

Scottish Children's Reporter Administration **Business Plan 2023-2024**

Care

Connect

Protect



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1. Welcome

Welcome to our 2023-2024 Business Plan, outlining the organisation's priorities for the year ahead – aligned to SCRA's 2020-2024 Corporate Plan.

Good progress was made across the organisation during the past year, from advancing some really exciting Promise work, to improving our digital capability. This will help us prepare for any future change and project us forward as we further develop our services and our workforce to meet the challenges ahead.

We remain committed to Keep The Promise, and our plans will reflect how we will contribute towards the ongoing improvement and reform work for the Hearings System.

SCRA continues to work towards delivery of Scotland's National Outcomes. Working to deliver a service to children, young people and families that is rights-based – to protect, but also to only intervene in family life where fully justified by statute and Law. Although we are a national organisation, we are committed to providing a local service, to local families – staying close to the families that come into Hearings. As an employer, we remain committed to promoting Fair Work and Business – fully supporting Our Hearings, Our Voice – a board of children and young people brought together to independently provide challenge, direction and focus to the Hearings System. We are proud of our Modern Apprentice programme – now having employed 14 Care Experienced young people to work with us – supporting positive destinations.

Our staff continue their dedication to provide their time and effort to make efficiencies and improve the service to enhance the experiences for children, young people and families - before, during and after Hearings.

We have been open and transparent with our staff, encouraging their feedback through team webinars and staff surveys to help inform the priorities for the Business Plan, and to contribute towards projects that will deliver on the key objectives. We have continued to support our staff through our wellbeing programmes, and seek feedback from staff through our annual survey – now in its 13th year. The key themes that emerged included morale, workload and reward – all of which will be a key focus for us to address as we support our workforce to enable them to better placed to support children, young people and families through the Hearings System.



As we move forward and embrace the changes ahead, our approach will be flexible, as we delicately manage the pace and rate of change to ensure we keep the health and wellbeing of our workforce at the forefront of decision making.

Our operational staff continue to deliver a critical service to children and families along with our key partners – ensuring good, timeous decision making, promoting child-centred Hearings that are enabled to best meet people’s needs. The supporting services ensure that our people are supported to do their jobs to the best of their ability – that their wellbeing is addressed and that they are skilled to undertake their role. We will utilise data and research to support service delivery and inform policy through improved understanding of trends and issues.

We look ahead with continued vigour and ambition of delivering the best service that we can for children, young people and families as we anticipate the outputs from the Hearings System Working Group that are set to strengthen the system and ensure children and young people are at the heart of everything we do.

We recognise the continued financial challenges and the wider economic climate that we, and the rest of the public service work within, and would emphasise the need to have longer term financial strategies in place to fully realise the cross organisational, sustained, transformational change that is envisaged through reform and improvement - with clear evidenced analysis of need and robust plans for implementation.

The 2023-2024 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.



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

Our main responsibilities as set out in the Act are:

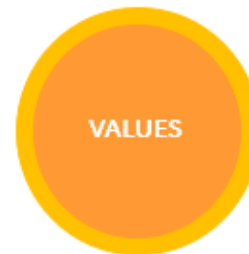
- To facilitate the work of Children's Reporters;
- To deploy and manage staff to carry out that work;
- To provide suitable accommodation for Children's Hearings.



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



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.



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. Our Plans

We delivered a number of key priority objectives that were set in our 2022-2023 Business Plan. Many of the objectives set last year will progress as business as usual to enable us to focus on the remaining objectives as they move into their second year and next phase of delivery. 2023-2024 will see the improvement work undertaken in 2022-2023 being mainstreamed or 'operationalised' as we bring Promise-based activity into our service models.

Future-proofing

The financial context has pushed us to work harder to explore where efficiencies can be found and how we can deliver our service in a more effective way and this will be a key area for the year – dedicating resource to this to look at unlocking new ways of working to determine a Target Operating Model for the future.

Service models will be updated and integrated to bring efficiency, effectiveness and quality together, whilst identifying areas of change to support this ambition.

