		Papers	
1.1	Apologies		
1.2	AOB		
2.	**Declarations of Interest**		
3.	**Board member Updates**		
4.	**Minutes/Committees**		
4.1	Minute of Board Meeting held on 26 September 2019	Attached	
4.2	Board Action Log		
4.3	Board Workplan		
4.4	Matters Arising		
4.5	Board Committee Membership		
5. **5.1**	**Audit & Risk Committee** Draft Minute of Meeting held on 19 November 2019	Attached	
	Reports		
6.	**Chief Executive's Report**	Attached	PR/CE
7.	**Budget Monitoring**	Attached	Head of Finance and Resources
8.	**Organisational Performance Report**	Attached	Head of Strategy and OD/Data Manager
9.	**Locality Performance Report**	Attached	Senior Operational Managers
10.	**Policy and Influencing Report**	Attached	Head of Policy and Practice/Policy and Public Affairs Manager
11.	**Research Plans 2020/21**	Attached	Head of Policy and Practice/Information and Research Manager
12.	**Annual Policy Review**	Attached	PR/CE
13.	**Digital Strategy Update**	Attached	PR/CE
14.	**Strategic and Operational Risks**	Attached	PR/CE
15.	**New risks**	Discussion	Board Members/Executive
	Date of Next Meeting Wednesday 29 January 2020		

Scottish Children's Reporter Administration
Minute of SCRA Board Meeting held on
Thursday 26 September 2019
At Ochil House, Stirling

Present:
Michelle Miller (Chair)
Sam Anderson,
Suzanne Vestri
Jim Edgar
Anela Anwar (By VC/telephone)

In Attendance:
Neil Hunter - Principal Reporter/Chief Executive
Ed Morrison - Head of Finance & Resources
Lisa Bennett - Head of Strategy & OD
Alistair Hogg - Head of Practice and Policy
Tom Philliben – Senior Operational Manager
Helen Etchells – Senior Operational Manager
Paul Mulvanny – Senior Operational Manager
Pamela Armstrong - Governance Officer, Minutes
Donald Lamb - Data Manager, Item 6

		Timescale	*Action*
1.1	**AOB** **Staff Pay** The PR/CR gave a verbal update, advising the Board that a further offer has been made to staff. UNISON are balloting members and the outcome is expected early October. UNISON have recommended approval in support of the revised pay offer.		
1.2	**Apologies** Martin Toye – Board Member Catherine Robertson – Board Member Tam Baillie – Board Member Susan Deery - Head of Human Resources		
2.	**Declarations of Interest** None		
3.	**Updates** **Michelle Miller** - Met with Director of Children and Families, Scottish Government - Met with Deputy Director, Care Protection and Justice, Scottish Government - Attended Equalities Network Development Day		

	• **Jim Edgar** • Chaired Digital Delivery Oversight Committee • Chaired Audit and Risk Committee **Sam Anderson** • Contributed to Remuneration Committee via email, regarding staff pay **Suzanne Vestri** • Contributed to Remuneration Committee via email, regarding staff pay • Attended Audit and Risk Committee		
4.	**Minutes/Committees**		
4.1	**Minute of Meeting held on 19 June 2019** Agreed as an accurate record.		
4.2	**Board Action Log** Reviewed and agreed.		
4.3	**Work plan** Reviewed and agreed.		
4.4	**Matters Arising** No matters arising.		

4.5	**Audit & Risk Committee - Draft Minute of Meeting held on 29 August 2019**
	Jim Edgar, Chair of the Audit and Risk Committee and Board Member updated the Board in the following areas:
	 • Information Governance
	 • Quality Assurance & Performance
	   o Follow up exercise on practice and processes in relation to Non-Disclosure provisions
	 • External Audit
	   o Annual Report 2018/19 (Restricted until publication)
	   o Report to those charged with Governance on the 2018/19 Audit (ISA 260) and the Management Representation Letter
	   o Draft 2018/19 Accounts
	   o General Update
	 • Internal Audit
	   o Communications & Stakeholder Engagement, Audit Report
	   o Strategic Planning Internal Audit Report
	   o Internal Audit Progress Report
	   o Digital Strategy Joint Committee Update
	   o Pensions Update		

	The Board Chair acknowledged the high levels of detailed assurance provided by the Committee.		
	Reports		
5.	**Chief Executive's Report** The Principal Reporter/Chief Executive spoke to the update report, which detailed a wide range of activity across the organisation. **Noted:** • National Partnership Forum • Strategic Partnerships • Programme for Government • Research • Press and Communications • Our Hearings, Our Voice **Issues arising during discussion:** • Recent ending of the Named Person scheme allows SCRA and other agencies to move on after a period of hiatus. Identified benefits of confident lawful information sharing can proceed at local level. • A seminar on How to Affect Change was held recently. SCRA's research on Home Compulsory Supervision Orders is an example of this. It is important to keep momentum and visibility and to ensure our research contributes to changes in practice and improvements in outcomes. • In August, the ACR Review Group agreed in principle the SCRA research proposal on the backgrounds and offending of 12 to 15 year olds. This research will inform the Group's consideration over a 3 year period of whether the ACR should be higher than 12 years. Scottish Government have confirmed additional funding will be given. • Jacqui Dunbar, OHOV Project lead, will attend the November Board Development Day. OHOV are keen to engage with SCRA Board. • Board Members will receive an invitation to an Exhibition at the Scottish Parliament**.** The focus of the Exhibition is "What is a Children's Hearing?" and will be from the perspective of children and young people. The Board thanked the Principal Reporter/Chief Executive for a comprehensive report and huge agenda of work, being led by or contributed to by SCRA.		
6.	**Organisational Performance Report** **First Quarter Organisational Performance Report 2019/20: (1 April to 30 June 2020)** The Data Manager introduced the report, which detailed		

organisational performance for the period 1 April 2019 – 30 June 2019. The Senior Operational Managers gave additional information from an operational perspective.

Noted:
- Overall, eight of the ten indicators were met and rated as green, with a further two nearly met (amber). The two amber areas were both operational around referrals, with decision making and Hearing scheduling both missing the target with decision making also showing a downwards trend. Senior Operational Managers (SOMs) will focus on this in the round of Locality Performance Reviews that will take place in October.
- In South East and Tayside & Fife localities, performance has been impacted by sickness absence and an increase in complex court cases. South East has also seen an increase in appeals during this quarter, this has led to a reduction in operational performance. Both teams have plans in place to address the staffing issues.
- In Grampian locality, the main management focus has been on successfully improving the figures on decision-making. They will now focus on scheduling but that remains a challenge due to the operating environment, namely remote hearing centres, limited hearing sessions and staffing. In addition, it has been impacted by the Customer Care / Better Hearings approach as Reporters are making an effort to schedule hearings at times, which are suitable to the family and allocated social workers resulting in hearings falling out with the 20 days.
- The Ayrshire Locality Reporter Manager (LRM) is investigating the position regarding the lower than usual response to hearing scheduling. There are three local authority areas in Ayrshire. Over the last three months, out of a possible nine targets for scheduling hearings: six have been exceeded, one has been at amber and two have been considerably below target.

Issues arising during discussion:
- The Head of Strategy and OD has met with Scottish Government to discuss the Blueprint and time standards for every element of the hearing system. It was agreed both time and quality need to be considered.
- Preventing issues becoming problems by early intervention and regular data to managers allowing them to pick up issues quickly.
- Is the variation in breach incidents a result of underreporting in some areas or inconsistent reporting? The Board were advised the data reported on is a subset of data presented to the Audit and Risk Committee. Interventions and mitigations are captured in the action plan. Reporting is confidently believed to be consistent and in line with guidance.

	• The Board were encouraged to see sickness and absence rates are green. The impact of the range of interventions used cannot be underestimated. There has been focused and specific action taken. The Board thanked all staff and managers for the work done and actions applied.		

7.	**Budget Monitoring Report Period 5 2019-20**
	The Head of Finance & Resource introduced the report which provides a summary of SCRA's financial position for the year to August 2019 and forecast (Based on July results) for the full year 2019/20.
	
	Noted:
	 • The total available revenue resources for 2019/20 are £25,113k, comprising the £24,300k allocated by Scottish Government, £463k other income and £350k underspend carried forward from 2018/19. In addition SCRA is drawing down from Scottish Government up to £500k for the revenue costs of the joint SCRA and CHS Digital Delivery Plan
	 • Depreciation is reported within expenditure expense head is a non-cash charge. A depreciation budget of £1.5m has been included in the 2018/19 budget allocation by the Scottish Government to cover depreciation, amortisation and impairment charges.
	 • The total available capital resource for 2019/20 is £2.8m. This comprises Core Grant in Aid of £750k, 2018/19 underspend carried forward of £50k, and funding for the Digital Delivery Plan of £2m.
	 • The report provided further information in the following areas:
	     o Revenue
	     o Head Office
	     o Core Capital
	     o Digital Delivery
	     o
	Issues arising during discussion:
	 • Cost increases incurred by the digital programme are being effectively managed within the digital budget.
	 • There are options around smarter working environments in a number of locality offices.
	 • The Board noted the revenue and capital positions for the year to August 2019, acknowledged and thanked the finance team for their work.		

8.	**Annual Accounts 2018-19 & Management Representation Letter** The Head of Finance & resource introduced the paper recommending the Board approve the 2018/19 accounts for signature by the Accountable Officer and approved the Management Representation Letter for signature by the Accountable Officer.		

	Noted: • Audit Scotland (AS) has completed the audit of SCRA's 2018/19 accounts and has submitted a final audit report to the Accountable Officer. The audit report expresses an unqualified opinion on the financial statements and on the regularity of the financial transactions. • The accounts were submitted to the Audit & Risk Committee on 29th August 2019 and were approved on that date. **Issues arising during discussion:** • The draft accounts 2018/19 were approved by the August Audit & Risk Committee for submission to the Board. **Agreed:** • To approve the 2018/19 accounts for signature by the Accountable Officer. • To approve the Management Representation Letter for signature by the Accountable Officer.		
9.	**SCRA Annual Report** The Head of Strategy and OD introduced the report recommending the Board approve the SCRA Annual Report 2018/19 and approve arrangements for the publication of SCRA's Annual Report 2018/19. **Noted:** • The report covers the period 1 April 2018 to 31 March 2019. • The Annual Report will be published at 10am on Thursday 31 October 2019 and will be available on SCRA's website (www.scra.gov.uk). **Issues arising during discussion:** • The Annual report was reviewed at the August Audit & Risk Committee where it was recommended for Board approval. • Some members of the Board commented that the report felt text heavy suggested key messages be drawn out and highlighted. The Head of Strategy and OD noted the intention to publish a separate report aimed at young people that will allow this to be achieved. • The Board acknowledged the report looks and feels good. While the report is uplifting, focused and positive, it is important to ensure balance. **Agreed:** • To approve the SCRA Annual Report 2018/19. • To approve arrangements for the publication of SCRA's Annual Report 2018/19.		

	• The Board agreed the report was a good, clear, high-level document and welcomed the new features. • While the report focuses on the good work done, a comment is to be added to say that the organisation recognises there are areas for improvement.		**LB**
10.	**Digital Programme Update** The PR/CE introduced the report asking the Board to note the contents of the report and the revised delivery timelines for CSAS and implications on project contingency and costs in 2020/21. The report provided information in the following areas; • CSAS Programme update • Details of sprint elaboration activity • Revised Critical Path Table for CSAS deployment • Negotiations with the supplier on time and cost • Internal Audit of Delivery Programme • Digital First Standards – action plan • Technology Assurance Health check Review – July 2019 • CHS/SCRA Senior Team workshops **Noted:** • Extensive and detailed development and planning for CSAS delivery continues across CHS and SCRA, led by the Programme Director and supported by the DDB. A deep dive exercise based on development activity to date during the beta phase assessing both pace, quality and complexity of sprint activity has led to our best assessment of development programme completion, testing, deployment and go-live timelines. • These revisions lead to a number of difficult but manageable implications on operational impact and costs. The detailed programme masterplan will continue to alert the Programme Director and DDB to any further slippage or contention within the programme. Where these are significant, they will be escalated to the DDB and further escalated to the DDOC as required. • An update on the 2019/20 budget for Digital Programme will be presented to the December Board. This will describe the allocated spend, including programme contingency, that is available to support the programme. The Head of Finance and Resources and PR/CE confirmed that the costs of revisions have now stabilised and the programme is within budget (including contingency) **Issues arising during discussion:** • SCRA continues to be confident is its approach, performance and affordability within contingency. • The recent Technical Assurance Framework health check and Internal Audit were hugely labour intensive, displacing		

	resource from other development activity. There will be further scrutiny February 2020 by the OCIO • Discussion is ongoing with CHS regarding ownership and governance of the system. A further workshop is arranged. The intention is that SCRA will be the legal owner of CSAS. Due diligence is underway. • Looking ahead to impact on organisational performance it is important to understand what staff are nervous about. How can we find out and use training to address? **Agreed:** • The PR/CE will provide a note to the Board on information around completion, once agreed with the supplier. • The Digital Strategy Update report to future Boards will be a high-level RAG summary.		**NH** **NH**
11.	**New Risks** No New Risks Identified		
12.	**Proposed 2020 Board/Committee Dates** The Board agreed the proposed 2020 Board and Committee dates.		
13.	**Corporate Plan – approach to consultation and development** The Head of Strategy and OD introduced the item, asking the Board; • To consider and provide input and/or reflection on the key themes emerging from staff consultation and the way in which we propose to progress these, • To consider the proposed content of the 2020/23 Corporate Plan **Noted:** • Every three years SCRA develops and publishes a refreshed Corporate Plan. This sets the organisational direction for the period and is supported by three Business Plans laying out in detail how this will be achieved. • In June 2019, a paper was presented to the Board outlining the sequence of steps, with indicative timescales, that we planned to adopt in developing the Corporate Plan, along with our planned approach to consultation. • A series of staff consultation sessions took place during June – four main sessions for managers across Head Office and Localities, with further local discussions In Grampian and Highland & Islands Localities. • The issues that emerged from the staff consultations have been analysed, and the key themes captured. • The key themes were used to develop a number of draft		

| | Visions, three Strategic Outcomes, and a set of aspirations – titled "*What We Will Look Like By 2023*" – that combined, can provide the core elements of our Corporate Plan 2020/23.
• We have given detailed thought to the content and structure of the Corporate Plan, along with the ancillary plans that will support and align with it, and the mechanisms by which all of these will be developed, implemented, monitored and reported on.
• A key development in our Enabling Strategies & Plans approach will be the creation of an Operational Strategy, providing an enhanced focus on front line service delivery through a centrally led strategy that provides clarity on operational priorities and expectations, for locality teams to address in their plans.

