

# Scottish Children's Reporter Administration **Business Plan** **2022-2023**

Care



Connect



Protect



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# 1. Welcome

Welcome to our 2022-2023 Business Plan. The Plan outlines the organisation-wide priorities, which align with both SCRA's 2020-2024 Corporate Plan, and the 2021-2024 Keeping The Promise Route Plan.

We extended our 2020-2023 Corporate Plan to 2024 to enable the organisation an extra year to meet all of the progressive and inclusive aims for Care, Connect and Protect - and their respective objectives, but also to further align our work with The 2021-24 Scotland Promise Plans. The extension was endorsed by the Scottish Government, our Executive Management Team and the Board.

The past year, much like the previous year, posed significant challenges, but also created opportunities across the organisation. The effects of the pandemic on our workforce and service delivery tested our capacity and resilience to extraordinary lengths, which further impacted on the health and wellbeing of our staff. Nevertheless, our staff were committed to deliver the 2021-2022 Business Plan, Locality Plans, and other key programmes for service improvement. 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 cohesively with our partners to deliver Hearings.

The staff survey during November 2021 evidenced the pressure our staff experienced. The survey results indicated the level of impact from the pandemic and the pressures on the organisation from an ever-changing landscape as we adapted the way we worked and delivered our services.

Through open and honest engagement with our staff, we are in a better position to understand the priorities for the organisation over the next few years - taking into account the need for a period of stability and consolidation. The feedback we received from our staff is reflected in the 2022-23 Business Plan and the 2021-24 Keeping The Promise Route Plan.

The 2022-23 Business Plan solidifies our commitment for a period of stability, whilst recognising the changes we need to make to ensure we invest in our people, deliver effective and efficient services that are child-centred, and ensure we maintain a focus on Keeping The Promise. We will also continue to deliver our statutory functions and key business activities that will operate alongside our Business Plan.



## 2. Introduction

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](http://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.

#### VISION

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

#### 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 possible of the Children's Hearings System.

#### VALUES

**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. Direction

We have reflected on what we did, what we learnt, and what more we need to do to take the organisation forward to deliver our priorities and organisational plans.

## Where we are

2021 was another challenging year, as we adapted and adjusted to coming out of lockdown. With new priorities emerging, we became more flexible and agile to enable us to meet new needs and requirements, both internally and externally.

- We worked diligently through our 2021-22 strategic and locality plans, which were aligned with the aims and objectives of our Corporate Plan; Care, Connect, Protect - focusing on recovery, staff wellbeing, learning and development and partnership working.
- We developed and implemented an organisation-wide Standard Operating Model to optimise, streamline and make operational practice more effective.
- We implemented CSAS – a new case management system, continuously developing the system to enable qualitative improvements as we move forward.
- We established a Virtual Hearings Portal to enable a better and more stable experience of remote Hearings.
- We created the ‘Keeping The Promise Plan for 2021-24’ through internal and external consultation, which will drive improvement and reform.
- We developed the environment and policies to support agile and flexible working across the organisation.
- We delivered training, both internally and externally on a range of legislative provisions in the Children (Scotland) Act 2020, UNCRC, Siblings.

Change affects the way we work - and making changes takes time to embed, as does incorporating new learning and continuous development of systems and processes. Everyone learns at a different pace and method, so patience and providing person-centred support are essential to create organisation-wide sustainability.

Transformation and reform happen through change and improvement, and not through efficiencies alone. The effects of the pandemic have forced change upon us at a much quicker pace and scale than normally expected, propelling us forward to make immediate alterations to the way we work. We have had to create agile operating models, based on some levels of ambiguity – and test and trial these to find the best fit.



We have made good progress across many areas of the organisation, from implementing CSAS, to rolling out the Standard Operating Model and continuing to improve the service for children and families. We understand there is more we need to do to develop the organisation to meet The Promise and future legislative changes. We need to invest in staff and increase digital platforms to help us improve and reform our services.

## **Where we want to be**

We are committed to organisation-wide improvement, as we work through our 2021-24 Keeping The Promise Route Plan and our aspiring 2022-23 Business Plan.

By the end of March 2023, we want to have achieved all of the objectives in the 2022-2023 Business Plan and show key outcomes from Keeping The Promise projects, evidencing the difference we are making to improve our people and our services to children, families and partners.