We will focus on areas of The Promise that impact operational delivery and modelling those against our future model and anticipate the outputs from the Hearings System Working Group to ensure we have structures in place to take forward the discovery and design work required.

Delivering our plans

Our internal Programme Management Framework will enable us to manage the delivery and monitoring of plans with each objective delivered through a programme of work – there are three overarching programmes that align to the aims in our Corporate Plan – Care, Connect and Protect and sitting below these, a series of projects to fully explore, test and implement the objectives set.

The Programme Management Framework will focus on SCRA's frontline service to children, young people and families. Ensuring that we have the right systems, people, skills and processes in place to deliver the best service that we can – effective, efficient and aligned to The Promise. It will also give us the space to assess and prepare for the impact of changes in the political environment such as the Care and Justice Bill, the



implementation of UNCRC (United Nations Convention on the Rights of the Child) and our response to the outcomes of the Hearings System Working Group's report on the redesign of the Hearings System due in Spring 2023.

Alongside our programme work, we will continue to deliver the critical operational service to children, young people and families in Scotland, work to maintain effective and trusting relationship with partners and provide support to the locality teams through the delivery of our support services such as Practice, HR, IT and Data.



Net Zero Roadmap

We remain committed in our work towards sustainability, and we will develop detailed plans alongside our Roadmap that will enable us to move towards Net Zero by 2045.

Our priorities will include reducing Green House Gas emissions on the following three scopes:

- Scope 1:** Heating used for our business premises.
- Scope 2:** Electricity bought that is being produced for us.
- Scope 3:** Business activity (e.g. business travel, employee commuting, manufacturing of the goods and products we use and customer activity that is happening as a result of our services).



4. Strategic Priorities

The 2023-2024 Business Plan incorporates four organisation-wide priorities that will be delivered collaboratively across the organisation's strategies through a Programme Management Framework. The priorities provide robust strategic direction for organisational improvements, and enables us to concentrate efforts and resources on activities that will make a difference.

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

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.

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.

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.



5. Delivering Our Strategic Priorities

The 2023-2024 Business Plan priorities will be delivered through programmes of work that contribute, inform and have interdependencies. The objectives in the priority programmes will be delivered through the internal strategic plans and the internal governance structures in place through our Programme Management Framework – aligned to 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..

Strategic Priority	Objectives	Corporate Plan Ref.	Timescale	Delivered by:
Priority 1: 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, young people 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	PRIORITY OBJECTIVE 1.1: We will lead a planned and coordinated approach to change – ensuring managers and their teams have the necessary information, skills and tools to successfully deliver change across the organisation.	CP1.5	2023-2024	People Strategy
	PRIORITY OBJECTIVE 1.2: We will support the implementation and transition plan for the Locality Support Administrator role, following the consultation and engagement in 2022-2023.	CP3.4	2023-2024	Protect Programme
	PRIORITY OBJECTIVE 1.3: As part of the exploration of a future delivery model, we will start to consider how that would impact on our core role of Reporter and understand the roles and structures that would support it.	CP3.4	Q2 – Q3	Protect Programme
	PRIORITY OBJECTIVE 1.4: We will work to ensure a fair and equitable workload division through further analysis of our workload data and distribution – this will contribute to the delivery of an effective and efficient service.	CP1.5	Q2 – Q3	Protect Programme



will be key to this ongoing delivery.	PRIORITY OBJECTIVE 1.5: Staff will be supported in the digital aspects of their roles through the delivery of the training and continuous support identified in year one through the Digital Skills assessment.	CP1.6	2023-2024	People Strategy
	PRIORITY OBJECTIVE 1.6: We will develop a RoadMap with detailed plans that will help us to reduce, prioritise and target our sustainability journey towards Net Zero by 2045. This will focus on: Reduce: Energy Consumption, Business Travel, Waste Minimisation, Property Use. Prioritise: Sustainable Procurement, Staff Awareness, Engagement and Behaviour Change. Target: Biodiversity, Energy Consumption, Improving Data Capture & Analysis.	CP2.4	2023-2024	Sustainability Group Environmental Ambassadors, Energy Efficiency consultants
	PRIORITY OBJECTIVE 1.7: We will develop a Finance Strategy that ensures the 2023-2024 budget is managed dynamically to address staff capacity, and operational risk, and it is aligned with the 2024-2025 Scottish Government settlement to meet SCRA's assessed needs.	CP3.2	2023-2024	Finance Strategy