Issues arising during discussion:
• Equalities and inclusion should be more visible.
• The plan should reflect the width and breadth of the work being carried out by the organisation.
• Equality 'v' Equity, sometimes "more" rather than "same" is required.

Agreed:
• The Board provided a number of recommendations, which will be captured within the draft plan. The plan will be further reviewed by the Board at a future meeting. | | |
| | **Date of Next Meeting:**
Wednesday 18 December 2019 | | |

Board Action Log as at December 2019

Meeting/ Item	Action	Timescale	Owner	Comments	Status
December 2018 **Committee Membership update**	Training for Board Members on membership of Appeals Committee to be considered/planned	Nov 19	NH/SD	Training to be given at November Development Day	Complete
June 19 **Equalities Network Annual Report**	Further prioritisation to be considered at the September 19 Equalities development day. Action plan to be updated to show priorities set along equalities outcomes	Sep 19 Jun 20	KW KW	Underway	Complete Not yet due
Sep 19 **SCRA Annual Report**	Annual Report 20/21 to ensure that areas and scope for improvement are highlighted alongside achievements	Sep 20	LB		Not yet due

SCRA Board Meeting Workplan 2019/20

Business Item	Thurs 26/9/19	Wed 18/12/19	Wed 29/01/20	Wed 20/3/20	Wed 24/6/20
Strategic/Corporate					
Policy & Influencing Report		✓			✓
Research Programme		✓			
Risk Register		✓			✓
Communications Plan				✓	
Governance					
Audit Committee Minutes	✓	✓		✓	✓
Development Day Minutes					✓
Committee Annual Reports					✓
Nominations Committee Minutes				✓	✓
Board Committee Membership		✓			
SCRA Standing Orders Review					✓
Finance					
Budget Monitoring Report	✓	✓		✓	✓
Draft Budget			✓	✓	
Annual Report & Accounts	✓				
Financial Strategy					✓
Planning					
Draft Corporate, Corporate Parenting & Business Plan	✓		✓	✓	✓
Draft Annual Report	✓				
Annual Workforce Planning Report				✓	
Performance					
Organisational Performance Report	✓	✓		✓	✓
Operational					
Locality Performance Reviews		✓			
Chief Executive's Report	✓	✓		✓	✓

Business Item	Thurs 26/9/19	Wed 18/12/19	Wed 29/01/20	Wed 20/3/20	Wed 24/6/20
Complaints Review					✓
Equalities Annual Report					✓
Environmental Annual Report				✓	
Overview of Policies Annual Report		✓			
Health & Safety Annual Report				✓	
Efficiency Report					✓
Procurement Report					✓
Property Strategy					✓
Digital Strategy update	✓	✓	✓	✓	✓
Review of Risk Policy					✓

SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Chief Executives Report

Accountable Director: Principal Reporter/Chief **Date:** 18 December 2019
Executive

Report Author: Neil Hunter

Recommendation:
1. **To note the Chief Executives report**

Reason for Report: *Requested by the Board*

Resource Implications: *Not applicable*

Strategy: *Not applicable*

Consultation: *None*

Equalities Duties: *Update report only – EIA not required*

Document Classification: *Not protectively marked*

1.   **National Partnership Forum**

1.1   The SCRA/UNISON National Partnership Forum met on 20 November. The focus of the forum was in relation to:-

- Support that SCRA can offer to UNISON's membership drive in 2020, recognising the important role of the trade union in our organisation and in wider society. The approach will further underline SCRA's support for ongoing representation, collective bargaining and staff partnership in the life of our organisation. SCRA will use its communication infrastructure to support the membership activity
- Commitment between SCRA and UNISON to progress with a Fair Work Agreement over the course of 2020 in pursuance of the Scottish Government Fair Work Framework and Action Plan, published in February 2019 by Scottish Ministers. The Fair Work Agreement will develop our Partnership Agreement to the next level and further embed the Fair Work principles of:-

  o Effective voice and safe space for mutual dialogue and challenge in the workplace
  o Fair opportunity in access to and progress in work
  o Security of employment, work and income
  o Access to fulfilling work
  o Respect for all, recognition of personal worth, safety and wellbeing in the workplace

- Progress on delivery of the Digital Strategy including the development of the CHS/SCRA Core Systems and Applications, which incorporates the replacement case management system for SCRA. UNISON are regularly represented at our internal Digital Leads group and have a role in helping and advising SCRA in the shape and delivery of our organisational readiness programme
- Update on SCRA's financial position, including the 2019/20 out-turn position and underlying budget pressures for 2020/21

2.   **Strategic Partnerships**

2.1   Both the Childrens Hearings Improvement Partnership and the Youth Justice Improvement Board met in the quarter. SCRA continue to lead out or significantly contribute to a number of important areas on behalf of CHIP/YJIB, including:-

- National and local action on delivery of Better Hearings
- Progress on the replacement of the Blueprint for Childrens Hearings, which when, eventually co-joined with Better Hearings, will become the nationally agreed Time and Quality Standards for the Hearing System **(see appendix A)**
- Cross system planning and preparation for implementation of UNCRC, now confirmed as a 'maximalist' approach by the Deputy First Minister **(see appendix B** to this report and section 3.3 of agenda item 11) and in relation to the planned consultation on joint referrals of 16/17 year olds to the Crown and

SCRA in January – March 2020. SCRA and COPFS are leading this work on behalf of YJIB

- Leading the ongoing development of the Whole Systems Approach to offending, including a refresh of Early and Effective Intervention for low level offence diversion, Care and Risk Management for management of high risk offending and the development of a more effective pathway and range of services for young people with emotional and mental health needs as part of the wider national Mental Health Strategy

3.   Press and Communications Team update – October to December 2019

3.1   Our Hearings, Our Voice website

3.1.1   The Press and Communications Team designed and built a new website for Our Hearings, Our Voice which SCRA hosts. The website is primarily aimed at children and young people, but also contains information for professionals. The website, which went live on 21 November, is available at www.ohov.co.uk

3.2   Guardian feature on the Hearings System

3.2.1   In October, SCRA was contacted by a journalist at the Guardian newspaper who was interested in writing a feature on the Children's Hearings System to coincide with a wider piece on the youth justice system in England. SCRA provided the journalist with background briefing information and detailed statistics. We also arranged for the journalist to observe several Hearings and he interviewed the PR/CEO. The article appeared on the 7 November and the feedback has been extremely positive. (www.theguardian.com/society/2019/nov/07/scotland-youth-justice-system-welfare-heart)

3.3   Care Experienced Week

3.3.1   SCRA joined in Care Experienced Week which ran from 19 to 27 October. The week kicked off with the Love Rally in Glasgow city centre and a number of staff took part, walking alongside young people from Our Hearings, Our Voice. We also showed our support with news items on Connect, our corporate parenting website, SCRA's website and on social media.

3.4   Work placement – Aberdeen

3.4.1   The Participation Officer, SCRA colleagues in Aberdeen and the Local Authority have been working collaboratively to set up SCRA's fourth Local Authority funded work experience placement in SCRA for Hearings-experienced young people, based in the Aberdeen office. The appointed young person will work three or four days per week for a six month period, and receive training and experience in office administration, IT and reception, complimented by support from the Local Authority in terms of development around literacy, numeracy and IT. Practical and emotional support will be offered by both organisations. It is anticipated the placement will be in place by January/early February 2020. There will be no cost to SCRA as the

placement is fully funded by the Local Authority. There is the opportunity to consider an extension to the six month placement pending funding availability.

3.5   SCRA's Annual Report 2018/19

3.5.1   SCRA's Annual Report 2018/19 was published on Thursday 31 October 2019. The Annual Report included the full set of audited Annual Accounts for 2018/19 and an update on our Business Plan 2018/19 activity. Publication was supported by an internal and external communications plan.

3.6   Stand Up For Siblings

3.6.1   Stand Up For Siblings has won the prestigious Herald Society Partnership Award. Fourteen representatives from the multi-agency partnership, including SCRA, attended the award ceremony in Glasgow on 7 November. SCRA is a founding member of the movement, which is a collaboration between a number of child welfare, children's rights and legal organisations and academics within Scotland, including SCRA. The impetus for Stand Up For Siblings was a piece of **research** which was published by SCRA's Dr Gillian Henderson and Dr Christine Jones from the University of Strathclyde. SCRA promoted our involvement in the award success via social media, the SUFS website (which SCRA maintains) and on Connect.

3.7   Better Hearings progress reports

3.7.1   SCRA collated and published two Better Hearings reports on behalf of the CHIP. The reports provided progress on Better Hearings over the last month. Published on 24 October, the first report was aimed at members of the CHIP and related organisations. It set out the progress to date on the work that has been taking place across the country to implement improvements linked to standards set out in the research report **Next Steps to Better Hearings.** This report is available on the CHIP website.(www.chip-partnership.co.uk)

3.7.2   In addition, a version of the report aimed at children and young people was published. The aim is to make the information more accessible for children and young people. This was published in the young people section of SCRA's website and on our corporate parenting website for young people.

3.8   Participation Group

3.8.1   SCRA's Participation Group celebrated its 10th anniversary in October. At the meeting, group members reflected on the progress over the past decade and reviewed a paper which outlined all the pilots, initiatives, implementation, what worked/what didn't work etc. In addition, members agreed it was important that we keep the focus of the group fresh, so members have now become Participation Champions and will lead on participation in their teams/Localities.

4.   Equality, Diversity and Inclusion

4.1   Briefing sheets were provided to all Ambassadors to help raise awareness of diversity and inclusion developments within localities.

4.2   Events in November

- **11th** (Start of anti-bullying week) - Launch of Revised Dignity at Work Policy together with mandatory Bullying and Harassment e-learning tool (to be completed within 12 months). This training can be made available to all board members.

- **14th –** Launch of new online Equality and Human Rights Integrated Impact Assessment toolkit and training being delivered to EMT.

- **15th –** Launch of Equality Monitoring Campaign 2019 (to build on the success of the increased reporting from 2018)

- **20th** (National Transgender Remembrance day) **-** Launch of new Transgender Policy and Briefings to Managers and Staff

- **28th –** Training being delivered to newly established Equality Review Group on the new Equality and Human Rights Impact assessment toolkit.

4.3   Events in December

- **Women into Leadership Network Event in Dundee, 9 December**
  Over 10% of women across a variety of roles have committed to developing their leadership skills. Keynote speaker is Karyn McCluskey, CEO of Community Justice Scotland followed by an interactive workshop entitled "5 Steps to Becoming a Resilient Unstoppable Leader" (facilitated by Elaine Powell).

- Next Equalities Network meeting - Glasgow, 10 December

5.   Staff Survey 2019

5.1   The 2019 staff survey represents our second highest return in any staff survey in the last 13 years. This suggests the staff survey continues to have relevance and resonance for the workforce. The staff survey sits within the joint health and wellbeing workstream that SCRA have established with UNISON.

