefore paramount that we provide the best support to our staff to enable us to deliver the best service we can to children, families and our partners.

2. About us

The Scottish Children’s Reporter Administration (SCRA) is a national body focused on children and young people most at risk. SCRA was formed under the Local Government (Scotland) Act 1994 (‘the Act’) and became fully operational on 1st April 1996.

The Children’s Hearings System provides the operational setting in which SCRA and our partner agencies work. The aim is to provide a safety net for vulnerable children and young people, and deliver tailored solutions which meet the needs and rights of the individuals involved, while helping to build stronger families and safer communities. You can find out more about our work on our website - www.scra.gov.uk

Our main responsibilities as set out in the Act are:

- To facilitate the work of Children’s Reporters;
- To deploy and manage staff to carry out that work;
- To provide suitable accommodation for Children’s Hearings.

Our Vision

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

Our Mission

We protect and support Scotland’s children and young people, by making high quality decisions, upholding their rights and working collaboratively as compassionate, inclusive Corporate Parents to enable the most positive and personalised experience of the Children’s Hearings System.

Our Values

Our values are the shared motivations, beliefs and behaviours that underpin all that we do.

Supportive - We work with kindness to support children and families, our partners and each other.

Child Centred - Children and young people are at the heart of everything we do.

Respectful - Everyone is respected and treated fairly, inclusively and lawfully.

Accountable - We are responsible for our decisions, our ethics and our learning

3. Setting the scene

Over the past year we have worked through a pandemic. This has required us to approach our work in different ways and find alternative solutions to undertaking our role. The year ahead will still have its challenges, we will however take learning from the past year and apply it to this one, and we will continue to work on a number of fronts to make progress.

Some of these key areas of work include:

Health and Wellbeing

We are committed to jointly, with UNISON, continuously reviewing our approach to health, safety and wellbeing throughout the pandemic, and our recovery. We have introduced Wellness Action Plans for staff to use, and for them to be supported to discuss any issues of wellbeing with their manager. The ongoing focus of promoting awareness and understanding of issues relating to staff stress, mood, emotion and psychological functioning is part of our long term plan to reduce stigma and develop effective preventative interventions and support for staff.

Review scheduling of Hearings

We will continue to review scheduling of Hearings to ensure that only those Hearings which must proceed as face to face, in order to secure participation for children and young people, proceed in this way. Virtual/hybrid Hearings will be our usual option until the current restrictions can be eased, recognising that at time of writing there is no clear timetable for when this will happen.

Virtual Hearings

We are undertaking a focussed and rapid programme to test and improve our approach to virtual Hearings, including a rework and investment in virtual Hearings support for chairing members and Reporters. This will extend to the Hearing itself to try and prevent, mitigate and resolve connectivity issues.

Enabling Technology

We will continue to invest in technology, upgrading Hearings room hardware, and Hearing centre Wi-Fi connectivity to allow guest access for Children and Families, Panel Members, partner agencies to sit alongside our secure onSCOTS network.

Recovery Team

Our recovery staff are now starting to come into post and the impact of this will start to be felt across the service, albeit partly offset by the ongoing capacity challenges made inevitable by the lockdown.

Core Systems and Applications (CSAS)

Planning has commenced to secure CSAS stabilisation, optimisation and forward improvement. A rich and useful list of suggested changes and developments will begin to be assessed for priority, deliverability and investment in 2021-22.

Standard Operating Model

We are commencing work to progress a national operating model in order to optimise how we adapt our office based systems to optimise CSAS, as well as deliver a long sought 'standardisation' of key processes across SCRA nationally.

Keeping The Promise

SCRA is committed to keeping The Promise. We will establish an internal team to give focus and cross organisational energy to how SCRA will progress with the changes recommended by the Independent Care Review. We will prioritise continued short term incremental quality improvement, driven by programmes such as Better Hearings, Our Hearings, Our Voice (OHOV) Calls for Action, Opportunities to Participate for Siblings - changes to procedural rules, Hearing Room improvement programme and Digital Strategy delivery. These short term programmes will likely proceed within the Hearings system based on its current paradigm. A focus on what a new paradigm for the Children's Hearings System between now and 2030 will look like – which may include significant revisions to the underpinning structure of what a Children's Hearing is, what roles and responsibilities support it, its scope and focus – with a presumption of 'shrinkage' to ensure the most complex, contentious and rights driven issues are considered. Consideration of the policy and legislative change that will be required in order to allow immediate tests of change in the underpinning model, as well as long term change in policy and law.