Strategic Priority	Objectives	Corporate Plan Ref.	Timescale	Delivered by:
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.	A set of objectives will be delivered to bring together efficiency, quality and effectiveness in the way in which the service is delivered over the next year to prepare for more substantial change over the following three years as the service adapts to meet the needs of the Promise, the fiscal environment and more effective ways of working.			
	PRIORITY OBJECTIVE 2.1: A full exploration of operational efficiency will be undertaken using the Scottish Approach to Service Design methodology to deliver a set of recommendations for change and improvement to internal process, digital supports and interactions.	CP3.2	Q1 – Q2	Protect Programme
	PRIORITY OBJECTIVE 2.2: The next iteration of the Standard Operating Model will be developed and embedded across the service to reflect recommendations and agreements as a result of the exploratory project.	CP3.3	Q2 – Q3	Protect Programme
	PRIORITY OBJECTIVE 2.3: A future model of operating (a Target Operating Model) will be explored using a service design approach to describe the most effective, efficient and Promise compliant way to deliver our future service.	CP3.2	Q3 – Q4	Protect Programme
	PRIORITY OBJECTIVE 2.4: Systems will be optimised and enhanced to support the operating model for effective and efficient service delivery.	CP1.6	2023-2024	Connect Programme
	PRIORITY OBJECTIVE 2.5: System requirements for future enhancements and additions to the current digital service will be defined and considered alongside the development of the Target Operating Model.	CP1.6	Q4	Protect Programme
	PRIORITY OBJECTIVE 2.6: We will undertake planned improvements to core properties in Elgin, Edinburgh and Glasgow.	CP1.4	2023-2024	Finance Strategy



Strategic Priority	Objectives	Corporate Plan Ref.	Timescale	Delivered by:
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.	PRIORITY OBJECTIVE 3.1: We will provide children and families with enhanced options to prepare for coming to Hearings - to better inform, to promote opportunities for participation and to support us to meet identified needs ahead of time to improve the experience of the Hearing.	CP1.2	Q2 – Q3	Care Programme
	PRIORITY OBJECTIVE 3.2: We will improve the way that we communicate with children and families by enhancing our letters and information to make it more accessible, family friendly, and rights based.	CP1.1	Q2 – Q4	Care Programme
	PRIORITY OBJECTIVE 3.3: We will explore the information and interaction needs of children and families to inform future digital developments.	CP1.6	Q3 – Q4	Care Programme
	PRIORITY OBJECTIVE 3.4: We will develop an impact tool to assess our work and plans against principles of The Promise, organisational effectiveness and financial efficiency.	CP2.2	Q1	Protect Programme
	PRIORITY OBJECTIVE 3.5: We will continue to work with partners and people with lived experience as we develop changes and improvements to the way that we work and the service we deliver.	CP2.1	2023-2024	All
	PRIORITY OBJECTIVE 3.6: We will undertake further hearing room improvements to ensure the hearing suite meets the needs of 16 and 17 year olds.	CP1.1	2023-2024	Finance Strategy