5.2   This group oversees the administration and development of the survey (the survey has been expanded in 2019 to capture a broader range of questions relating to equalities, diversity and wellbeing), analysis of results and formulation of action on an annual and recurring basis. Key results are shown below and a direct comparison table with 2018 shown at **appendix C.**

- the number of staff report **enjoying their job** - 85% (an increase of 2 percentage points [pp] from last year)

- staff reporting **good morale at work** (76% - up 5 pp)
- I feel **motivated at work** (88% - up 3pp),
- working in a **supportive locality/ team environment** (90% up 2pp)
- **support from line managers** (87% - same as last year)
- support for their **professional and personal development** by their line manager (82% - up 7pp) .
- satisfaction **with communications across SCRA** (64% compared with 59% last year)
- however trust in **communications from the EMT**, down 9pp from last year to 51%.
- enhanced **opportunities to train** professionally and personally (69% - up 9pp)

5.3   Some of the remaining challenges for SCRA are:-

- ensuring **team meetings** are regular enough (-1pp),
- ensuring a sense of ongoing **value around peoples work** (-2pp)
- sense of people **being proud of being part of SCRA** (-5pp)

5.4   Overall people felt that **SCRA was a good employer** (88%), comparing well with other employers and people strongly understood SCRA's vision, values and the outcomes we seek as an organisation.

5.5   In the new sections of the staff survey questions on **wellbeing, equality and inclusion** worked well. What they told us was that:-

- 1 in 8 people are dissatisfied with their **physical and/or mental health,**
- 80% of people have experienced **stress at work** in the last 12 months and 60% discussed this with their line manager
- 71% felt that SCRA's work on **wellbeing** was useful and meaningful and
- 88% were satisfied with their **working hours.**
- 85% felt SCRA was **committed to equality, diversity and inclusion**, with a similar number feeling that people from all **cultures and backgrounds were respected,** with 78% identifying **managers as supporting and promoting diversity and inclusion**
- 82% of staff felt they would know how to report a concern about **harassment or discrimination**
- Overall 70% of staff felt confident in free and **open expression of ideas, beliefs and opinions** in SCRA and 74% of people felt included and respected in SCRA.

5.6   So while many of these results are strong – and a good baseline of understanding- there is some scope for further work and improvement in some of them in the course of the next year and as part of our core, existing programmes.

5.7   The Health, Wellbeing and Staff Survey group met in late November to look in some detail at the survey results. Alongside the results themselves we also considered the comments made by many staff which were, as always both hugely helpful and challenging. However they do offer an insight into some of

the issues that individual staff see as important. **Workload and workload allocation, fairness and equity** comes across significantly in individual comments with a challenge to us about how the organisation keeps a balance and dynamic review on these issues. **Staff sickness and absence** and the impact on individuals came across strongly too and these also link across to issues of equity and sense of fairness in workload.

5.8 After a fair bit of discussion the group agreed that the key message and therefore priorities for further action in 2020 are:-

- Workload management and clearer 'read across' to wellbeing
- Reward and value (incl. pay and progression)
- Supervision and Team meetings – improving regularity and quality
- Trust in EMT communications and more in depth understanding of what drives staff concerns

5.9 We will incorporate these key messages and challenges into our ongoing work and core programmes (workforce/locality and management development, sustainability and communications strategy, health and wellbeing) across SCRA and jointly with UNISON.

6. SCRA Sustainability programme

6.1 In June 2018 the SCRA Board approved the SCRA sustainability programme with the following objectives:-

- continued development and improvement of our organisational culture,
- further investment in the skills mix of SCRA to support our core statutory function of the Childrens Reporter
- the need to optimise the introduction of future new technology,
- maximising resource availability by reducing sickness absence
- recommendations in relation to SCRA's organisational structure in ` order to improve career progression opportunities, opportunities to reduce our gender pay gap and improve operational management capacity
- delivering further efficiencies and reductions in SCRA senior management.

6.2 Significant progress has been made in a number of areas

- The suite of job descriptions for Head of Operations and Operational Managers and corresponding job grading evaluations have now been completed via the National Partnership Forum HR Sub Group. The recruitment process of April 2020 is currently on track and will be kept under review in relation to the implementation of CSAS in order to minimise disruption or adverse impact.

- Completion of the organisation- wide review of the role and future deployment of Assistant Reporters which will provide a platform for future expansion of

this vital role across the organisation over the course of the next Corporate Plan period

- Progress against the development of the joint CHS/SCRA Core Systems and Applications platform (see agenda item 14 for more detail) which will provide the basis for us to realise our wider digital ambitions, reduce further the need for labour intensive manual transactions and provide the opportunity for redirection of skilled SCRA staff resources towards quality initiatives captured in our corporate parenting duties.

- The consolidation of our Senior Practitioner into SCRA's core grading structure will form part of our pay and reward submission to the Scottish Government for 2020/21. Initial discussions have taken place with UNISON but will be more formally placed in due course

- Work has commenced on the workload equalisation programme across SCRA. This work is complex and contentious and has been outstanding for a number of years. On completion it will give us a clearer core model for the alignment of resources to needs and demands. The model needs to be coherent enough to carry confidence across the service, factor in variables such as rurality, social and economic needs at locality/Local Authority level and flexible enough to respond to both acute and evolving changes in needs across the country. Implementation of the approach later in 2020 will be respectful for the need for stability in 'donor' areas as well as needs for equity in 'recipient' areas. The end model can also be achieved through differential future investment in assessed recipient areas – but opportunities for net free cash investment seems unlikely.

6.3   A further update will be provided for the Board on 25th March 2020.

Dec 2019

From: Lisa Bennett, Head of Strategy and Organisational Development, SCRA
To: Children's Hearings Improvement Partnership
Subject: Time and Quality standards for the Hearings system
Date: 2nd December 2019

Purpose

This paper seeks to bring to your attention the revised and finalised standards of the Blueprint – now known as The Time and Quality Standards for the Hearings System. These standards bring together a revision of the Blueprint along with the Standards for Better Hearings. These were considered at the CHIP Better Hearings work-stream meeting on 11th November 2019 and are recommended by that group for sign off by CHIP

Background

The Blueprint for the Processing of Children's Hearings Cases was published in 1999, and updated in 2001 to extend to health professionals, safeguarders and court processes. It set out an interagency code of practice, referral protocols and a standards framework - comprising a 'blueprint' for case processing and focusses on improving children's hearings processes in order to deliver a high quality service to children and families. The Children's Hearings Improvement Partnership tasked the GIRFEC subgroup with reviewing and revising the Blueprint. The original blueprint concentrated solely on process and it was agreed that the updated version should look to include qualitative elements and take account of intervening changes in law and practice.

The GIRFEC group, and laterally the Better Hearings Workstream sought to orientate this to the wider work being undertaken to improve the children's hearings system. The Time and Quality standards set down what children and families should expect in every case and the CHIP Aims, Visions and Values statement and the Better Hearings work (both already supported by Social Work Scotland) set out the behaviours expected of all those working in the system, including what all partners should be doing to ensure that every child and family has the best experience in what can be difficult circumstances.

The rationale and principles in the revised draft standards are:
- To further develop our ability to measure and report on time performance how well processes are working and focus improvement on key parts of the process;
- To ensure that local multi-agency groups consider quantitative and qualitative measures in relation to the child's journey through the children's hearings system;
- To focus the revised standards towards the perspective of children and families, so that they know what to expect and what timescale standards apply to the processing of a child's case;
- That to improve the quality and consistency of information from partner agencies, only relevant and proportionate information should be included in referrals and reports

Proposal and next steps

The CHIP group are asked to review and consider the recommendation from the Better Hearings workstream to sign off the revised standards and move to implementation.

Following sign off by CHIP, the Better Hearings workstream will develop proposals for implementation and roll out. The Better Hearings workstream are also considering the ongoing reporting and monitoring of these standards and will bring a further proposal to CHIP with recommendations.

You will notice in the document that the court standards are not yet completed and Scottish Government continue to work with colleagues in the Scottish Courts and Tribunal Service to finalise this element. It is recommended that the standards as proposed move to final sign off in the absence of Court data.

Introduction

As corporate parents, all partners within the children's hearing system have a responsibility to work effectively and collaboratively to ensure a quick, efficient and compassionate service for those children and young people involved.

This document sets out an inter-agency set of standards to promote timely and effective practice.

The Standards for timely and effective practice

These standards are twofold;
- a set of time based standards agreed to allow inter and cross agency scrutiny of practice in relation to referral to the reporter, decision making, report writing and,
- a set of standards (currently known as Better Hearings) that set out what agencies working with and for the child/young person should do to deliver the best possible hearing experience

These standards recognise the interconnected work of all of the professionals around the young person and promote accountability for all aspects of its successful delivery.

Along with a supportive, collaborative and participative approach to working, this document seeks to drive rigour through application of time and quality measurable standards thereby seeking to:

- establish an agreed basis for what individual agencies can expect of each other
- define standards which children and young people have a right to expect
- ensure that help and support is proportionate, appropriate and timely
- provide a basis for accountability through inclusion of measurable targets
- propose a workable system for monitoring, reporting and review.

This document should be read alongside other key documents;

- CHIP Vision and Values
- Guidance on Referral to the Reporter
- Better Hearings Research Report

Key Principles

Key principles for delivering an effective and high quality Children's Hearings service are:
- Making referrals of children into the hearings system are at the earliest opportunity and in accordance with the referral to the reporter guidance
- Being open and transparent in our communications with children and families
- Effective collaboration to make sure the right information and the right people are available at the right time
- In all communications, including reports and notifications, data protection principles will be followed; only the information that is relevant for the specific purposes for which it is intended will be included

Reporting and Monitoring

To be agreed

The Standards:

Standard 1	
Descriptor	**All referrals from agencies will be completed using an appropriate template that contains the key information to enable SCRA to determine what action they should take in investigating the need for compulsory measures of supervision for the child**
Measure	A referral to SCRA will contain the following minimum information: • Basic information about the child: date of birth, gender, home and correspondence address, ethnicity, disability • Significant people in the child's life (i.e. family), their legal status in relation to the child and their contact details • Professionals involved and their contact details

	• Any other legal proceedings or legal measures in place in relation to the child • Date of decision to refer (and in what forum) • Succinct summary of the child's circumstances which has led to the belief that the child is in need of protection, guidance, treatment of control, and why a compulsory supervision order might be necessary
Responsible for meeting the standard	Referring agency
Responsible for measure and reporting the standard	SCRA
How the standard will be measured	% of referrals that have been received using standard template (SCRA) – from 2020.

Standard 2	
Descriptor	**Relevant persons will be informed at the earliest opportunity that an investigation has been initiated following receipt of a referral**
Measure	A standard notification will be sent within 5 working days of receipt of referral, where a new investigation is started for a child (there are no other open referrals)
Responsible for meeting the standard	SCRA
Responsible for measure and reporting the standard	SCRA
How the standard will be measured	Date of receipt of referral/commencement of investigation where there are no other open referrals (day 0) is no greater than day 5 (working days) Standard met/not met.

Standard 3	
Descriptor	**SCRA will provide the local authority with clear information as to why a report has been requested and what type of information they are seeking within it.**
Measure	SCRA notification of report request to the local authority will specify the purpose of the report and what information is sought.
Responsible for meeting the standard	SCRA
Responsible for measure and reporting the standard	Local authority
How the standard will be measured	Sampling by local authority – exception reporting, where the local authority has to go back to SCRA

Standard 4	

Descriptor	**The local authority will provide a report requested by SCRA for investigative purposes at the earliest opportunity**
Measure	SCRA will receive a Reporter's Investigation Report within 25 working days of request
Responsible for meeting the standard	Local authority
Responsible for measure and reporting the standard	SCRA
How the standard will be measured	Date of request (day 0) to date of receipt is no greater than day 25 (working days). Standard met/not met.

Standard 5	
Descriptor	**A Reporter's Investigation Report will contain the key information as set out in the minimum standards**
Measure	**Measure:** A report will contain, as a minimum, the following information: • Basic information about the child: date of birth, gender, home and correspondence address, ethnicity, disability • Significant people in the child's life (i.e. family) and their legal status in relation to the child, any requirements for services of interpreter or translation • Any other legal proceedings or legal measures in place in relation to the child • Detail of the specific circumstances and facts that led to the referral to aid the assessment of evidence • Date of decision to refer and the forum where that decision was made • Relevant multi agency analysis of the family background, chronology, assessment of the child's overall wellbeing indicators and my world triangle, with clear identification of any concerns impacting on the child's wellbeing • Analysis of the child's circumstances stemming from the information contained within the assessment, with a succinct summary of the risks and protective factors • The child's views • The relevant persons' views • Recommendation about whether the child is in need of protection, guidance, treatment of control, and the need for a compulsory supervision order, supported by clear reasons • Where any request for non-disclosure is made, that this meets the legal test

Responsible for meeting the standard	Local authority
Responsible for measure and reporting	Local authority
How the standard will be measured	Sampling by local authority and SCRA – local arrangements

Standard 6	
Descriptor	**The reporter will make a decision about a referral at the earliest opportunity**
Measure	The Reporter will make a decision about a referral within 50 working days of receipt of that referral
Responsible for meeting the standard	SCRA
Responsible for measure and reporting	SCRA
How the standard will be measured	Date of receipt (day 0) to date of decision does not exceed 50 working days. Standard met/not met.