## 4. Priorities

The 2022-2023 Business Plan incorporates four organisation-wide priorities that will be delivered collaboratively across the organisation's strategies. The priorities provide robust strategic direction for organisational improvements, and enables us to concentrate efforts and resources on activities that will make a difference.

All strategies will work cohesively to achieve the four priorities through integrated programmes.

### **Investment in People**

Investment in People will deliver a programme that will foster a culture of positive and managed change as we make ongoing improvements in our systems, processes and the service that we provide to children and families. Staff will feel skilled and able to embrace these changes and will be supported to develop their skills and expertise. A strong emphasis on wellbeing will be key to this ongoing delivery.

### **Effective and Efficient Service Delivery**

An effective and efficient service is one that understands and meets the needs of the children and families for whom we provide a service. The programme will ensure that our systems, processes and policies work together effectively in a way that ensures consistency and confidence.

### **Child Centred Corporate Parenting**

Our focus on Corporate Parenting brings together the many strands that will support us to deliver the Promise - an inclusive, rights based service that meets the needs of children and families in a clear, kind, and collaborative way - from referral through to outcome.

### **Engagement with the Political Environment and Influencing Social Policy**

This programme looks outwards to the political and social policy environment to ensure we are aligned to planned developments and can influence these, where appropriate.



## 5. Objectives

The 2022-2023 Business Plan Priorities will be formed as programmes of work – with distinct objectives for each, that contribute, inform and have interdependency with other programmes. The objectives in the priority programmes will be delivered through the internal strategic plans, which align with the SCRA's Corporate Plan aims; **Care**, **Connect**, **Protect**.

The colour code for the Corporate Plan reference column shows the cross-alignment with the Care, Connect, Protect objectives in appendix 1.

<b>Priority 1: Investment in People</b> Investment in People will deliver a programme that will foster a culture of positive and managed change as we make ongoing improvements in our systems, processes and the service that we provide to children and families. Staff will feel skilled and able to embrace these changes and will be supported to develop their skills and expertise. A strong emphasis on wellbeing will be key to this ongoing delivery.			
Objective	Internal Strategy	Timescale	Corporate Plan Ref.
P1.1: We will lead a planned and coordinated approach to change management – ensuring managers and their teams have the necessary information, skills and tools to successfully lead and deliver change across the organisation that enables us to meet our aims, The Promise, and other external and internal requirements.	People Operational Practice and Policy Quality and Performance Strategy	2022-23	CP1.5
P1.2: We will ensure an effective and efficient service through: <ul style="list-style-type: none"> <li>▪ A review of roles and responsibilities across the organisation.</li> <li>▪ Rolling out and embedding tools, training and supports to promote an agile and flexible workforce.</li> <li>▪ Conducting an analysis of workloading capacity and improvement activity to ensure a fair and equitable workload division so that all staff have a fair and equal opportunity to engage with wider organisational activity.</li> <li>▪ Raising the awareness of the quality within our work.</li> </ul>	People Operational Quality and Performance Strategy	2022-23	CP1.5
P1.3: We will develop a Learning and Development Plan in consultation with staff, Localities, Head Office Teams and the SCRA Learning Network to ensure staff have quality access to a range of learning opportunities, coaching and mentoring to support their development, ensuring that they have the skills to deliver their objectives and respond to our Promise Route Map.	People Operational Rights, Inclusion and Corporate Parenting	2022-23	CP2.4