Calls for Action - Our Hearings, Our Voice (OHOV)

In October, 2020, OHOV published its Zine which was produced by the young people, with support from an intern from Napier University. SCRA provided communications support to OHOV to promote the Zine on the OHOV website and social media. In addition, we provided a private response to the young people which included a report and a cartoon animation, as well as an external response on our website which we promoted on social media. The publication of the Zine continues to make a real impact with its 40 powerful calls for action – to which SCRA is currently drawing up its response and timeline.

Advocacy

Section 122 of the Children's (Hearings (Scotland) Act 2011, which deals with children's advocacy services came into force in full on 21 November 2020. SCRA is a member of a number of sub groups developing this work. As part of the Communications sub group, our Press and Communications Team offered to build a website for children and young people providing them with information about the new service. We also designed a leaflet which was customised with the individual provider's contact details. The leaflets along with a poster will be available in Hearing centres. We developed a communications plan to promote the new website and service externally, including a series of social media visuals/animations.

Research

Child Sexual Exploitation: In October, 2020, SCRA published a new ground breaking piece of research with Barnardo's Scotland. 'Sexual exploitation of children involved in the Children's Hearings System' is the first national study of child sexual exploitation in Scotland. As a result, a joint media and communications plan was developed and implemented with Barnardo's Scotland. This led to widespread and positive broadcast and print media with our key messages being featured. We also promoted the study via social media utilising all our online platforms. Again, there was significant coverage with retweets, shares and positive comments. We are now looking at more targeted media with local newspapers across the country. In addition, we are looking at doing targeted communications via presentations to key groups and organisations like Police Scotland and the Children's Hearings Improvement Partnership.

Young People's & Parents' Views on Privacy and How this Affects Their Participation in the Children's Hearings System: In early 2019, SCRA commissioned Who Cares? Scotland to carry out research on privacy and confidentiality within Children's Hearings proceedings and how this impacts on parents and children's ability to participate. Who Cares? Scotland carried out a survey, focus groups and interviews with parents, carers and young people about their experiences of Children's Hearings. A policy paper on the research findings and recommendations was published by SCRA and Who Cares? Scotland on 10th November. There was a communications plan in place to promote this both internally and externally.

Born into Care Scotland

SCRA is part of a collaboration with the Universities of Lancaster and Stirling which was commissioned in October 2020 by the Scottish Government to carry out a feasibility study on infants entering care in Scotland. The aims of the study included an investigate whether it is possible to use data held by SCRA to investigate the numbers and rates of infants becoming looked after in Scotland, trends over time and regional variation. The study will report by end March 2021.

4. Reflect

Last year, we published an ambitious Corporate Plan for 2020-23, setting out priorities under three aims - Care, Connect and Protect that focuses on delivering the following.

- 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.

We remain fully committed to deliver our 2020-23 Corporate Plan, but recognise that the impact of the pandemic will shift our timescales for delivering some objectives.

It is important to reflect and acknowledge the immense efforts and challenges faced across the organisation during 2020-21, and the following provides a brief summary of the key attainments and challenges we managed throughout the year.

- Key messages from our staff survey identified the combined impact of COVID, the resultant rapidity of disruption and change in our operations and the transition to CSAS have undoubtedly caused significant pressure and stress across our organisation. The staff survey results point to a service and a staff group who have been working under hugely difficult circumstances where the combined influence of perpetual change and in a highly unstable operating environment is evident.
- Our staff worked hard to prepare offices, making them as safe and clean as possible to enable us to hold face to face Hearings. They also modified and reconfigured our offices to maximise the space to enable hearings to happen safely.
- We listened to our staff and acted on feedback received from children, families, and external organisations to improve virtual and hybrid hearings – working towards ‘Better Hearings’ standards.
- We worked with partners on all areas of recovery planning - keeping regular communications to ensure collaboration and cohesion.
- Contributed to the Children’s Hearings COVID Recovery Group under the Children’s Hearings Improvement Partnership in the delivery of Children’s Hearings as part of the Scottish Government’s route map, developing and embedding a multi-agency recovery plan.
- We delivered the roll out and training of CSAS to ensure secure digital information transfer between SCRA and CHS.
- Enabled technology to ensure we could work flexibly and safely across the country.
- Increased our workforce to build Hearings’ capacity and cover areas of greatest need.
- Teamed up with Dolly Parton’s ‘Imagination Library’ to launch a pilot initiative as an extension of their book gifting work with looked after and adopted children across Scotland.

5. Focus

Our focus during 2021-22 aims to deliver the Corporate Plan objectives, with specific attention to Corporate Parenting, Rights and Inclusion, CSAS and Recovery Planning, whilst ensuring we continue to support the health, safety and wellbeing of our staff.