Strategic Priority	Objectives	Corporate Plan Ref.	Timescale	Delivered by:
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.	PRIORITY OBJECTIVE 4.1: We will work with The Promise and with partners to take forward recommendations around redesign of the Hearing system in response to the published report by Hearings System Working Group in the Spring.	CP2.2	2023-2024	Care Programme
	PRIORITY OBJECTIVE 4.2: We will undertake an analysis of the impact of the Care and Justice Bill for SCRA.	CP2.6	Q1 – Q2	Care Programme
	PRIORITY OBJECTIVE 4.3: We will continue to engage with the Bill team to influence the next stage of the Care and Justice Bill.	CP2.1	Q1 – Q2	Care Programme
	PRIORITY OBJECTIVE 4.4: We will provide evidence to Committee in support of analysis of Care and Justice Bill.	CP2.6	Q2 – Q4	Care Programme
	PRIORITY OBJECTIVE 4.5: We will undertake work internally to prepare for the implementation of UNCRC.	CP2.6	Q2 – Q4	Care Programme
	PRIORITY OBJECTIVE 4.6: We will continue in our role as part of the strategic group considering Scotland's Bairns' Hoose, considering proposals, the standards and the next phase.	CP2.1	Q1 – Q4	Care Programme
	PRIORITY OBJECTIVE 4.7: Following the research undertaken during 2022 on Virtual Hearings, we will publish our report and include learning events to promote the findings, both internally and externally.	CP2.6	Q2 – Q4	Practice and Policy Strategy
	PRIORITY OBJECTIVE 4.8: We will develop a procurement programme for 2023-25 that focuses on property and digital capital programmes.	CP1.6	2023-2024	Finance Strategy



6. Key Performance Indicators

Our Key Performance Indicators in the Business Plan reflect time related operational measures that are part of a wider Hearings System agreement to provide a timely and effective service to children, young people and families.

Through each programme of work and related projects, measures will be included withing project charters and reported through internal programmes management framework. These will be included in the quarterly reporting to the SCRA Board on Business Plan progress.

Children and Families

- Number of decisions over 100 days
- % of decisions within 50 working days
- % of Hearings in 20 days