Standard 7	
Descriptor	**The local authority will provide reports for a hearing at the earliest opportunity**
Measure	When the LA requires a review of the compulsory supervision order, the request shall be accompanied by a full Hearing report
Responsible for meeting the standard	Local authority / SCRA
Responsible for measure and reporting the standard	SCRA
How the standard will be measured	All requests by the LA for a hearing will only be registered when accompanied by a report. Exception reporting by SCRA

Standard 8	
Descriptor	**Hearings to review a supervision requirement will take place within 25 days of a request being made**
Measure	SCRA will arrange a review hearing to take place within 25 working days of a request being made (by a relevant person, child or local authority)
Responsible for meeting the standard	Local authority / SCRA
Responsible for measure and reporting the standard	SCRA
How the standard will be measured	Date of request (day 0) to date of hearing does not exceed 25 working days Excludes short notice hearings such as emergency transfers and transfer to secure accommodation. *Note:* There is no specific timescale within which the reporter must arrange an advice hearing in relation to permanency applications. SCRA would continue to apply Practice Direction states that "In light of the benefits of progressing permanence cases without delay, reporters

	are to arrange all hearings review hearings where advice for permanence is required within 21 days of receiving the notice from the implementation authority or registered adoption service, unless exceptional circumstances apply".
	Standard met/not met

Standard 9

Descriptor	**A safeguarder will provide a report to the children's hearing within the statutory timescale**
Measure	A safeguarder will provide a report to SCRA within 35 days of appointment
Responsible for meeting the standard	Children 1st
Responsible for measure and reporting the standard	SCRA
How the standard will be measured	Date of hearing which appointed the safeguarder (day 0) to date of receipt of report does not exceed 35 calendar days. Standard met/not met

Standard 10

Descriptor	**Children's hearings will be held within 20 working days of the reporter's decision on referral**
Measure	The hearing will take place within 20 working days of decision by the Reporter
Responsible for meeting the standard	SCRA
Responsible for measure and reporting the standard	SCRA
How the standard will be measured	Earliest date of reporter's decision to refer to children's hearing (day 0) and date of the initial hearing does not exceed 20 days Standard met/not met.

Standard 11

Descriptor	**SCRA will provide children and families with a copy of the decisions and reasons and any order made following the hearing**
Measure	Date of hearing (day 0) to date of producing hearing outcome to relevant persons will not exceed 2 calendar days
Responsible for meeting the standard	SCRA
Responsible for measure and reporting the standard	SCRA
How the standard will be measured	Date of hearing (day 0) to date of producing hearing outcome to relevant persons will not exceed 2 calendar days Standard met/not met

The standards to promote the best experience (Better Hearings Standards)

1. Before the Hearing –

(a) planning your hearing –

Standard: We will help prepare you for your hearing and give you the right information and support in plenty of time
- Let you know 15 days in advance where and when your Hearing will happen.
- Make sure you have all the papers you need for your Hearing 5 days before it.
- Ask if you would like to visit the Hearings Centre before you come for your Hearing.
- Before your hearing we will talk to you about how the hearing should be managed and how you would like to give your views and do what we can to make sure this happens.
- Tell you who will be there and explain why they have been invited.
- We will ask you if you know you can bring someone to the hearing with you.
- Ask whether you want to attend in person - You have a right to attend your Hearing, and you also have a right not to attend.

(b) Reports and Information for your hearing –

Standard: We will make sure that the information is for your hearing is clear, relevant and contains your views
- Ask for your views when writing reports and make sure that they are included.
- Make sure that the information we send you is clear and understandable.
- Focus on the current issues in your life in reports for your Hearing.
- Make sure that the professionals coming to your Hearing have shared information so that they are fully prepared and can best support you.
- Respect your confidentiality by keeping your information safe and making sure those that only those who need to will see it.

During the Hearing

(a) Safety and Privacy –

Standard: We will do all we can to promote your safety and privacy at your hearing centre.
- We will do all we can to help you feel safe and that you are safe when you are in the Hearings Centre .
- Provide a private space if you ask for one.

(b) Managing the Hearing –

Standard: Everyone in your hearing will work hard to make it run as smoothly as possible
- Make sure that your Hearing will start and finish on time, or last only as long as necessary.

- Make sure panel members at your Hearing explain at the very start why it is being held, the issues to be talked about and who will speak about them – so that this is clear to everyone.
- The Chairperson will ask everyone to explain who they are and why they are there.
- Discuss things during the Hearing that are currently important and relevant.
- Make sure all discussions during the Hearing are as short, clear and understandable as possible.

(c) Helping you give your views -

Standard: We will support you to have your views heard
- Ask you how you would like to give your views in the Hearing (e.g. speaking to you first, speaking to the Panel Members alone or with a representative or advocate speaking for you) and make sure this happens. If you do not want to give your views we will respect that.
- Make sure that you are at the centre of your Hearing and everyone else will respect that.

(d) Decisions –

Standard: We will make sure that our decisions are clear and in your best interests
- Clearly explain the decisions made and what your rights are.
- Make decisions that are in your best interests, although you might not always agree with them.
- Make sure you have the chance to ask any questions and that these are answered.

After the Hearing

(a) Hearings decisions and what happens next –

Standard: We will support you to understand what decisions have been made at your hearing and what this means for you
- Make sure that straight after your Hearing someone will answer any questions you have and explain what the decision means (e.g. where you stay and how often you can see people who are important to you i.e. contact).
- Send you the written decision within 5 days and answer any questions you might have.
- Make sure the written decision is clear and understandable.
- Include the Hearing's decision in your Child's Plan and make sure your Plan properly reflects it.

(b) Your rights –

Standard: We will support you to understand and promote your rights

- Provide a private space for you to speak to people after the Hearing.
- Explain your rights to disagree and challenge the decision (this is called an appeal) and how to do this.
- Explain your right to request another Hearing (this is called an early review) and how to do this.
- Help you to ask for another Hearing.
- Listen to you about what would make your next Hearing better and make sure this happens.

Deputy First Minister and Cabinet Secretary for
Education and Skills
John Swinney MSP

Scottish Government
Riaghaltas na h-Alba
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F/T: 0300 244 4000
E: dfmcse@gov.scot

By email

20 November 2019

Dear colleagues,

I am delighted to write to you today as we mark the 30th anniversary of the adoption of the United Nations Convention on the Rights of the Child (the Convention) by the UN General Assembly.

We have a strong track record on children's rights. The Convention provides the foundation for Getting it right for every child, our national approach to improving outcomes and supporting the wellbeing of our children and young people. Scottish Ministers and certain public authorities already have duties in relation to the Convention under the Children and Young People (Scotland) Act 2014. Scotland is on track to be the first part of the United Kingdom to incorporate the Convention which will be a landmark moment in the history of children's human rights.

Over the summer, we consulted with you on the best way to incorporate the Convention into our domestic law. 162 people and organisations responded to the consultation, and we engaged with 180 children and young people through a variety of events. I am very grateful that so many of you participated in these events and I am grateful to you for submitting your views to our consultation. We published today a report which contains an analysis of the consultation responses, including opinions of children and young people.

We have listened to your views, and now we are acting on them. Today I announced to the Scottish Parliament that the Bill which I will introduce next year will take a maximalist approach. We will seek to incorporate the Convention in full and directly – using the language of the Convention – in every case possible. Our only limitation will be the limit of the powers of this Parliament.

As a result, sadly, some parts of the Convention – for example, the provision on military recruitment – are reserved and cannot be incorporated by this Parliament.

St Andrew's House, Regent Road, Edinburgh EH1 3DG
www.gov.scot

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The Children's Commissioner and Together have proposed a model that would see the whole Convention included in the Bill, subject to a restriction that the Bill only operates within devolved powers. While we support the ambition, it is clear to this government that this approach would not reflect the inability of the Scottish Parliament to make provision in relation to reserved matters.

Nevertheless, my expectation is that a vast majority of the Convention's provisions can be incorporated by the Scottish Parliament. The Bill will also make provision to allow incorporation of those provisions of the Convention currently beyond our powers into our domestic law if – and when - the powers of the Scottish Parliament change in the future.

This will ensure that the rights contained in the Convention are afforded the highest protection and respect possible within our constitutional settlement. This approach will for the first time mean that the Convention is directly built into Scots law. This represents a huge step forward for the protection of children's rights in Scotland.

Every devolved body, every health board, every council – and the Scottish Government itself – will be legally obliged to respect children's rights. And, if they don't, children and young people will be able to use the courts to enforce their rights.

The Bill will aim to ensure that there is a proactive culture of everyday accountability for children's rights across public services in Scotland. This will mean that children, young people and their families will experience public bodies consistently acting to uphold the rights of all children in Scotland.

I also published today an annual update on taking forward our "Progressing the Human Rights of Children in Scotland: An Action Plan 2018-2021". We are developing a strategic approach to participation and progressing through co-production a 3-year programme to raise awareness of children's rights across all sectors of Scottish society, including children and young people themselves.

On the 30th anniversary of the Convention we can all be proud of the progress that Scotland has made in furthering children's rights. This Government will continue to do everything within its powers to promote, secure and respect those rights now and for the future.

The report on the consultation analysis is here and the Progress Report on children's rights is here.

Across Scotland and internationally, there are a number of events taking place to mark this important anniversary of the UNCRC. In whatever way you are marking the 30th Anniversary of the UNCRC, I wish you every success and enjoyment of this celebration and wish to thank you for your ongoing commitment to making the rights of children real for families in Scotland. Together, we will make a genuine difference to children's lives.

Yours sincerely,

JOHN SWINNEY

Appendix C

**High level analysis of staff survey results 2018 - 2019**

As with previous years – results here report on responses corresponding with 'Always and sometimes' or 'Partly and Fully agree'

Q	description	2018	2019	Percentage points (pp)
3.	Overall I enjoy my job	83%	85%	+2
4	My morale is good at work	71%	76%	+5
5	I am motivated in my job	85%	88%	+3
6	Support from locality/team colleagues	88%	90%	+2
7	Support from immediate manager	87%	87%	=
8	Demands are reasonable	72%	73%	+1
9	Manager counted to help with difficult tasks	82%	82%	=
10	Manager gives clear feedback	79%	83%	+4
11	Manager asks for my opinion before decisions that affect my work	69%	72%	+3
12	Manager helps with workload when not manageable	68%	67%	-1
13	Manager is supportive with personal circumstances	85%	84%	-1
14	Manager discusses future development needs	75%	82%	+7
15	Regular supervision	77%	78%	+1
16	Feeling supported is enhanced through supervision	50%	57%	+7
17	Personal development enhanced through supervision	46%	54%	+8
18	Necessary authority to carry out tasks	79%	83%	+4
19	Manager is committed to developing staff in locality	65%	69%	+4
20-28	**New questions for 2019 – Wellbeing - see results table below**			
29	Manager makes clear work goals and objectives	80%	80%	=
30	Manager holds regular team meetings	64%	63%	-1
31	Satisfied with communications	59%	64%	+5

Q	description	2018	2019	Percentage points (pp)
32	SCRA offers opportunities to suggest new ideas	58%	59%	+1
33a	SCRA values my work	66%	64%	-2
33b	Proud to be part of SCRA	85%	80%	-5
33c	SCRA is a good employer	88%	88%	=
33d	SCRA compares well to other employers	81%	87%	+6
33e	Working environment is good	72%	78%	+6
34a	Understand SCRA's vision, values and outcomes	95%	95%	=
34b	Understand objectives and priorities for next 12 months	82%	80%	-2
34c	It's clear how my job relates to SCRA	85%	88%	+3
35	**New questions – Equalities and Inclusion – see results table below**			
36	EMT are open and honest in their comms	60%	51%	-9
37a	Pay is reasonable for the job I do	52%	53%	+1
37b	Good terms and conditions	82%	85%	+3
37c	Pay progression compares well with other orgs	42%	50%	+8
37d	Salary scales compare well with other orgs	45%	47%	+2
38a	SCRA understands and makes good use of my skills	65%	67%	+2
38b	Opportunities to train professionally and personally	60%	69%	+9
38c	SCRA helped me take responsibility for own dev	60%	65%	+5

Q20 How satisfied are you with your mental well-being? (Please tick one)