<p>P1.4: A strategy for organisational wellbeing will be designed, developed and delivered to:</p> <ul style="list-style-type: none"> <li>▪ Support and implement wellbeing activities and changes which enhance people's experience of work.</li> <li>▪ Deliver national and local programmes to ensure physical and mental wellbeing and resilience of individuals and teams.</li> <li>▪ Support people as we move out of the pandemic and into a more stable environment – through learning and continuing our ability to adapt.</li> </ul>	<p>People Operational Rights, Inclusion and Corporate Parenting</p>	<p>2022-23</p>	<p>CP2.5</p>
<p>P1.5: We will focus on effective and inclusive recruitment by:</p> <ul style="list-style-type: none"> <li>▪ Following a pilot of e-recruitment across Head Office, roll out e-recruitment to Localities ensuring the process adds value to good recruitment decision making across the organisation.</li> <li>▪ We will aim to make our workforce more diverse through our recruitment and selection processes.</li> </ul>	<p>People Operational Rights, Inclusion and Corporate Parenting</p>	<p>2022-23</p>	<p>CP1.5</p>
<p>P1.6: Over a two year period, we will develop a digitally confident and mature workforce. The first year will focus on undertaking a baseline assessment, analysis of training required and sourcing learning to meet the established need. The second year will see the delivery of the training and continuous support for staff.</p>	<p>People Digital Operational</p>	<p>2022-23</p>	<p>CP1.4</p>
<p>P1.7: Our organisation will foster a culture where our people feel included, valued, respected and cared for – promoting rights, equalities and inclusion by ensuring:</p> <ul style="list-style-type: none"> <li>▪ We focus on training our workforce on inclusion and diversity.</li> <li>▪ We will introduce and consult on an Inclusive Leadership &amp; Behavioural Framework which will sit alongside our Code of Conduct to ensure our people reflect SCRA's values and expected behaviours.</li> </ul>	<p>Rights, Inclusion and Corporate Parenting</p>	<p>2022-23</p>	<p>CP3.4</p>



## Priority 2: Effective and Efficient Service Delivery

An effective and efficient service is one that understands and meets the needs of the children and families for whom we provide a service. The programme will ensure that the systems, processes and policies that support that service work together effectively and in a way that ensures consistency and confidence.

Objective	Internal Strategy	Timescale	Corporate Plan Ref.
2.1: An agile and effective operating model will be developed and embedded across the service by: <ul style="list-style-type: none"> <li>Aligning the reviewed staff profile to effectively deliver the Standard Operating Model.</li> <li>Developing best practice in operation of CSAS, Practice Direction and Operational Process.</li> <li>Establishing a balanced model of national and local management of virtual Hearings.</li> <li>Developing the next iteration of the Standard Operating Model to reflect user feedback, expand its scope to include our approach to virtual hearings, and develop best practice around Hearing arrangement in line with The Promise.</li> </ul>	Operational  Practice and Policy  Digital	2022-23	CP2.5
2.2: Our systems will be optimised and enhanced to support the operating model for effective and efficient service delivery through: <ul style="list-style-type: none"> <li>Development of core operational systems architectures to maximise ease of use and efficiencies.</li> <li>Review and development of the ongoing need for virtual Hearings post pandemic and its coupling with CSAS.</li> <li>Optimisation of the CSAS MVP delivered, ensuring planned benefits are achieved and making enhancements to that MVP where it is believed the existing functionality can be improved.</li> <li>Standardising the data quality approach to ensure consistency and high quality recording across the organisation.</li> </ul>	Digital  Operational  Quality and Performance Strategy	2022-23	CP1.6
2.3: Our services will be procured, designed, shaped and delivered to meet the needs of staff, children and families by: <ul style="list-style-type: none"> <li>Developing the Finance Strategy to influence the 2023/24 budget settlement and assist the organisation to develop corporate strategies with more certainty.</li> <li>Undertaking planned improvements to core properties that support flexible service delivery and smarter working.</li> <li>Developing the organisational digital strategy for the period 2022/2025 to support the needs of our staff, children and families and the partners we work with.</li> <li>Working with all parts of the organisation develop a business led procurement programme for the period 2022/24, which delivers maximum value from all our goods and services contracts.</li> </ul>	Rights, Inclusion and Corporate Parenting  Finance and Resources  Digital	2022-23	CP3.3



### Priority 3: Child Centred Corporate Parenting

Our focus on Corporate Parenting brings together the many strands that will support us to deliver the Promise - an inclusive, rights based service that meets the needs of children and families in a clear, kind, and collaborative way - from referral through to outcome.