Our key priorities during 2021-22 includes:

- **Corporate Plan:** We will be focusing on delivering on the objectives from our 2020-23 Corporate Plan through our organisational strategies. These are detailed in section 5.
- **Corporate Parenting, Rights, Inclusion:** During 2020-21, we will be developing a route map to set the organisational direction in aligning rights, inclusion and corporate parenting with the direction and actions of The Promise and the Zine calls for action from Our Hearings, Our Voice. We maintain a clear focus on becoming better Corporate Parents through improved engagement and communication, and delivering Better Hearings - ensuring we are better informed by undertaking Trauma, Corporate Parenting and Rights and Inclusion training across the organisation.
- **CSAS:** We will continue to develop our internal capacity and capability to support the delivery of the next stages of our CSAS journey. We intend to develop a standard operating model involving service users, partners and staff to provide a consistent and high quality service across the Country, with quality at the core of our practice. To support this we will ensure staff are trained and skilled in the use of CSAS to promote the most effective and efficient operational processes. We will align virtual and remote access to hearings with CSAS. Quality checks on data management and case sampling will enable us to monitor and progress our practice, ensuring we are consistent in our delivery approach.
- **Workforce:** We are committed to taking care of the health, safety and wellbeing of our staff. We will support them to provide the best service they can to children and families. We will focus on the training and deployment of the Recovery Team to bolster and support service capability. We are committed to act on the recommendations from the staff survey to help us create a greater inclusive and engaging organisation, one that better understands and responds to staff. We will continue to work through our recovery plan and optimise our workforce to maximise the number of Hearings, whilst being flexible and adaptable in our work with our partners.
- **Partnerships:** We are committed to work with our partners to ensure effective continuing response to pandemic for the Hearings System, and work cohesively to agreed protocols, shared goals and common standards to ensure we meet the needs of children and young people.

6. Prioritise

Our priorities for 2021-22 are detailed in the following tables, and focus on delivering the objectives of the 2020-23 Corporate Plan and recovery planning.

In addition to delivering the Business Plan’s objectives, we will also be focusing on prioritising areas of work around recovery planning, taking into account the impact of the pandemic across our services. Table 1 outlines the key priorities from our Phase 5 Recovery Plan. Tables 2 to 4 detail the strategic objectives we want to achieve that align with our 2020-23 Corporate Plan’s aims of Care, Connect and Protect. Table 5 outlines the objectives we want to accomplish for our underpinning themes of Corporate Parenting and Equality, Diversity and Inclusion.

Table 1.

Recovery Plan Priorities	
Operational	Workforce Planning to ensure forecasting, capacity, deployment and contingency.
	Deployment of the Recovery Team to support and increase service capacity.
	Complete deployment of enabling technology to enhance service provision.
CSAS and CSAS+	Digital development, resourcing and training to support service capability.
IT and Infrastructure	Investment in technology and digital infrastructure to support digital hearings.
Practice and Policy	Aligning our work to The Promise.
	Responding to emergency legislation and ensuring practice training if fully delivered.
	Engage with Scottish Government in relation to developing proposals for raising the age of referral to the Reporter.
Partnerships	Collaboration and engagement with key partnership to ensure Better Hearings.
	Active leading role as key partner of CHIP.
Health and Wellbeing	Continuous support to staff and policy development to ensure good health and wellbeing practice.

Table 2.

CARE				
Delivering a service that feels right for each child, young person and family that experiences it.				
No	Communication & Engagement Strategy Objectives	Timescale		Corporate Plan Ref
1.1	Through effective, meaningful and trauma-informed participative approaches, we will work with children and families to empower them to participate and engage in Children's Hearings processes.	April	March	1.2
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.	April	October	1.2
3.1	Working with children and young people, including Champions Boards, Our Hearings, Our Voice, Modern Apprentices, internal work experience placements, and other groups, we will review and refine/improve the information that we provide.	April	June	1.2
3.5	We will continue to provide safe communication spaces and tools led by children and young people, including child-and-young-person-centred Hearing rooms, sensory gardens/areas, toolkits/information for people with autism, sensory and learning difficulties.	April	March	1.1
No	People Strategy Objectives	Timescale		Corporate Plan Ref
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.	April	March	1.6
5.10	We will ensure our staff have the digital skills to support children and young people to engage with SCRA.	April	March	1.6
No	Finance and Resources Strategy Objectives	Timescale		Corporate Plan Ref
2.1	To invest in key resources such as staff, digital and property to build sustainability and resilience.	April	March	1.6
5.3	We will consider equality, diversity and inclusion throughout our tender processes and comply fully with legislation.	April	March	1.4
No	Operational Strategy Objectives	Timescale		Corporate Plan Ref