Panel Members, Partners and Staff

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

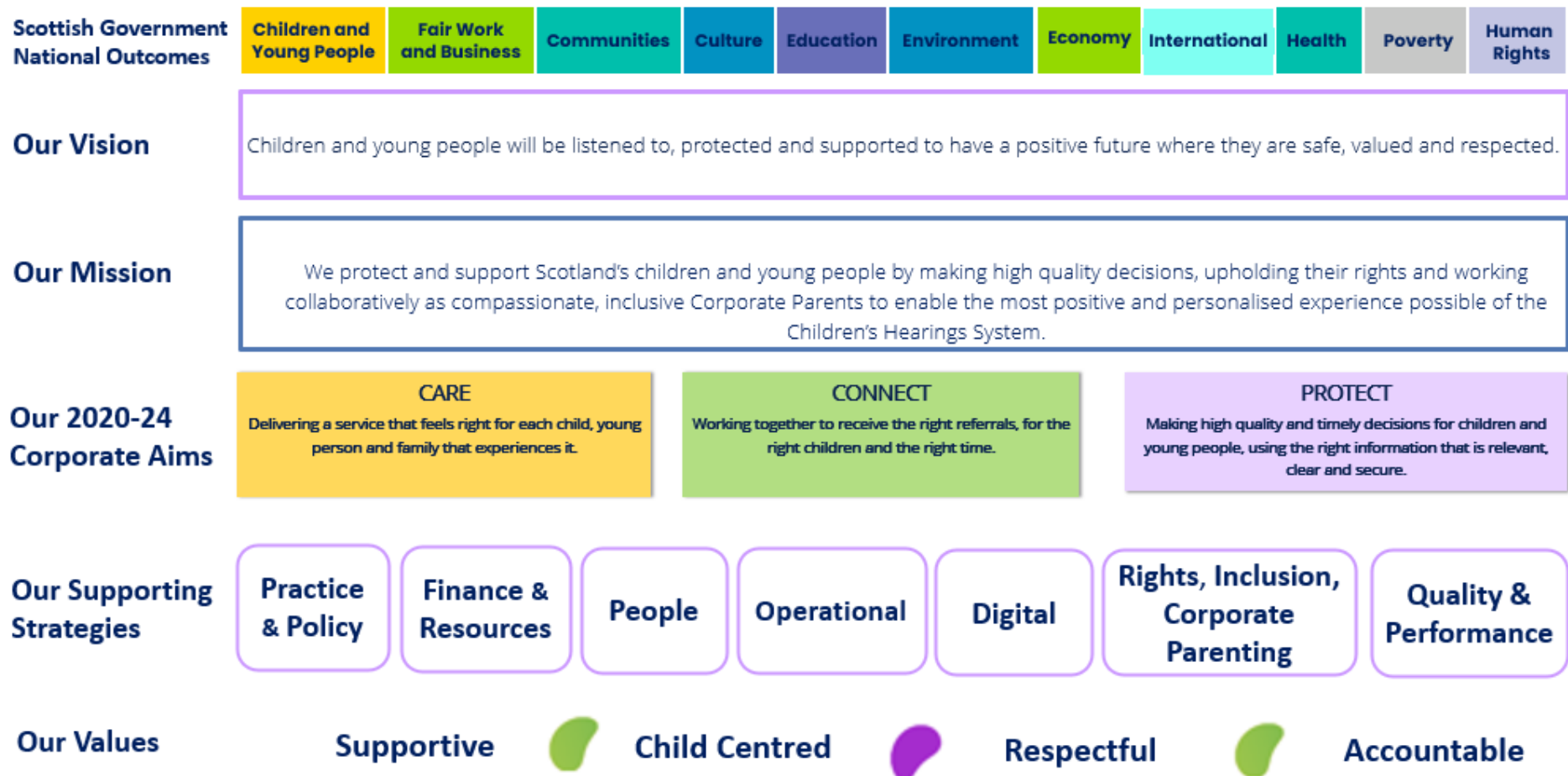
Organisational Efficiency

- 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 remain aligned to the requirements of the organisation, and report to SCRA's Board on our performance against the Business Plan 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 a Governance Structure and Programme Management Framework for 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. Business Plan alignment with Scottish Government's National Outcomes and The Promise Foundations

Business Plan Objectives	Alignment to Scottish Government's National Outcomes	Alignment to The Promise Foundations
PRIORITY OBJECTIVE 1.1: We will lead a planned and coordinated approach to change – ensuring managers and their teams have the necessary information, skills and tools to successfully deliver change across the organisation.	Education	Scaffolding, Voice, Care, People
PRIORITY OBJECTIVE 1.2: We will support the implementation and transition plan for the Locality Support Administrator role an exercise of consultation and engagement in 2022-2023	Education	Scaffolding, People
PRIORITY OBJECTIVE 1.3: As part of the exploration of a future delivery model, we will start to consider how that would impact on our core role of Reporter and understand the roles and structures that would support it.	Culture	Scaffolding, People
PRIORITY OBJECTIVE 1.4: We will work to ensure a fair and equitable workload division through further analysis of our workload factors and distribution – this will contribute to the delivery of an effective and efficient service.	Fair Work and Business	Scaffolding, People, Care
PRIORITY OBJECTIVE 1.5: Staff will be supported in the digital aspects of their roles through the delivery of the training and continuous support identified in year one through the Digital Skills assessment.	Education	Scaffolding, People
PRIORITY OBJECTIVE 1.6: We will develop a RoadMap with detailed plans that will help us to reduce, prioritise and target our sustainability journey towards Net Zero by 2045. This will focus on: Reduce: Energy Consumption, Business Travel, Waste Minimisation, Property Use Prioritise: Sustainable Procurement, Staff Awareness, Engagement and Behaviour Change Target: Biodiversity, Energy Consumption, Improving Data Capture & Analysis	Environment	People