Answered: 238   Skipped: 25
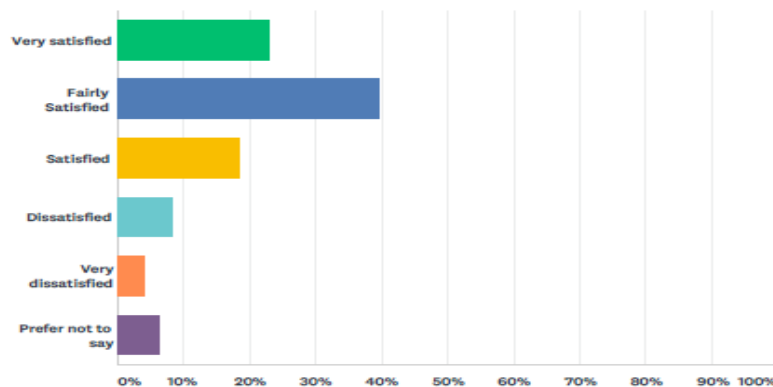
ANSWER CHOICES	RESPONSES	
Very satisfied	23.11%	55
Fairly Satisfied	39.50%	94
Satisfied	18.49%	44
Dissatisfied	8.40%	20
Very dissatisfied	4.20%	10
Prefer not to say	6.30%	15
TOTAL		238

Q21 How satisfied are you with your physical health? (Please tick one)

Answered: 237   Skipped: 26
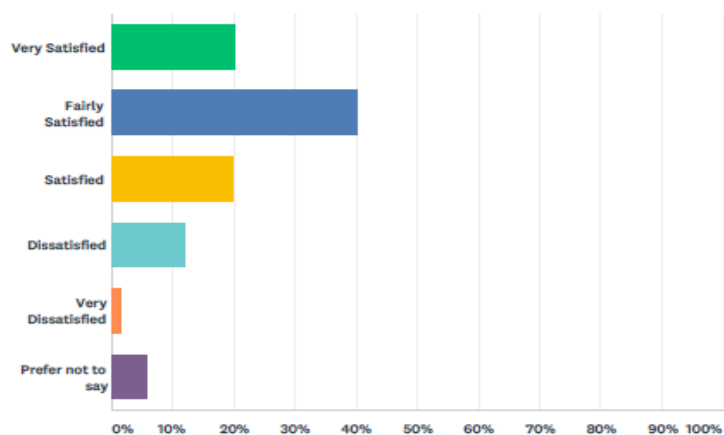
ANSWER CHOICES	RESPONSES	
Very Satisfied	20.25%	48
Fairly Satisfied	40.08%	95
Satisfied	19.83%	47
Dissatisfied	12.24%	29
Very Dissatisfied	1.69%	4
Prefer not to say	5.91%	14
TOTAL		237

Q22 Have you felt stressed at work in the past 12 months?

Answered: 236   Skipped: 27
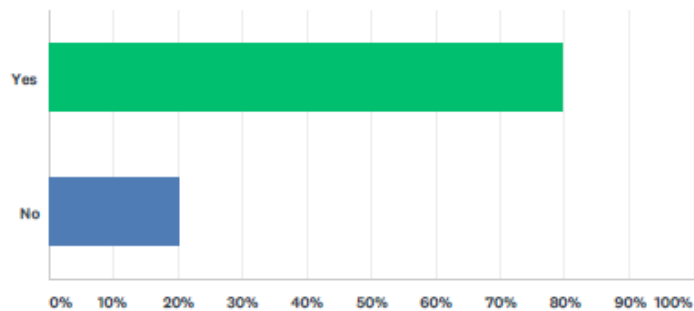
ANSWER CHOICES	RESPONSES	
Yes	79.66%	188
No	20.34%	48
TOTAL		236

Q23 If yes, did you speak to your line manager?

Answered: 199   Skipped: 64
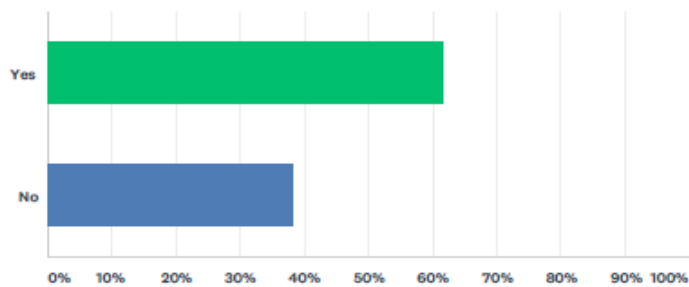
ANSWER CHOICES	RESPONSES	
Yes	61.81%	123
No	38.19%	76
TOTAL		199

Q24 Does SCRA provide you with regular, useful and proactive information or opportunity to improve/maintain your health and wellbeing at work?

Answered: 233   Skipped: 30
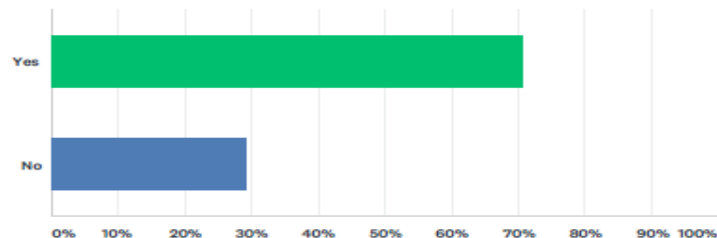
ANSWER CHOICES	RESPONSES	
Yes	70.82%	165
No	29.18%	68
TOTAL		233

Q25 Are you satisfied with your working hours?

Answered: 236   Skipped: 27

ANSWER CHOICES	RESPONSES	
Yes	88.14%	208
No	11.86%	28
TOTAL		236
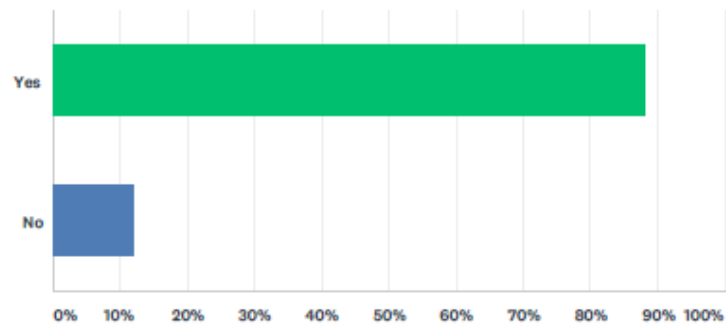
Q27 Are you satisfied with relationships you have with your colleagues at work? (Please tick one)

Answered: 236   Skipped: 27
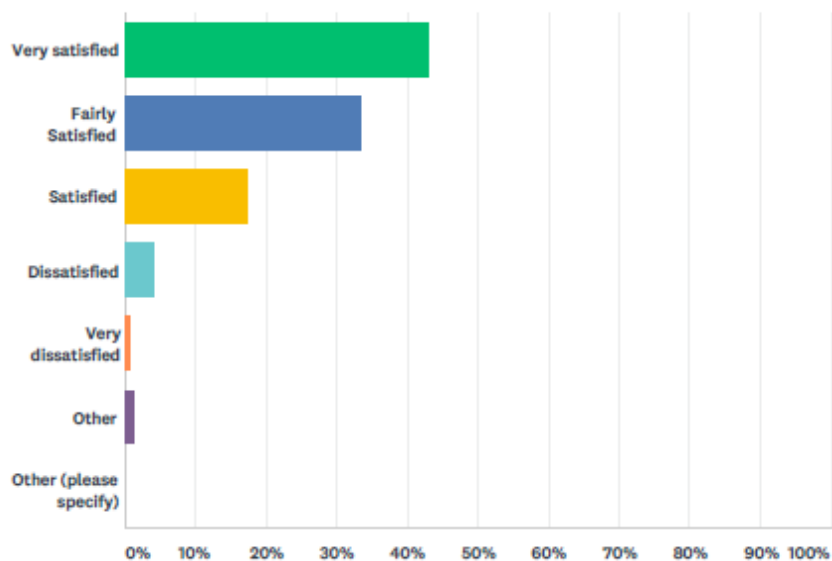
ANSWER CHOICES	RESPONSES	
Very satisfied	42.80%	101
Fairly Satisfied	33.47%	79
Satisfied	17.37%	41
Dissatisfied	4.24%	10
Very dissatisfied	0.85%	2
Other	1.27%	3
Other (please specify)	0.00%	0
TOTAL		236

Q28 What do you do to maintain your wellbeing. (Tick all that apply)

Answered: 235   Skipped: 28
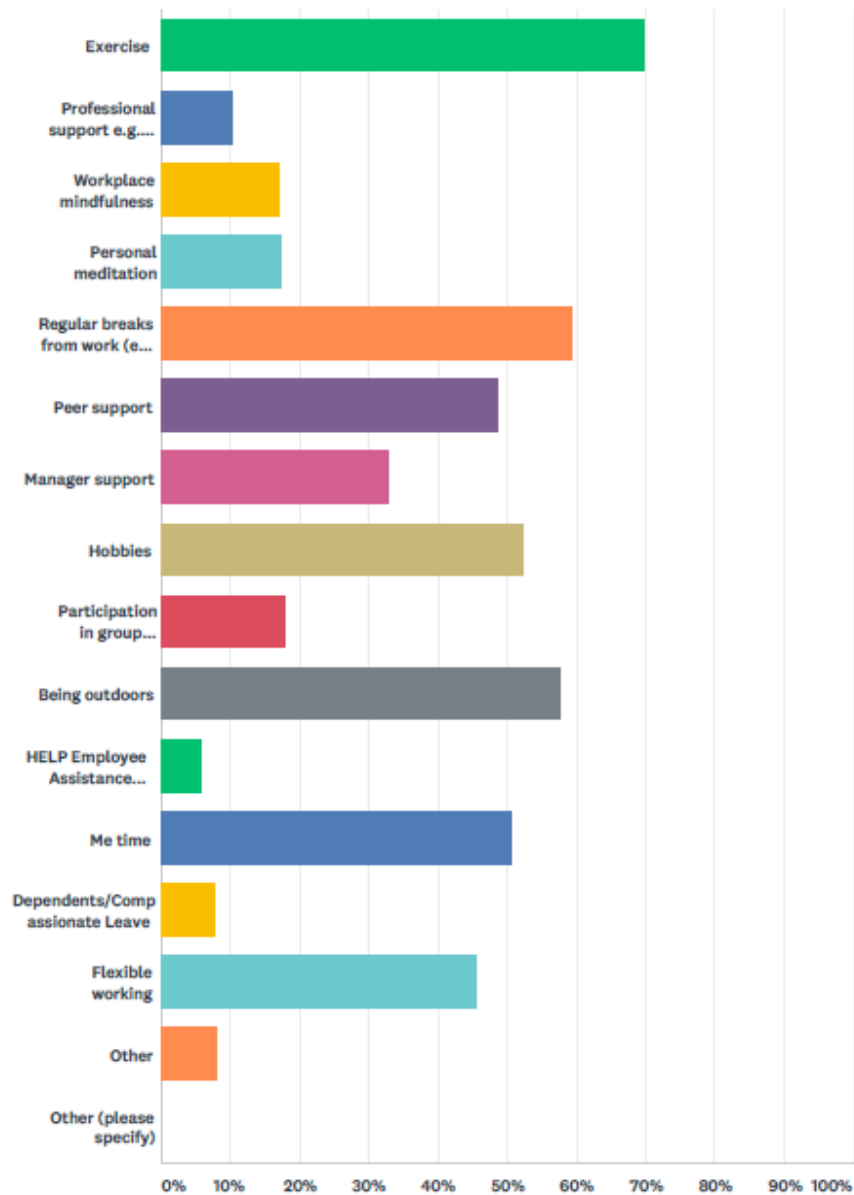
ANSWER CHOICES	RESPONSES	
Exercise	69.79%	164
Professional support e.g. counselling, GP etc	10.21%	24
Workplace mindfulness	17.02%	40
Personal meditation	17.45%	41
Regular breaks from work (e.g. Lunch breaks, holidays)	59.15%	139
Peer support	48.51%	114
Manager support	32.77%	77
Hobbies	52.34%	123

Participation in group activities e.g. walking club, book club, choir etc.	17.87%	42
Being outdoors	57.45%	135
HELP Employee Assistance Programme	5.96%	14
Me time	50.64%	119
Dependents/Compassionate Leave	7.66%	18
Flexible working	45.53%	107
Other	8.09%	19
Other (please specify)	0.00%	0
Total Respondents: 235		