Objective	Internal Strategy	Timescale	Corporate Plan Ref.
<p>3.1: We will improve the experience of the Hearings System through delivery of our Promise Route Plan for improvement by:</p> <ul style="list-style-type: none"> <li>▪ Delivering a Route Plan that demonstrates evidenced improvements to the experience of the Hearings System.</li> <li>▪ Undertaking and learning from research aligned to our aims for improvement.</li> <li>▪ The development of qualitative improvements in casework and operational improvements aligned to the Route Plan.</li> <li>▪ Ensuring clear and accessible information is available to everyone in and around the Hearings System to support better preparation, participation and feedback.</li> <li>▪ Ensuring that our staff are central to these improvements – through their own learning and development, experience and enablement.</li> </ul>	<p>Rights, Inclusion and Corporate Parenting</p> <p>Practice and Policy Operational</p>	2022-23	CP3.5
<p>3.2: Work with partners and people with lived experience to determine the way that we deliver on our Promise Route Plan by:</p> <ul style="list-style-type: none"> <li>▪ As one of many routes of consultation we will develop engagement groups.</li> <li>▪ Working with OHOV to deliver on the 40 Calls to Action – and align this to Keeping The Promise.</li> <li>▪ Engaging with local champions boards as we take forward our Promise work with fewer restrictions now in place.</li> <li>▪ Working collaboratively with our partners - CHS, The Promise, CHIP Partners and Scottish Government to ensure alignment and cohesion in system wide improvements.</li> <li>▪ Working with others to provide scrutiny, challenge and support for our route plan – ensuring that it is set to deliver and promote rights for children and families, inclusive service provision and good corporate parenting, driven by the voice of children and young people.</li> </ul>	Rights, Inclusion and Corporate Parenting	2022-23	CP3.1
<p>3.3: Keeping The Promise for SCRA will be grounded in evidence by:</p> <ul style="list-style-type: none"> <li>▪ Utilising qualitative research methodology to inform improvement and reform.</li> <li>▪ Undertaking, learning from and drawing on research to inform our work.</li> <li>▪ Collecting, analysing and utilising data and information to aid discussion and debate around improvement and reform including reporting on the impact of these for children and families.</li> </ul>	<p>Practice and Policy</p> <p>Quality and Performance Strategy</p>	2022-23	CP1.5
<p>3.4: Build into the SCRA digital strategy for 2022/25 those partner initiatives relevant to our considerations. Maximising the collective effort across the Children's Hearings System and care for our children and young people.</p>	Digital	2022-23	CP2.6



<p>3.5: We will ensure that we have the right facilities and infrastructure in place to enable the best Hearings experience by:</p> <ul style="list-style-type: none"> <li>▪ Undertaking further Hearing room improvement projects.</li> <li>▪ Through our digital strategy, supporting and responding to initiatives and the requirements in the improvement and reform agenda.</li> </ul>	<p>Finance and Resources Digital</p>	<p>2022-23</p>	<p>CP3.4</p>
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## Priority 4: Engagement with the Political Environment and Influencing Social Policy

This programme looks outwards to the political and social policy environment to ensure we are aligned to planned developments and can influence these, where appropriate.

Objective	Internal Strategy	Timescale	Corporate Plan Ref.
<p>4.1: We will work with The Promise and with partners to reform the areas of the Hearings System, outlined in Plan 2021-24 by:</p> <ul style="list-style-type: none"> <li>Working as a key partner in the Hearings System Working Group to drive forward, influence and collaborate on The Promise Reform agenda, using our extensive knowledge of the system, the large volume of data and research and our experience in legislation and policy.</li> <li>Ensuring all our work in Reform is informed by evidence, learning and voice.</li> <li>Working consultatively with staff, partners, children and families to ensure all voices are heard.</li> <li>Working with the Office of Chief Designer, Scottish Government to ensure robust methodology is explored and applied regarding reform work.</li> </ul>	<p>Rights, Inclusion and Corporate Parenting</p> <p>Practice and Policy</p> <p>Digital</p>	2022-23	CP2.6
<p>4.2: We will respond to consultations and provide insights and influence into policy development such as implementation of UNCRC, Raising the age of Referral, Care and Justice Bill to shape Reform, Social Policy and Legislation by:</p> <ul style="list-style-type: none"> <li>Responding to any consultation where we have a meaningful contribution to make, and particularly in relation to any proposals that have an impact on the Hearings System.</li> <li>We will meaningfully participate and contribute to multi-agency forums, and engage with Scottish Government and other partners, in order to share our knowledge and experience and influence policy change that is going to improve the lives of children and young people.</li> </ul>	<p>Rights, Inclusion and Corporate Parenting</p> <p>Practice and Policy</p>	2022-23	CP1.2
<p>4.3: Develop our infrastructure towards Net Zero by:</p> <ul style="list-style-type: none"> <li>Identifying suitable properties and developing a package of work to improve the environmental performance of our estate.</li> <li>Secure external support to contribute towards Net Zero objectives.</li> </ul>	Finance and Resources	2022-23	CP2.4



## 6. Key Performance Indicators

The measures on which we are focusing for the year allow us to monitor our move out of the pandemic 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 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

We measure ourselves against our targets and report to SCRA's Board against these, as well as against our Business Plan actions. We will focus on the following targets throughout 2022-23.