PRIORITY OBJECTIVE 1.7: We will develop a Finance Strategy that ensures the 2023-24 budget is dynamic to address staff capacity, and operational risk, and it is aligned with the 2024-25 Scottish Government settlement to meet SCRA's assessed needs.	Fair Work and Business	Scaffolding, People, Care
PRIORITY OBJECTIVE 2.1: A full exploration of operational efficiency will be undertaken using the Scottish Approach to Service Design methodology to deliver a set of recommendations for change and improvement to internal process, digital supports and interactions.	Fair Work and Business	Scaffolding, People, Care
PRIORITY OBJECTIVE 2.2: The next iteration of the Standard Operating Model will be developed and embedded across the service to reflect recommendations and agreements as a result of the exploratory project.	Fair Work and Business	Scaffolding, Voice, People
PRIORITY OBJECTIVE 2.3: A future model of operating (a Target Operating Model) will be explored using a service design approach to describe the most effective, efficient and Promise compliant way to deliver our future service.	Education	Scaffolding, People, Voice
PRIORITY OBJECTIVE 2.4: Systems will be optimised and enhanced to support the operating model for effective and efficient service delivery.	Fair Work and Business	Scaffolding, People
PRIORITY OBJECTIVE 2.5: System requirements for future enhancements and additions to the current digital service will be defined and considered alongside the development of the Target Operating Model.	Fair Work and Business	Scaffolding, Voice, People
PRIORITY OBJECTIVE 2.6: We will undertake planned improvements to core properties in Elgin, Edinburgh and Glasgow.	Fair Work and Business	Scaffolding, People, Care
PRIORITY OBJECTIVE 3.1: We will provide children and families with enhanced options to prepare for coming to hearings - to better inform, to promote opportunities for participation and to support us to meet identified needs ahead of time to improve the experience of the hearing.	Children and Young People	Voice, Care Family, People
PRIORITY OBJECTIVE 3.2: We will improve the way that we communicate with children and families by enhancing our letters / information to make it more accessible, family friendly, and rights based.	Children and Young People	Voice, Care, Family, People
PRIORITY OBJECTIVE 3.3: We will explore the information and interaction needs of children and families to inform future digital developments.	Children and Young People	Voice, Care, Family
PRIORITY OBJECTIVE 3.4: We will develop an impact tool to assess our work and plans against principles of the Promise, organisational effectiveness and financial efficiency.	Fair Work and Business	Scaffolding, People, Care



PRIORITY OBJECTIVE 3.5: We will continue to work with partners and people with lived experience as we develop changes and improvements to the way that we work and the service we deliver.	Communities	Voice, Family, People
PRIORITY OBJECTIVE 3.6: We will undertake further hearing room improvements to ensure the hearing suite meets the needs of 16 and 17 year olds.	Children and Young People	Voice, Care, Family
PRIORITY OBJECTIVE 4.1: We will work with The Promise and with partners to take forward recommendations around redesign of the Hearing system in response to the published report by Hearings System Working Group in the Spring.	Communities	Scaffolding, Care, People, Family
PRIORITY OBJECTIVE 4.2: We will undertake an analysis of the impact of the Care and Justice Bill for SCRA.	Human Rights	Voice, Care, People, Families
PRIORITY OBJECTIVE 4.3: We will continue to engage with the Bill team to influence the next stage of the Care and Justice Bill.	Human Rights	Voice, Care, People, Families
PRIORITY OBJECTIVE 4.4: We will provide evidence to Committee in support of analysis of Care and Justice Bill.	Human Rights	Voice, Care
PRIORITY OBJECTIVE 4.5: We will undertake work internally to prepare for the implementation of UNCRC.	Human Rights	Voice, Care, People, Scaffolding
PRIORITY OBJECTIVE 4.6: We will continue in our role as part of the strategic group considering Scotland's Bairns' Hoose, considering proposals, the standards and the next phase.	Children and Young People	Voice, Care, Family, Scaffolding
PRIORITY OBJECTIVE 4.7: Following the research undertaken during 2022 on Virtual Hearings, we will publish our report and include learning events to promote the findings, both internally and externally.	Children and Young People	Voice, Care, Family
PRIORITY OBJECTIVE 4.8: We will develop a procurement programme for 2023-25 that focuses on property and digital capital programmes.	Fair Work and Business	Scaffolding, People, Care



Appendix 2. 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 (Getting it Right for Every Child) 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 3. 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 4. Scottish Government's National Outcomes