1.3	Develop and implement a Locality Health and Wellbeing Programme to promote and support staff wellbeing.	April	March	1.5
1.4	Managers to ensure discussion of employee wellbeing in supervision with reference to the tools available to support staff.	April	March	1.5
1.5	Ensure Locality engagement with national networks, initiatives and events to promote staff wellbeing.	April	March	1.5
No	Practice and Policy Strategy Objectives	Timescale		Corporate Plan Ref
PRACTICE				
1.9	Develop and deliver training for external agencies to support shared understanding and implementation of legislation and policy.	April	March	1.1
INFORMATION AND RESEARCH				
1.2	Research - Children aged 12-15 years involved in offending referred to the Reporter and Procurator Fiscal in Scotland	April	March	1.3
1.3	Carry out research on children under 12 years old in residential care – their needs, supports, care history, decision making, and outcomes.	April	February	1.3
1.4	Initiate a research programme on how the COVID-19 period has impacted on the operation of the Children’s Hearings System, on the rights of children, on their relationships with family and care providers, and on their wellbeing.	May	March	1.2
1.5	Evaluation of Our Hearings, Our Voice.	February	March	1.1
1.4	Develop and test a toolkit to identify children in care who may be likely to have a disability.	February	March	1.4
VICTIMS				
1.13	Improving support of victims who are seriously harmed by the actions/behaviour of children under the age of 12.	April	March	1.3
RIGHTS				
3.1	We can and will explain why we need to act in ways which affect rights.	April	March	1.2
4.1	Our approach should result in family rights being recognised and supported and impacted only when necessary and in order to make a situation better.	April	March	1.4

Table 3.

CONNECT				
Working together to receive the right referrals, for the right children and the right time.				
No	Communication & Engagement Strategy Objectives	Timescale		Corporate Plan Ref
2.2	We will work with the Senior Management team and Locality Management teams to promote an open and transparent engagement culture in SCRA aligned to organisational values.	April	March	2.4
No	People Strategy Objectives	Timescale		Corporate Plan Ref
4.5	We recognise the high value staff place in being able to work flexibly to balance responsibilities within and out with work. SCRA takes pride in being able to support a flexible approach and will continue to do so where it can align with operational service delivery and the aims of the Operational Strategy.	April	June	2.5
5.1	SCRA will develop Inclusive Leadership Standards to underpin an inclusive organisational culture which values and develops our people, providing them with the tools and support they need to be skilled, confident, valued, respected and cared for in maximising their potential. The standards will reflect our leadership values and beliefs describing leadership characteristics and indicative behaviours in line with our organisational values and beliefs and will complement our current Management Standards.	April	September	2.4
6.4	We will work to the principles of the Scottish Government's Fair Work in Public Bodies Principles which will see SCRA invest in skills and training, take action on our gender pay gap, genuine staff engagement through our strong partnership working model with UNISON and continue to support and promote Scotland's Living Wage.	April	March	2.5
No	Finance and Resources Strategy Objectives	Timescale		Corporate Plan Ref
2.14	To undertake further Hearing Room improvements across the country that support Better Hearings.	April	March	2.2
2.20	Environmental sustainability.	April	March	2.4
No	Operational Strategy Objectives	Timescale		Corporate Plan Ref
1.7	Promote equalities and inclusion objectives in localities.	April	March	2.4

2.2	Work with CHS, Local Authorities and other key partners to ensure effective continuing response to pandemic for the Hearings sSystem while subject to ongoing restrictions.	April	March	2.1
2.3	Engage with local Promise teams.	April	March	2.1
3.1	Learning and development of CSAS and CSAS+.	April	March	2.7
3.2	Embed the Standard Operating Model.	April	March	2.1
3.3	Develop and embed virtual Hearings and the digital Hearing environment.	April	March	2.7
3.4	Develop a local sustainability plan to meet climate change duties.	April	March	2.4
No	Practice and Policy Strategy Objectives	Timescale		Corporate Plan Ref
PRACTICE				
1.2	Use our expertise, knowledge and experience to influence partners, including the Scottish Government on legislative and policy matters.	April	March	2.1
1.4	Work with Children’s Hearings Scotland (CHS), to ensure common understanding of policy and practices, and to ensure good information governance across the Hearings System through the Joint CHS-SCRA information Governance Group.	April	March	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 thirdsector.	April	March	2.1
3.6	Manage appeals and other proceedings in the Sheriff Appeal Court, Court of Session and UK Supreme Court.	April	March	2.1
3.16	Support Practice compliance in operation of CSAS and operational process.	April	March	2.1
INFORMATION AND RESEARCH				
1.1	Raise awareness of public, practitioners and policy makers on the extent and types of child exploitation in Scotland.	April	November	2.1
RIGHTS				
1.1	Children’s Rights and Human Rights underpin all the work we do.	April	March	2.4
2.1	We are all aware of rights and aware when our work is affecting rights.	April	March	2.5

Table 4.