Q35 Equalities and Inclusion

Answered: 232   Skipped: 31
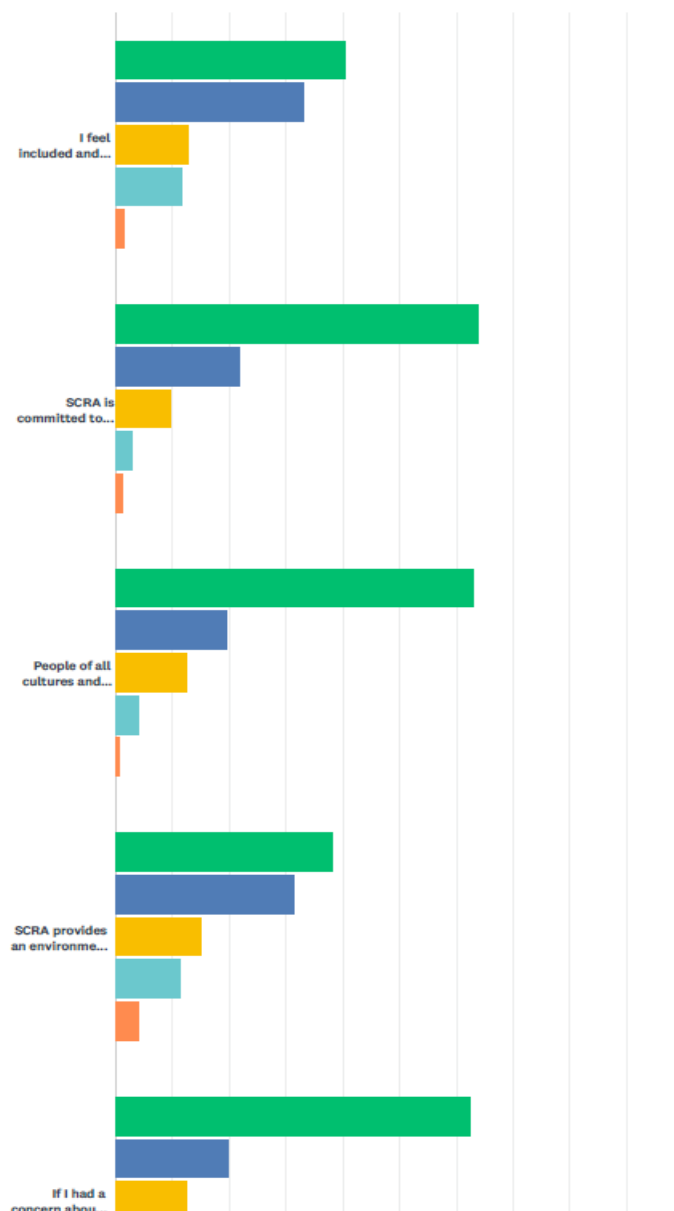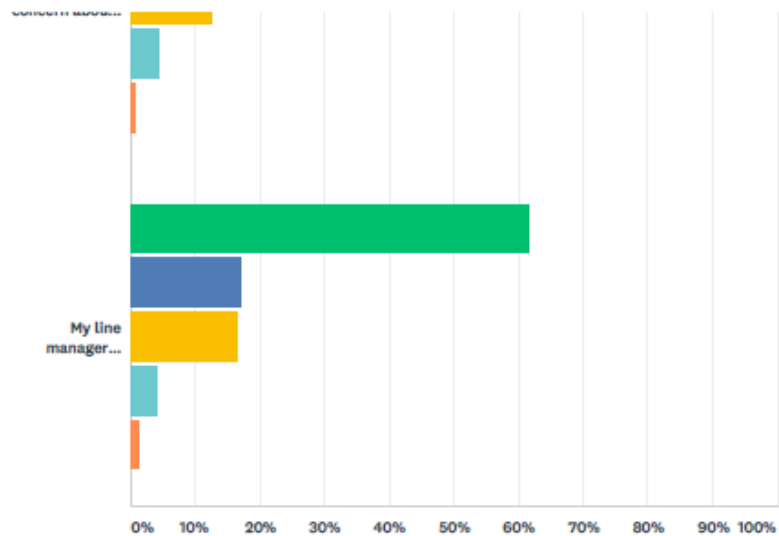
	Strongly agree				
■ Strongly agree	■ Partly agree	■ Neither agree or disagree			
■ Partly disagree	■ Strongly disagree				

	STRONGLY AGREE	PARTLY AGREE	NEITHER AGREE OR DISAGREE	PARTLY DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
I feel included and respected in SCRA	40.61% 93	33.19% 76	12.66% 29	11.79% 27	1.75% 4	229	1.63
SCRA is committed to equalities, diversity and inclusion	63.79% 148	21.98% 51	9.91% 23	3.02% 7	1.29% 3	232	1.26
People of all cultures and backgrounds are respected and valued in SCRA	63.04% 145	19.57% 45	12.61% 29	3.91% 9	0.87% 2	230	1.22
SCRA provides an environment for the free and open expression of ideas, opinions and beliefs	38.36% 89	31.47% 73	15.09% 35	11.21% 26	3.88% 9	232	1.66
If I had a concern about harassment or discrimination I know where and how to report that concern	62.34% 144	19.91% 46	12.55% 29	4.33% 10	0.87% 2	231	1.24
My line manager demonstrates commitment to and support of diversity and inclusion	61.47% 142	16.88% 39	16.45% 38	3.90% 9	1.30% 3	231	1.17

Second Quarter Organisational Performance Report 2019/20: (1 July to 30 September 2019)

1. Introduction

1.1.   This report uses a balanced scorecard approach which attributes measures within the organisation into four quadrants; service to children and young people, workload, resources and corporate governance. This provides a concise report which enables a fuller focus on the key areas of performance throughout SCRA. Continuing feedback from the Board will be used to inform future development. An appendix has been included at the end of this report to provide further detail on key measures as requested by the Board.

1.2.   Members of the Board are invited to approve the Q2 Organisational Performance Report 2019/20, covering the period 1 July to 30 September 2019.

Performance measures	Target	Q2	Trend	Year to date	Link
The percentage of decisions on referrals made within 50 working days of receipt	78%	75.7% A	-	75.3% A	N 1.1
The percentage of Hearings scheduled to take place within 20 working days	77%	74.2% A	up	73.7% A	N 1.3
The percentage of initial Hearings proceeding to disposal	77%	80.7% G	-	80.8% G	N 1.4
The percentage of working days lost to short term absence	2%	1.9% G	-	2.0% G	N 3.4
The percentage of working days lost to long term absence	2%	2.6% A	-	1.9% G	N 3.5
The percentage of SCRA core properties which comply with SCRA property standards	90%	89.8% G	-	89.8% G	N 3.6
Forecast variance in annual revenue spends as a percentage of the available revenue budget	1%	1.1% A			N 3.7
Forecast percentage of revenue savings achieved in the year	1.5%	2.9% G			N 3.8
Forecast variance in annual capital spends as a percentage of the available capital budget	5%	3.4% G			N 3.9
The Scottish Government efficiency savings target will be met	0.7%	On target			N 3.10

Key - | G | Target met or exceeded | A | Target nearly met | R | Target missed

Notes:

- All changes are calculated using current performance against the average from the previous four quarters.
- Where a figure is referred to as the lowest/highest level on the Data Warehouse, this includes all data from 2003/04 onwards.
- Comparative graphs represent the current and previous four quarter's information from left to right starting with the oldest quarter first.
- The range covers the minimum and maximum values seen over this period.
- The trend reflects performance changes over the period and is weighted by quarter. For example, for an increasing trend to be showing, it must have increased in the current quarter and also several of the previous quarters. One quarter's change alone is not enough for a trend.
- Where a change is between two percentages, the change refers to percentage points rather than percentage and is referred to as pp.
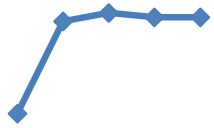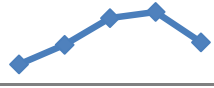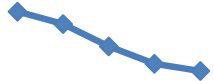
2.   Executive Summary and Management Response

2.1.   The executive summary and management response aims to condense the information contained within the report and provide a management overview of key areas for consideration.

2.2   Overall, six of the ten indicators were met and rated as green, with a further four nearly met (amber). Two of the amber areas were operational around referrals, with decision making (N 1.1) and Hearing scheduling (N 1.3) both missing the target. Decision making has though improved in the quarter while Hearings scheduling is showing an increasing trend. Generally, the factors at play for quarter one remain relevant to quarter two. As reported last time, Senior Operational Managers (SOMs) were able to pick up these issues in the recent round of performance reviews and will ensure local managers maintain an appropriate focus on these measures for the remainder of the year.

2.3   Board members will be aware from the SOM locality review report that delay is a major focus for managers but that some factors are outwith our direct control. SOMs were assured that where possible, pressure is brought to bear internally, by redistributing work or via partnership dialogue when the problem is seen to be related to poor service from social work services. Glasgow delay has adversely affect the national position and the 20 working day target (N 1.3) is now to some extent in conflict with our focus on better hearings, when a hearing in, say, 23 working days is preferable to ensure everyone can attend, to simply meeting the target. This may be reflected in the performance at N 1.4 being exceeded (initial Hearings proceeding to disposal).

2.4   Notification of Hearing outcomes (N 1.8) improved after the quarter one drop. Ayrshire and Grampian lag behind other localities. Operational factors such as staff sickness inevitably play a part but in both localities SOMs will actively consider the need for any additional actions that may be required to improve performance.

2.5   The number of data breaches (N 1.10) continues to give concern with the national figure this quarter being affected by a higher number within Central locality. The accountable SOM is working with managers locally to understand the issue and put in place remedial actions.

2.6   Long term sickness absence (N 3.5) continues to have an impact on operational performance in South East and Tayside & Fife localities. Mangers have plans in place to address the dip but there may be a lag before performance improves.

2.7   The court environment continues to be challenging, particularly in relation to appeals with Hearing decisions upheld at appeal (N 1.9) just above 50% and four localities seeing more successful appeals than appeals refused. The outcome of appeals is not all within our control. We continue to engage with Children's Hearings Scotland in relation to what Panel Members can do to improve this, e.g. improve reasons. Sometimes the decision to allow an appeal is due to a change in circumstances since the decision was made. There is a significant variation in this quarter across the Localities and this will be examined at the next Court Managers Network. Appeal volumes (N 2.12) increased with upwards trends in three localities.

2.   Executive Summary and Management Response continued

2.8   Overall, casework volumes were reasonably consistent. There are however a few areas worth pointing out. Children referred on non-offence grounds (N 2.1) continues to be consistent nationally but with significant changes at a locality level. Child Protection Orders (N 2.3) increased after the quarter one drop with increases seen in the two localities mentioned as being low in the previous quarter (Central and Lanarkshire D&G). Compulsory Supervision Orders (N 2.11) continue to decrease.

2.9   Joint reports retained by the Reporter (N 2.4) remain high. The change in presumption to be that the Reporter will deal with all of these cases, unless there are good reasons why the Procurator Fiscal should, is leading to an increase in volume, but more significantly an increase in serious offences being dealt with by the Reporter. This is challenging for Reporters and we are engaging with the Scottish Government and other partners to discuss how to properly resource this and enhance our skills in this area.

2.10   Resource availability was good in the quarter with five of the seven finance, property and human resources targets either forecast to be on target or met. Long term absence (N 3.5) has though increased in the quarter with only two localities under the 2% target and is rated as amber. The revenue savings target (N 3.7) is marginally above the 1% variance target so is also rated as amber.

2.11   The key measure around corporate governance is performance against the business plan. Overall, 78% of actions are currently on target with a further 22% rated as amber, indicating that a slight delay has been identified but actions are still on target to be completed within the year. One is off a continuous improvement nature and will continue into next year and another has been put on hold due to resourcing. In other areas of governance, two audits (N 4.3) and one case sampling exercise (N 4.4) were completed in the quarter.

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Commentary
N 1.1	Decisions on referrals made within 50 working days of receipt – **Target 78%**	**75.7%**	-1.6pp		74.9%-80.4%	-	Downward trend has stopped but only two localities meeting target.
N 1.2	Referrals over 100 working days old	69	20.0%		22-93	-	Most localities remain low, with the majority of delay in Glasgow where there has been a referral spike.
N 1.3	Hearings scheduled to take place within 20 working days – **Target 77%**	**74.2%**	+0.1pp		70.2%-79.1%	up	Scheduling remains challenging with three localities being well below their targets.
N 1.4	Initial Hearings proceeding to disposal – **Target 77%**	**80.7%**	+0.7pp		78.9%-80.8%	-	Continuing good performance with all localities meeting the target.
N 1.5	Percentage of non-offence applications established at court	90.5%	-2.5pp		90.5%-93.9%	-	Three localities dipped below 90% impacting the overall figures.
N 1.6	Mid-point for offence referrals from receipt to Hearing decision (working days)	70	-5 days		52-91	-	The mid-point for offence referrals remains consistent while for non-offence referrals, the mid-point increased in seven of the localities.
N 1.7	Mid-point for non-offence referrals from receipt to Hearing decision (working days)	118	+5.5 days		106-119	-	
N 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days	89.1%	-1.2pp		86.7%-93.5%	-	Generally positive but two localities are significantly below the national average; Ayrshire and Grampian.
N 1.9	Hearing's decisions upheld at appeal (appeal refused)	52.0%	-5.5pp		49.5%-61.2%	-	Four localities had upheld percentages below 50% in quarter 1.
N 1.10	Breach incidents (SCRA)	47	-35.6%		38-149	-	There were eight non-disclosure and 39 case information breach incidents.
N 1.11	Complaints	14	+27.3%		7-14	up	Reasons for complaints varied with four covering more than one category.
N 1.12	All about me forms/children's views returned by children and young people	687	+3.1%		638-705	-	Numbers returned were similar to prior quarters.