### **For Panel Members, Partners and Staff**

The degree to which SCRA core properties comply with SCRA property standards.

### **For Organisational Efficiency**

- 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).



## 7. 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 links to the Scottish Government's National Outcomes. Further details of this work can be found in Appendix 3.



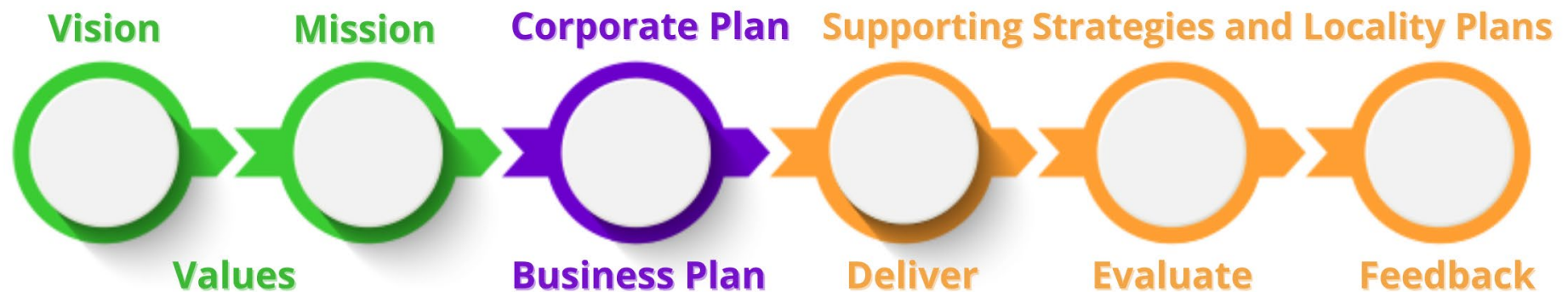
## 8. Performance Framework

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, Rights, Inclusion and Corporate Parenting, Quality and Performance). 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 six-monthly basis.

Our engagement and collaboration with staff, children, families and partners will enable us to test and respond to change, making the necessary improvements.

This plan will be supported by a detailed and robust internal delivery framework that clearly describes our programmes and plans across key areas of the Business Plan, and how we set out to evidence the difference we are making. This will include our approach to projects and how they are led, timescales, monitoring and evaluation, using a range of methods such as surveys and project charters to evidence the outcomes we are achieving for each priority area.





# Appendix 1. 2020-24 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 and 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 Hearings.                                      |
| 2.3 | That we will ensure 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 to have the opportunity to participate in a way that suits them to ensure their voice is heard in all decisions 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. Supporting Strategies

Practice and Policy	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 with implications for how we plan and deliver services, and other changes and improvements to our professional practice that we see as priorities.
Finance and Resources	The Finance Strategy sets out how we plan and manage our budgets, procurement and our property estate.
People	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.
Operational	The Operational 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	The Digital Strategy drives improvement across our services to be the best organisation it can be by continually seeking the views of children and our partners in our pursuit of continuous improvement. This enables our services to adapt and become more flexible and agile.
Rights, Inclusion, Corporate Parenting	The Rights, Inclusion and Corporate Parenting Strategy aims to ensure a Rights, Inclusion and Corporate Parenting approach to children and families is rooted in the findings of Scotland's Independent Care Review and 'The Promise' Scotland made to our care experienced young people and future recipients of care.
Quality and Performance	The strategy seeks to ensure that the right guidance, skills and processes are in place to support the organisation to deliver, to perform, to adapt and to progress in a planned way – understanding their ability and capacity, demonstrating their performance and embracing their skills of change and improvement.



## Appendix 3. Scottish Government's National Outcomes

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



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





**Scottish Children's Reporter Administration**  
**Ochil House**  
**Springkerse Business Park**  
**Stirling**  
**FK7 7XE**



**[www.scra.gov.uk](http://www.scra.gov.uk)**