PROTECT Making high quality and timely decisions for children and young people, using the right information that is relevant, clear and secure.				
No	Communication & Engagement Strategy Objectives	Timescale		Corporate Plan Ref
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.	April	December	3.4
No	People Strategy Objectives	Timescale		Corporate Plan Ref
1.1	We will reintroduce our management development programme in 2021, to support how we support and manage our services differently.	April	June	3.3
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.	April	June	3.3
1.3	We will develop e-recruitment to support end to end recruitment from application to new start within the organisation.	April	June	3.3
1.5	We will review our Youth Employment Strategy that will provide broader opportunities for work experience, graduate and voluntary placements as well as ensuring our Modern Apprenticeship Programme continues to meet the needs of both SCRA and the Apprentice.	April	March	3.3
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.	April	March	3.2
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.	April	March	3.2
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.	April	September	3.3

	Having this information recorded enables SCRA to understand the talent within SCRA and how best to use that talent.			
5.5	We will further develop our approach to Succession Planning, the aim of which will be to develop our talent and offer clarity on career paths through the organisation. We will provide opportunities to develop, shadow and be mentored as part of the succession planning approach.	April	March	3.3
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.	April	June	3.4
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.	April	December	3.4
No	Finance and Resources Strategy Objectives	Timescale		Corporate Plan Ref
1.1	We will ensure Corporate Plan objectives and planned resources are appropriately aligned to achieve long term financial sustainability.	April	March	3.3
2.2	Scope for investment in new developments which will improve future performance and reduce annual running costs.	April	June	3.2
2.9	We will ensure necessary steps are taken to embed Cyber Security in our procurement processes.	April	March	3.6
2.11	We will produce the Statutory Annual Procurement Report in accordance with The Procurement Reform (Scotland) Act 2014.	April	June	3.2
2.12	We will undertake planned improvements that relate to our existing properties.	April	March	3.2
2.13	Flexible service delivery/smarter working/feasibility studies.	April	December	3.2
2.15	To manage the process of key lease events that are due over 2021-22 and 2022-23.	April	March	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.	April	March	3.3
2.19	We will further embed our approach to Savings & Benefits by implementing recommendations from the Procurement & Commercial Improvement Programme (PCIP).	April	March	3.2
2.21	We will ensure SCRA's procurement practices contribute to the Scottish Government's objective for sustainable economic growth and contribute to the achievement of relevant National Outcomes.	April	March	3.3
3.1	Align the Finance Strategy with organisational strategies to ensure interdependence.	April	March	3.3
5.6	We will work to improve the cyber security and resilience of our suppliers by further embedding actions from the Public Sector Action Plan on Cyber Security in our procurement processes.	April	March	3.6

No	Operational Strategy Objectives	Timescale		Corporate Plan Ref
1.1	Ensure regular workforce planning mechanism is in place.	April	March	3.4
1.2	Engagement with Recovery Team to ensure full use of reporter and assistant reporter resources in support of locality recovery.	April	March	3.2
1.6	Ensure opportunities for learning and development are available and supported.	April	March	3.4
1.8	Continually improve the staff working environment including adoption of principles of Smarter Working to enhance wellbeing.	April	March	3.2
2.2	Shared responsibility for Information Governance.	April	March	3.2
No	Practice and Policy Strategy Objectives	Timescale		Corporate Plan Ref
PRACTICE				
3.1	Continually develop and maintain Practice Direction and other Practice materials.	April	March	3.3
3.2	Provide direct Practice support to Localities on all aspects of casework.	April	March	3.3
3.4	Continually develop and maintain a programme of national Practice Training, including core modules, more specialised modules and mandatory ongoing training.	April	March	3.4
INFORMATION AND RESEARCH				
1.7	Deliver training on Non Disclosure and preventing breaches to all Localities.	June	March	3.3
1.8	All to staff to have received GDPR refresher training as recommended by ICO.	June	March	3.3
1.9	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.	April	March	3.6
1.10	Ensure the provision of information to Disclosure Scotland on its requests under PVG Scheme within required timescales.	April	March	3.6
1.11	Manage SCRA's Complaints Handling Procedure in line with SPSO requirements.	April	March	3.6
VICTIMS				
1.12	Improving support of victims harmed by children and young people who are in conflict with the law.	April	March	3.5
RIGHTS				
5.1	We will offer positive support and solutions to people in order for their rights to be respected in our work.	April	March	3.5

No	Digital Strategy Objectives	Timescale		Corporate Plan Ref
1.1	Development of the next three year digital strategy.	April	March	3.6