Scottish Government's National Outcome	Alignment with Corporate Plan Objectives
Children and Young People We grow up loved, safe and respected so that we realise our full potential	<ul style="list-style-type: none"> • We will demonstrate compassionate and proactive Corporate Parenting – asking, listening, acting and being open to 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.
Communities We live in communities that are inclusive, empowered, resilient and safe	<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 Hearings. • 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.
Poverty We tackle poverty by sharing opportunities, wealth and power more equally	<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. • We will continue to be a high performing organisation, with quality and consistency at the heart of all that we do.
Education We are well educated, skilled and able to contribute to society.	<ul style="list-style-type: none"> • Our staff will feel skilled, confident, valued and respected to enable them to work compassionately and with high quality. • Our service will be digitally enabled to allow children and young people to engage with it in ways that suit their needs
Health We are healthy and active.	<ul style="list-style-type: none"> • Our workforce will be flexible and adaptable with the right balance of roles, skills and experience.
Human Rights We respect, protect and fulfil human rights and live free from discrimination.	<ul style="list-style-type: none"> • 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.



Fair Work and Business We have thriving and innovative business, with quality jobs and fair work for everyone	<ul style="list-style-type: none"> • Our organisation is fully inclusive as employers, as partners, as a service to children and families.
Culture We are creative and our vibrant and diverse cultures are expressed and enjoyed widely.	<ul style="list-style-type: none"> • 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.
Environment We value, enjoy, protect and enhance our environment.	<ul style="list-style-type: none"> • 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.
Economy We recognise that a strong, competitive economy is essential to supporting jobs, incomes and our quality of life.	<ul style="list-style-type: none"> • Our organisation will be flexible, resilient, and responsive to allow us to act effectively and timeously to change.
International We are open, connected and make a positive contribution internationally	<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.



Appendix 5. Glossary

Care and Justice Bill	The Bill makes changes to the law in relation to the care of children and the involvement of children in the criminal justice system. The changes relate to the children's hearings system and several parts of the criminal justice system.
Hearings System Working Group (HSWG)	The Hearings System Working Group exists to bring change to the Children's Hearing System. It is a partnership between the Scottish Children's Reporter Administration, Children's Hearings Scotland, The Promise and The Scottish Government also plays a critical role.
Keep The Promise (KTP)	The Promise implementation plan sets out the actions and commitments to Keep the Promise for care experienced children, young people and their families. It contributes to the ambition for every child in Scotland to grow up loved, safe and respected so that they realise their full potential.
Net Zero	Reaching net zero means taking on the challenges of decarbonisation. Changing how we travel, how we heat our homes, and the sustainability of our food supplies are all vital. Scotland committed to ambitious targets for Scotland to be net zero by 2045, in recognition of the urgency of the crisis
Our Hearings, Our Voice (OHOV)	An independent board for children and young people from across Scotland who have experience of the children's hearings system. OHOV works to ensure that these children and young people have a decision[1]making role in the design and improvement of the hearings system.
Programme Management Framework	The Programme Management Framework entails detailed projects with reporting and governance that deliver key objectives within the Business Plan.
Scotland's Bairns' Hoose	Scotland's first Bairns Hoose will be a child-friendly, safe and welcoming place for children to go to once a crime has been reported. Scotland's Bairns Hoose is based on an internationally renowned model first developed in Iceland, called Barnahus. The Barnahus model brings together justice, health, social work and recovery support, to best meet the needs of child victims and witnesses.



Scottish Approach to Service Design	A defined approach to designing public services that has the needs of the people who access and use services as its main focus.
Scottish Government National Outcomes	These national outcomes are that people grow up loved, safe and respected so that they realise their full potential. live in communities that are inclusive, empowered, resilient and safe. are creative and their vibrant and diverse cultures are expressed and enjoyed widely.
Target Operating Model (TOM)	Optimises working practice between Reporters and Locality Support Administrators, reducing where possible unnecessary transactional work.
The Promise Foundations	The promise that Scotland made to care experienced children and young people is built on five foundations: family, voice, care, people and scaffolding.
United Nations Convention on the Rights of the Child (UNCRC)	Is the base standard for children's rights and sets out the fundamental rights of all children.





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