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Commentary
N 2.1	Children referred on non-offence grounds	3,411	+7.3%		2,481-3,453	-	Glasgow locality numbers have been stable for the past four quarters while a drop in Ayrshire has been offset by increases in Central and South East localities.
N 2.2	Children referred on offence grounds	1,064	-0.6%		1,046-1,089	-	Numbers remain consistent. No specific local patterns.
N 2.3	Child Protection Orders (CPOs)	148	+5.2%		116-159	-	CPOs increased in Central and Lanarkshire D&G localities which were low in Q1 while Ayrshire locality saw a large increase and had the highest locality rate.
N 2.4	Joint reports retained by Reporter	76.1%	-0.8pp		75.4%-78.7%	-	Retention rates continue to increase, varying from 62% to 96% at a locality level.
N 2.5	Pre-Hearing Panels (PHPs)	1,003	+3.8%		855-1,052	-	PHP volumes remain largely consistent.
N 2.6	Number of Hearings	7,618	-2.2%		7,618-7,945	-	Hearing volumes largely unchanged against average.
N 2.7	Court applications determined	680	+0.6%		641-719	-	Court application volumes consistent with the overall Hearing pattern.
N 2.8	Hearing Interim Compulsory Supervision Orders (ICSOs)	1,146	+0.5%		1,043-1,215	-	At a locality level, changes in interim orders can be significant but at a national level ICSO and IVCSO volumes have been largely consistent over the past five quarters.
N 2.9	Hearing Interim Variation of Compulsory Supervision Orders (IVCSOs)	530	-0.5%		504-575	-	
N 2.10	Court interim orders	962	+2.7%		898-974	-	Court interim orders up slightly against average.
N 2.11	Number of Compulsory Supervision Orders in force (CSOs)	9,072	-2.6%		9,072-9,487	down	CSOs numbers continue to decrease. North Strathclyde locality continue to show an increasing trend.
N 2.12	Appeals concluded	221	+13.3%		182-221	-	Grampian, North Strathclyde and Tayside & Fife localities have increasing trends.

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Commentary
N 3.1	Conversion rate from referral to Hearing (for children not on CSO)	23.1%	-1.9pp		23.1%-26.0%	down	The rate varied between 14% in Glasgow and 39% in Grampian localities.
N 3.2	Non-disclosure cases	853	-5.5%		853-939	down	The focus on more appropriate use and increased oversight continues.
N 3.3	Staffing profile by FTE	395.9	+0.1%		393-397	-	FTE numbers remain consistent.
N 3.4	Percentage of working days lost to short term absence – **Target 2%**	**1.9%**	0.0pp		1.6%-2.2%	-	Short term absence remains within the 2% target with five localities meeting target in the quarter. Long term absence has increased with only two localities meeting the target in the quarter.
N 3.5	Percentage of working days lost to long term absence – **Target 2%**	**2.6%**	-0.4pp		1.2%-4.6%	-	
N 3.6	Compliance with SCRA property standards – **Target 90%**	**89.8%**	-0.1pp		89.8%-89.9%	-	Indicator unchanged in the quarter.
N 3.7	Variance in annual revenue spends – **Target 1%**	**1.1%**	n/a	not applicable	n/a	n/a	Staffing vacancies in Head Office and savings on IT charges are more than offsetting pressures on non-staff lines, the largest and most unpredictable of which is the Supreme Court Case costs.
N 3.8	Percentage of revenue savings achieved in year – **Target 1.5%**	**2.9%**	n/a	not applicable	n/a	n/a	
N 3.9	Variance in annual capital spends – **Target 5%**	**3.4%**	n/a	not applicable	n/a	n/a	Savings on two delayed projects (Elgin and Glenrothes) and dilapidation costs being met from revenue funding are being used to fund an extensive range of corporate projects including MFD replacements, VC and laptop purchases. The small forecast overspend of £28k is likely to be resolved by slippage at year end.
N 3.10	Scottish Government efficiency savings – **Target 0.7%**	**On target**	n/a	not applicable	n/a	n/a	At present it is expected these savings will be realised with no impact on operations.
N 3.11	Training per employee (days)	0.24	-46.3%		0.12-0.86	-	Training down against average again in the quarter.

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Commentary
N 4.1	Business Plan delivery (a) Corporate parenting (b) Sustainable service delivery (c) Practice, Policy & Information Governance (d) Case sampling (e) Equalities & Inclusion (f) Enhanced Partnership Capability (g) Finance & Physical Resources Plans	% rated green : (a) 43% (b) 100% (c) 82% (d) 100% (e) 100% (f) 67% (g) 70% Overall - 78%	n/a	(a) 7 (b) 3 (c) 22 (d) 2 (e) 10 (f) 3 (g) 10	42.9%-100.0%	n/a	Overall, 45 of the 58 actions (78%) are reported as being on target at this time. The number of actions per strategy are shown in the graphs.
N 4.2	Strategic Risk Register – risk scores	38	-28.3%		38-61	**down**	Four risks removed and two added around the CSAS ownership model and the spending review 2019.
N 4.3	Internal audit programme - reviews complete	100.0%	0.0pp	2 2 2 3 Q1 Q2 Q3 Q4	100%-100%	-	Two audits on digital strategy and payroll & expenses were completed in quarter two.
N 4.4	Quality assurance programme – case sampling undertaken	100.0%	0.0pp	1 1 Q1 Q2 Q3 Q4	100%-100%	-	Fieldwork on reporter decision making was completed during July and August, with the report due to be reviewed by the Audit and Risk Committee in November. This is the final exercise in the Quality Assurance programme for the year.
N 4.5	Freedom Of Information responses responded to within 20 working days	100%	0.0pp		100.0%-100.0%	-	All eight FOIs met the timescales in the quarter.

Business Plan delivery progress key:

██ Action on target/complete   ██ Action on target but at risk   ██ Action not expected to be achieved without additional action

No.	Indicator		Ayrshire	Central	Glasgow	Grampian	Highlands & Islands	Lanarkshire - D&G	North Strathclyde	South East	Tayside & Fife
L 1.1	Decisions on referrals made within 50 working days of receipt	Q2	73%	85%	71%	70%	73%	85%	75%	80%	62%
		Ytd	71%	83%	72%	72%	74%	82%	77%	78%	66%
	Local targets for decision making		**78%**	**78%**	**75%**	**73%**	**76%**	**75%**	**80%**	**90%**	**72%**
L 1.2	Referrals over 100 days old		1	0	60	3	5	0	0	0	0
L 1.3	Hearings scheduled to take place within 20 working days	Q2	80%	84%	82%	54%	57%	66%	78%	76%	83%
		Ytd	77%	82%	74%	56%	57%	68%	76%	82%	81%
	Local targets for scheduling		**80%**	**76%**	**77%**	**75%**	**74%**	**76%**	**78%**	**80%**	**76%**
L 1.4	Initial Hearings proceeding to disposal	Q2	81%	77%	85%	80%	87%	79%	81%	78%	80%
		Ytd	80%	77%	85%	80%	85%	80%	81%	81%	79%
	Local targets for disposal		**75%**	**76%**	**77%**	**75%**	**77%**	**77%**	**77%**	**78%**	**80%**
L 1.5	Percentage of non-offence applications established at court		92%	97%	91%	92%	95%	100%	85%	84%	88%
L 1.6	Mid-point of working days taken for offence referrals from receipt to Hearing decision		0	55	124	42	0	71	37.5	69	111.5
L 1.7	Mid-point of working days taken for non-offence referrals from receipt to Hearing decision		131	96	157	122	119	102	143	119	108.5
L 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days		64%	98%	85%	57%	93%	96%	97%	97%	98%
L 1.9a	Hearing's decisions upheld at appeal (appeal refused)		36%	58%	19%	57%	36%	53%	78%	45%	68%
L 1.9b	*Appeals concluded*		22	19	31	14	14	15	45	33	28
L 1.10	Breach incidents (SCRA)		7	11	1	8	4	2	1	6	7
L 1.11	Complaints		0	2	0	0	3	3	2	4	0
L 1.12	All about me forms returned by children and young people to SCRA		31	38	92	83	47	87	125	86	98

Key - 　G　 Target met　　　A　 Within 5pp of target　　　R　 Target missed

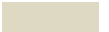| No.	Indicator	Ayrshire	Central	Glasgow	Grampian	Highlands & Islands	Lanarkshire - D&G	North Strathclyde	South East	Tayside & Fife
L 2.1	Children referred on non-offence grounds	47.6	46.1	87.4	10.5	50.0	26.7	40.2	26.9	17.6
L 2.2	Children referred on offence grounds	28.7	27.0	37.4	17.8	25.5	22.9	20.1	18.3	17.6
L 2.3a	Child Protection Orders (CPOs)	6.2	1.9	1.2	1.2	1.5	1.0	0.8	0.9	2.0
L 2.3b	*Child Protection Orders (CPOs) count*	38	17	12	10	10	14	9	12	26
L 2.4	Joint reports retained by Reporter	93%	82%	79%	71%	96%	68%	77%	62%	76%
L 2.5	Pre-Hearing Panels	8.5	12.1	13.6	13.6	9.2	8.6	10.1	11.8	10.6
L 2.6	Number of Hearings	139.4	82.4	100.1	60.9	68.8	79.9	86.1	66.8	81.6
L 2.7	Court applications determined	9.6	7.0	9.2	4.7	6.2	5.9	11.3	5.4	8.1
L 2.8	Hearing Interim Compulsory Supervision Orders	21.6	12.9	17.4	15.7	11.1	8.7	5.0	10.3	15.3
L 2.9	Hearing Interim Variation of Compulsory Supervision Orders	10.4	9.5	5.2	4.7	4.4	4.1	4.1	6.2	5.7
L 2.10	Court interim orders	13.2	7.8	21.0	8.5	13.0	5.4	8.2	7.7	13.1
L 2.11	Number of Compulsory Supervision Orders in force	144.6	90.9	131.2	64.1	71.0	97.0	121.3	84.8	90.9
L 2.12	Appeals concluded	3.6	2.2	3.1	1.7	2.1	1.1	4.1	2.5	2.1

Rates based on rate per 10,000 of child population aged under 16 years from the General Register of Scotland, apart from children referred on offence grounds, which are based on child population aged 8 to 15 years. Joint reports retained are not based on child population.

Key -   Minimum rate per population   Maximum rate per population

No.	Indicator		Ayrshire	Central	Glasgow	Grampian	Highlands & Islands	Lanarkshire - D&G	North Strathclyde	South East	Tayside & Fife
L 3.1	Conversion rate from referral to Hearing (for children not on CSO)		25%	26%	14%	39%	15%	31%	24%	31%	32%
L 3.2	Non-disclosure cases*		11.7	6.2	14.7	6.4	6.4	10.7	11.0	6.9	8.9
L 3.3	FTE[1]		33.0	31.6	59.8	21.7	22.8	42.2	41.3	37.4	41.9
L 3.4	Percentage of working days lost to short term absence[2]	Q2	3.6%	3.4%	2.8%	1.5%	1.2%	1.6%	2.1%	1.4%	0.9%
		Ytd	3.1%	3.2%	2.2%	1.9%	1.8%	1.3%	1.9%	1.6%	1.7%
L 3.5	Percentage of working days lost to long term absence[2]	Q2	3.3%	0.0%	3.0%	0.0%	5.8%	2.7%	3.8%	2.9%	5.5%
		Ytd	1.7%	0.8%	1.8%	1.1%	2.9%	3.6%	1.9%	1.5%	4.1%

* Rates based on rate per 10,000 of child population aged under 16 years from the General Register of Scotland.

Key -

	Minimum rate per population		Maximum rate per population
G	Target met	A Within 0.75pp of target	R Target missed

1 Head Office and Business Support have a FTE of 72.61.

2 Head Office and Business Support have a short term absence rate for the quarter of 1.9% and a long term rate of 0.4%.

2 Head Office and Business Support have a short term absence rate for the year-to-date of 1.9% and a long term rate of 0.4%.