Table 5

Underpinning Themes				
No	Corporate Parenting Objectives	Timescale		Corporate Plan Ref
1.1	To be the best Corporate Parents that we can, our staff will be undertake trauma training, corporate parenting training and training around rights and inclusion.	April	March	1.1, 1.3, 1.5
1.2	We will work closely with the Promise team and with Partners to plan, prioritise and deliver the findings from the Independent Review of Care.	April	March	1.2
2.1	We will work with Our Hearings, Our Voice, groups of Young People and our Partners as we plan, prioritise and deliver the 40 calls to action, to keep them informed of progress, to check that what we are doing is what we should be doing, and to seek their expertise in areas that we are better working together on.	April	March	2.1, 2.2
2.2	We will work in partnership with Children’s Hearings Scotland, ‘Our Hearings, Our Voice’ and other partners to work towards a Children’s Hearings - wide approach to rights, inclusion and participation.	April	March	2.1, 2.2
2.3	We will focus on the way that we communicate with and the information that we provide to children and to ensure that they have the information that they need, know what to expect, and how they should expect to be treated, know how to complain and importantly, know how to have their voice heard.	April	March	2.6
3.1	We will continue to make our Hearing centres feel safe, comfortable and welcoming.	April	March	3.5, 3.6
3.2	We will learn from our response to COVID-19, our experience of virtual/hybrid Hearings and the electronic transfer of Hearing Papers and the research conducted by Who Cares? Scotland on the impact of privacy and confidentiality on participation in Children’s Hearings to identify best practice for service improvement.	April	March	3.5
No	Equality, Diversity and Inclusion Objectives	Timescale		Corporate Plan Ref
1.1	Our staff will continue to treat all children and families with dignity and respect.	April	March	1.5

1.2	Our services will be procured, designed, shaped and delivered to meet the needs of children and families.	April	March	1.5
2.1	Our leaders will foster a culture where our people feel included, valued, respected and cared for.	April	March	2.5
2.2	Our staff will feel supported, respected and cared for.	April	March	2.5
3.1	We will make our workforce more diverse through our recruitment and selection processes.	April	March	3.4

7. Recovery Indicators

With 2021-22 projected to be a year of continued response and recovery to the pandemic, the measures that we are focussing on for the year allow us to closely monitor that response, to ensure that we are progressing the plans and are able to flex quickly to any change required. To that end, the measures in this plan reflect those of recovery, and as such are not targeted but are used as a set of indicators that overlay a broader set of data.

We will monitor recovery through:

- Number of decisions over 100 days
- % of decisions within 50 working days
- % of Hearings in 20 days
- Forecast versus actual slots
- Number of decisions to arrange Hearing with no Hearing scheduled

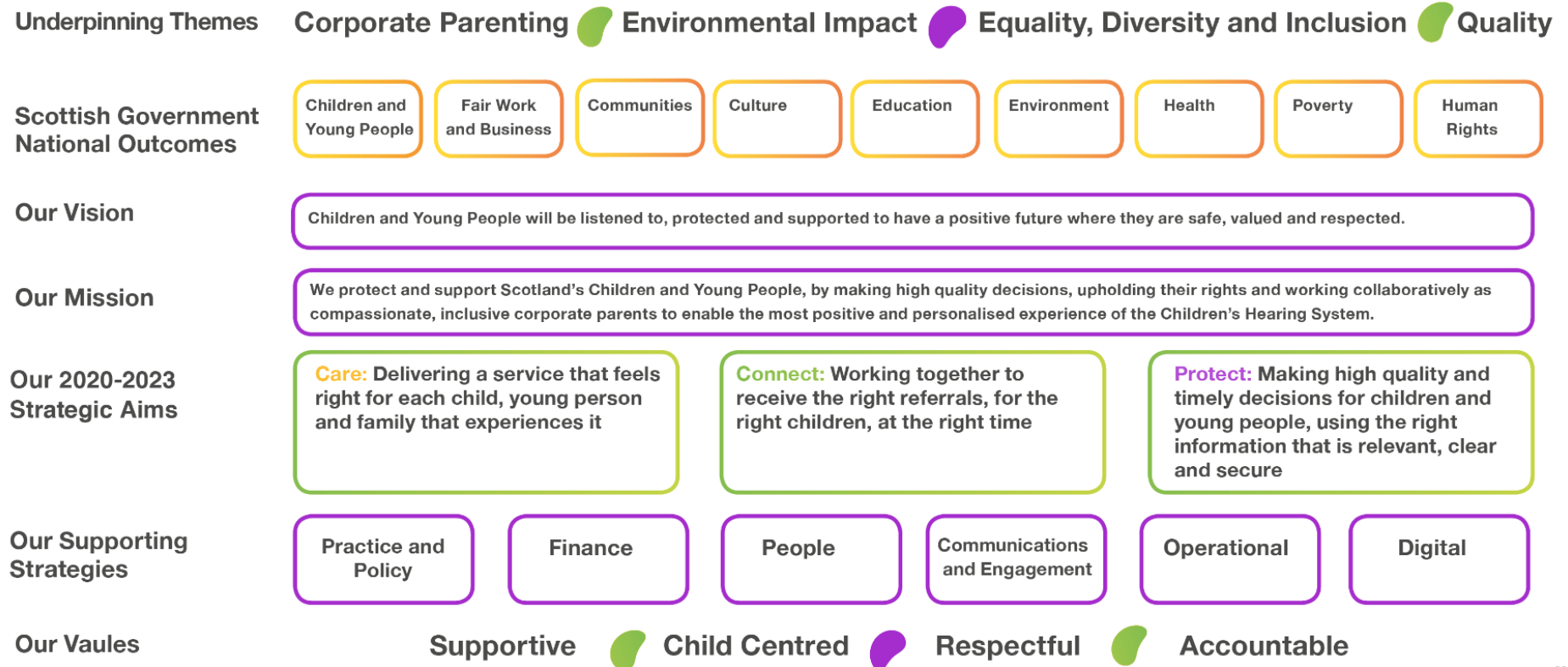
8. Key Performance Indicators

We measure ourselves against our targets and report to SCRA's Board quarterly against these, as well as against our Business Plan actions. We will focus on the following targets throughout 2021-22.

For Panel Members, Partners and Staff	For Organisational Efficiency
The degree to which SCRA core properties comply with SCRA property standards.	<ul style="list-style-type: none">▪ 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).

9. Strategic Framework

Everything that we do is underpinned by our values, seeks to deliver on our aims and objectives and aspires to meet our vision. Our organisation’s vision maps through to the Scottish Government’s National Outcomes, Further details of the linked work can be found in appendix 4.



10. Performance Framework

Everything we do is linked to the organisation’s vision through to our values; leading to a common understanding of how the vision, mission and values of the organisation relate to everyday tasks.

The Corporate Plan’s aims and objectives are delivered in the Business Plan by the supporting strategies (People, Finance, Practice and Policy, Operational, Digital, Communications and Engagement) and by the underpinning themes (Corporate Parenting, Environmental Impact, Equality, Diversity and Inclusion, Quality). We review our strategies and action plans on a regular basis to ensure they are fit for purpose, and report to SCRA’s Board on our performance against these plans on a quarterly basis.



Appendix 1. 2020-23 Corporate Plan Aims and Objectives

Strategic Aim 1: CARE

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

Strategic Aim 2: CONNECT

CONNECT

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

Objectives

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 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.

Strategic Aim 3: PROTECT

PROTECT Making high quality and timely decisions for children and young people, using the right information that is relevant, clear and secure.	
Objectives	
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 and their families, and have systems, processes and people skilled to ensure that all data is held securely and used appropriately.

Appendix 2. Underpinning Themes

Corporate Parenting	We are proud to be corporate parents, and this responsibility sits at the very heart of how we plan, manage, deliver and continually improve our services. We publish and report on our Corporate Parenting Plans annually.
Environmental Impact	Our approach to this previously centred on a combination of mitigation, adaptation and sustainability, enabling us to reduce greenhouse gas emissions and meet our responsibilities under the Climate Change (Scotland) Act 2009. Areas that are actively pursued include Estate Rationalisation, Utility Metering / Consumption, Waste Minimisation, Business Travel, Sustainable Procurement, Biodiversity, Staff Awareness and Engagement, Improving Data Collection. Co-ordinated by our Property team, all localities and head office teams are required to reflect local policy and guidance in their local approaches. Moving towards 2023 we ask all staff and areas of the business to demonstrate their part in improving the environment in which we live and work – through commitments to work in more digitally enabled ways, different approaches to travel, but also in the working environment – on a physical as well as relational level.
Equality, Diversity and Inclusion	Co-ordinated and driven by our Equalities Network, with subgroups leading on how to address each of the various protected characteristics, supported by Inclusion Ambassadors across the organisation. We publish our equalities outcomes and report against these every two years.
Quality	This sits at the heart of everything we do. Through our Performance Management Framework, performance at corporate, locality and team levels is measured against plans that have been approved for alignment, with regular review and reporting. Compliance with key areas of practice direction is regularly evaluated using case sampling techniques, with reflective learning and improvement action as key elements of the process. Further development of our Quality Framework is planned during the lifetime of this corporate plan.

Appendix 3. Supporting Strategies

Practice and Policy	<ul style="list-style-type: none"> The Policy and Practice Strategy sets out the key policy and legislative areas in which we aim to exert influence, how we will respond to those which have implications for how we plan and deliver services, and other changes and improvements to our professional practice that we see as priorities
Finance	<ul style="list-style-type: none"> The Finance Strategy sets out how we plan and manage our budgets, procurement and our property estate
People	<ul style="list-style-type: none"> The People Strategy sets out how we will work to achieve the required balance of roles, skills and experience across all parts of the organisation, how we will work with staff to ensure they are skilled, confident and cared for, that they feel valued and respected, and are supported in their health and wellbeing. It incorporates the elements that have featured in workforce plans in recent years, but is wider in its coverage and addresses all of our aspirations and values from a people perspective, including plans to target improvement opportunities identified through staff engagement.
Communications and Engagement	<ul style="list-style-type: none"> The Communications and Engagement strategy sets out our approach to connecting with others – children and young people, our partners, our staff. It describes our methods of engagement and communication tools, and focuses on the work that we do through participation.
Operational	<ul style="list-style-type: none"> The Operations Strategy sets out our aims, approaches and priorities for planning and delivering front line services, and provides a framework within which Locality Plans can translate this into local delivery. It will dovetail with our Performance Management Framework which sets out the annual cycle by which plans and objectives at national, locality, team and individual levels are developed and aligned, performance appraised, reviewed and reported, and quality embedded into everything that we do.
Digital	<ul style="list-style-type: none"> We will drive improvement across our services to be the best organisation we can be. We will continually seek the views of children and our partners in our relentless pursuit of continuous improvement. We will adapt our services to the needs of our localities and their local circumstances to become more flexible and agile.

Appendix 4. Scottish Government's National Outcomes

Scottish Government's National Outcome	Our contributions through our Corporate Plan objectives
<p>Children We grow up loved, safe and respected so that we realise our full potential</p>	<ul style="list-style-type: none"> ▪ We will demonstrate compassionate and proactive Corporate Parenting - asking, listening and acting, being open to try new approaches. ▪ Our service will be informed by experience – working with children and young people in Our Hearings, Our Voice, Local Champions Boards and others, we will welcome challenge, evaluation and partnerships to get it right. ▪ 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. ▪ Our service will be equally accessible to all, including people with protected characteristics to ensure it meets everyone’s individual needs and rights. ▪ Our staff will feel skilled, confident, valued and respected to enable them to work compassionately and with high quality.
<p>Communities We live in communities that are inclusive, empowered, resilient and safe</p>	<ul style="list-style-type: none"> ▪ 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’. ▪ 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. ▪ 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.
<p>Poverty We tackle poverty by sharing opportunities, wealth and power more equally</p>	<ul style="list-style-type: none"> ▪ 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. ▪ Our service will be equally accessible to all, including people with protected characteristics to ensure it meets everyone’s individual needs and rights.
<p>Education We are well educated, skilled and able to contribute to society.</p>	<ul style="list-style-type: none"> ▪ Our service will be informed by experience – working with children and young people in Our Hearings, Our Voice, Local Champions Boards and others, we will welcome challenge, evaluation and partnerships to get it right. ▪ Our staff will feel skilled, confident, valued and respected to enable them to work compassionately and with high quality. ▪ 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

<p>Health We are healthy and active.</p>	<ul style="list-style-type: none"> 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.
<p>Human Rights We respect, protect and fulfil human rights and live free from discrimination.</p>	<ul style="list-style-type: none"> Our service will be equally accessible to all, including people with protected characteristics to ensure it meets everyone’s individual needs and rights. Our service will be digitally enabled to allow children and young people to engage with it in ways that suit their needs. 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. 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’ 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.
<p>Fair Work and Business We have thriving and innovative business, with quality jobs and fair work for everyone</p>	<ul style="list-style-type: none"> Our service will be equally accessible to all, including people with protected characteristics to ensure it meets everyone’s individual needs and rights. Our staff will feel skilled, confident, valued and respected to enable them to work compassionately and with high quality. Our organisation is fully inclusive as employers, as partners, as a service to children and families.
<p>Culture We are creative and our vibrant and diverse cultures are expressed and enjoyed widely.</p>	<ul style="list-style-type: none"> Our service will be equally accessible to all, including people with protected characteristics to ensure it meets everyone’s individual needs and rights. Our service will be digitally enabled to allow children and young people to engage with it in ways that suit their needs 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. Our organisation is fully inclusive as employers, as partners, as a service to children and families. 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.
<p>Environment We value, enjoy, protect and enhance our environment.</p>	<ul style="list-style-type: none"> 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. 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.



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