Service to children and young people

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 1.1	Decisions on referrals made within 50 working days of receipt – **Target 78%**	**75.7%**	-1.6pp		74.9%-80.4%	-
N 1.2	Referrals over 100 working days old	69	+20.0%		22-93	-
N 1.3	Hearings scheduled to take place within 20 working days – **Target 77%**	**74.2%**	+0.1pp		70.2%-79.1%	up
N 1.4	Initial Hearings proceeding to disposal – **Target 77%**	**80.7%**	+0.7pp		78.9%-80.8%	-
N 1.5	Percentage of non-offence applications established at court	90.5%	-2.5pp		90.5%-93.9%	-
N 1.6	Mid-point of days taken for offence referrals from receipt to Hearing decision (working days)	70	-4.8 days		52-91	-
N 1.7	Mid-point of days taken for non-offence referrals from receipt to Hearing decision (working days)	118	+5.5 days		106-119	-
N 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days	89.1%	-1.2pp		86.7%-93.5%	-
N 1.9	Hearing's decisions upheld at appeal (appeal refused)	52.0%	-5.5pp		49.5%-61.2%	-
N 1.10	Breach incidents (SCRA)	47	-35.6%		38-149	-
N 1.11	Complaints	14	+27.3%		7-14	up
N 1.12	All about me forms/children's views returned by children and young people to SCRA	687	+3.1%		638-705	-

Resources

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 3.1	Conversion rate from referral to Hearing (for children not on CSO)	23.1%	-1.9pp		23.1%-26.0%	down
N 3.2	Non-disclosure cases	853	-5.5%		853-939	down
N 3.3	Staffing profile by FTE	395.9	+0.1%		393-397	-
N 3.4	The percentage of working days lost to short term absence - **Target 2%**	**1.9%**	0.0pp		1.6%-2.2%	-
N 3.5	The percentage of working days lost to long term absence - **Target 2%**	**2.6%**	-0.4pp		1.2%-4.6%	-
N 3.6	Compliance with SCRA property standards – **Target 90%**	**89.8%**	-0.1pp		89.8%-89.9%	-
N 3.7	Forecast variance in annual revenue spends – **Target 1%**	**1.1%**	n/a	not applicable	n/a	n/a
N 3.8	Forecast percentage of revenue savings achieved in year – **Target 1.5%**	**2.9%**	n/a	not applicable	n/a	n/a
N 3.9	Forecast variance in annual capital spends – **Target 5%**	**3.4%**	n/a	not applicable	n/a	n/a
N 3.10	Scottish Government efficiency savings – **Target 0.9%**	**On target**	n/a	not applicable	n/a	n/a
N 3.11	Training per employee (days)	0.24	-46.3%		0.12-0.86	-

Workload

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 2.1	Children referred on non-offence grounds	3,411	+7.3%		2,481-3,453	-
N 2.2	Children referred on offence grounds	1,064	-0.6%		1,046-1,089	-
N 2.3	Child Protection Orders (CPOs)	148	+5.2%		116-159	-
N 2.4	Joint reports retained by Reporter	76.1%	-0.8pp		75.4%-78.7%	-
N 2.5	Pre-Hearing Panels	1,003	+3.8%		855-1,052	-
N 2.6	Number of Hearings	7,618	-2.2%		7,618-7,945	-
N 2.7	Court applications determined	680	+0.6%		641-719	-
N 2.8	Hearing Interim Compulsory Supervision Orders	1,146	+0.5%		1,043-1,215	-
N 2.9	Hearing Interim Variation of Compulsory Supervision Orders	530	-0.5%		504-575	-
N 2.10	Court interim orders	962	+2.7%		898-974	-
N 2.11	Number of Compulsory Supervision Orders in force	9,072	-2.6%		9,072-9,487	down
N 2.12	Appeals concluded	221	+13.3%		182-221	-

Corporate governance

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 4.1	Business Plan delivery (a) Corporate parenting (b) Sustainable service delivery (c) Practice, Policy & Information Governance (d) Case sampling (e) Equalities & Inclusion (f) Enhanced Partnership Capability (g) Finance & Physical Resources Plans	% rated green : (a) 43% (b) 100% (c) 82% (d) 100% (e) 100% (f) 67% (g) 70% Overall - 78%	n/a	(a)(b)(c)(d)(e)(f)(g)	42.9%-100.0%	n/a
N 4.2	Strategic Risk Register – (based on the residual risk scores)	38	-28.3%		38-61	down
N 4.3	Internal audit programme - reviews complete	100%	0.0pp	2 2 2 3 (Q1 Q2 Q3 Q4)	100%-100%	-
N 4.4	Quality assurance programme – case sampling undertaken	100%	0.0pp	1 1 (Q1 Q2 Q3 Q4)	100%-100%	-
N 4.5	Freedom Of Information responses responded to within 20 working days	100%	0.0pp		100.0%-100.0%	-

Definitions — Service to children and young people

No.	Indicator	Aim for indicator	Definition
N 1.1	Decisions on referrals made within 50 working days of receipt	High percentage	Calculates the number of referrals with a final reporter decision within 50 working days of receipt divided by the total number of referrals with a final reporter decision.
N 1.2	Referrals over 100 days old	Low number	Counts the number of referrals received by SCRA over 100 working days ago with grounds added but no reporter decision. Based on the count at the end of the quarter.
N 1.3	Hearings scheduled to take place within 20 working days	High percentage	Calculates the number of referrals which have a hearing scheduled within 20 working days of final reporter decision divided by the total number of referrals with a hearing scheduled.
N 1.4	Initial Hearings proceeding to disposal	High percentage	Calculates the number of hearings where the grounds, CPO or CSO have been discussed for the first time and which have a final outcome at that hearing divided by the total number of hearings where grounds, CPOs or CSOs have been discussed for the first time. Any hearings with an outcome of proof application are excluded from this calculation.
N 1.5	Percentage of non-offence applications established at court	High percentage	Calculates the number of court applications for non-offence grounds which have an established decision against at least one ground at court divided by the total number of court applications for non-offence grounds determined.
N 1.6	Mid-point of days taken for offence referrals from receipt to Hearing decision	Low number	Calculates working days from receipt of referral to a final hearing decision for those offence referrals which proceed to hearing. These working days are then listed from smallest to largest and the middle value selected. Therefore if five cases took 30,35,40,50 and 70 days, the midpoint is 40.
N 1.7	Mid-point of days taken for non-offence referrals from receipt to Hearing decision	Low number	As above but for non-offence.
N 1.8	Written notifications of Hearing decisions sent to children and families within 5 days	High percentage	Calculates the number of hearing decisions notified within 5 calendar days divided by the total number of hearing decisions notified.
N 1.9	Hearing's decisions upheld at appeal	High percentage	Calculates the number of appeals concluded where the Hearing decision was justified divided by the number of appeals concluded.
N 1.10	Breach incidents (SCRA)	Low number	Counts the number of breach incidents by SCRA either involving children with non-disclosure conditions or cases where case information has been erroneously disclosed.
N 1.11	Complaints	Trend info	Monitors the number of complaints received about the service provided by SCRA.
N 1.12	All about me forms/children's views returned by children and young people	Trend info	Monitors the number of all about me forms and children's views received by SCRA from children and young people.

* please note that for all measures other than N 1.2 only referrals assessed as the following categories are included: Standard, CPO, S54, S48, EPA and secure admission. Custody and joint reports which have been retained by the Reporter are classed as standard referrals. This ensures only valid referrals are counted for performance and volume purposes.

	Definitions		Workload

No.	Indicator	Aim for indicator	Definition
N 2.1	Children referred on non-offence grounds	Trend info	Count of the number of children with a care and protection referral received.
N 2.2	Children referred on offence grounds	Trend info	Count of the number of children with an offence referral received.
N 2.3	Child Protection Orders (CPOs)	Trend info	Count of the number of CPOs received.
N 2.4	Joint reports retained by Reporter	Trend info	Calculates the number of joint reports which have been retained by the Reporter (becoming a standard referral) divided by the number of joint reports which have either been retained by the Procurator Fiscal or by the Reporter. Excludes those cases which are awaiting discussion.
N 2.5	Pre-Hearing Panels (PHPs)	Trend info	Counts the number of PHP meetings held per child. Therefore, one family with three children attending the same PHP would be counted statistically as three PHPs.
N 2.6	Number of Hearings	Trend info	Counts the number of hearings held per child. Therefore, one family with three children attending the same hearing would be counted statistically as three hearings.
N 2.7	Court applications determined	Trend info	Counts the number of court applications to establish grounds of referral which have a final decision (established, not established and abandoned).
N 2.8	Hearing Interim Compulsory Supervision Orders (ICSO)	Trend info	Counts the number of ICSOs made, varied or continued at Hearings in the period.
N 2.9	Hearing Interim Variation of Compulsory Supervision Orders (IVCSO)	Trend info	Counts the number IVCSOs made, varied or continued at Hearings in the period.
N 2.10	Court interim orders	Trend info	Counts the number interim orders made, varied or continued at court in the period.
N 2.11	Number of Compulsory Supervision Orders in force (CSO)	Trend info	Counts the number of children who have a CSO in place at midnight on the last day of the quarter.
N 2.12	Appeals concluded	Trend info	Counts the number of appeals concluded.

* please note that for N 2.1 and N 2.2 only referrals assessed as the following categories are included: Standard, CPO, S54, S48, EPA and secure admission. Custody and joint reports which have been retained by the Reporter are classed as standard referrals. This ensures only valid referrals are counted for performance and volume purposes.

	Definitions		Resources

No.	Indicator	Aim for indicator	Definition
N 3.1	Conversion rate from referral to Hearing (for children not on CSO)	Trend info	Total number of referrals (for children not on CSO) where the Reporter decision was to go to a Hearing divided by the total number of referrals with valid Reporter decisions in the period (for children not on CSO).
N 3.2	Non-disclosure cases	Trend info	Counts the number of children with a non-disclosure provision in place as part of either a CSO or an interim order at midnight on the last day of the quarter.
N 3.3	Staffing profile by FTE	Trend info	Counts full time equivalent staff in post at the quarter end based on a 35 hour working week, so for example, two staff working 17.5 hours per week each equates to one FTE.
N 3.4	Percentage of working days lost to short term absence	Low percentage	Calculates short term staff absence by dividing the number of days absence by the total working days available in the quarter (56 days * FTE at quarter end).
N 3.5	Percentage of working days lost to long term absence	Low percentage	As above but for long term absence
N 3.6	Compliance with SCRA property standards	High percentage	Each SCRA property is scored against a variety of measures to calculate the suitability of the property. This measure takes the average score of the properties.
N 3.7	Forecast variance in annual revenue spends	Within target	Calculates the difference between the annual revenue budget and the forecast for the budget at the quarter end expresses this as a percentage of the total revenue budget.
N 3.8	Forecast revenue savings achieved in year	Within target	Compares the forecast over/under spend from the revenue budget above against the savings target set and expresses this as a percentage of revenue.
N 3.9	Forecast variance in annual capital spends	Within target	Calculates the difference between the annual capital budget and the forecast for the budget at the quarter end expresses this as a percentage of the total capital budget.
N 3.10	Forecast for Scottish Government efficiency savings	Within target	Target based on improved efficiency of services delivered. The amount saved is the difference between the previous unit cost and what is now spent to deliver the outcome. This is divided by previous unit cost to be expressed as a percentage. Operational staff are excluded from savings eligible for inclusion within this calculation.
3.11	Training per employee (days)	Trend info	Counts the number of training days in the quarter and divides by the headcount.

No.	Indicator	Aim for indicator	Definition
N 4.1	Business Plan delivery (actions with green status)	High percentage	Counts the number of actions with green status (on target) and divides them by the total number of actions within the plan.
N 4.2	Strategic Risk Register – risk scores	Low number	Calculates the overall risk score based on the score of each of the items within the register. The aim is to show increasing or decreasing levels of risk for the organisation.
N 4.3	Internal audit programme - reviews complete	High percentage	Divides the number of reviews completed versus those planned to express the information as a percentage.
N 4.4	Quality assurance programme – case sampling undertaken	High percentage	Divides the number of sampling exercises completed versus those planned to express the information as a percentage.
N 4.5	Freedom Of Information (FOI) responses responded to within 20 working days	High percentage	Calculates the number FOI requests responded to within 20 working days divided by the total number of FOI requests due for response in the period.

Introduction

This appendix provides additional detail about key measures within the report. It is important to read the data definitions on page 12 of this report to understand the counting conventions for each of the measures below:

6,154 referrals had a Reporter decision, 75.7% of which were within 50 working days – see N 1.1

1,101 referrals had a Hearing scheduled after a Reporter decision, 74.2% within 20 working days – see N 1.3

3,797 initial grounds (excluding grounds proceeding to court), CPO or review Hearings were held, 80.7% of which proceeded to disposal – see N 1.4

7,333 notifications of Hearing decisions were sent to children and families, 89.1% within 5 calendar days – see N 1.8

7,583 Hearings had outcomes in the quarter. Of these:

63.1% of Hearings included a review of a Compulsory Supervision Order

28.1% of Hearings included grounds

23.0% of Hearings included the issuing or renewal of interim orders

2.0% of Hearings included Child Protection Orders at the second working day stage

Please note, Hearings may be convened for more than one reason so the individual percentages will add up to more than 100%.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Locality Performance Reviews

Accountable Directors: Senior Operational Managers **Date:** 18 December 2018

Recommendation:

To note the outcome of the latest round of Locality Performance Reviews.

Reason for Report: *to note the outcomes from the latest Locality Performance Reviews*

Resource Implications: *None*

Strategy: *Performance Management Framework*

Equalities Duties *Not Required*

Consultation: Principal Reporter/Chief Executive

Document Classification: *Not protectively marked*

1. Introduction

1.1 This report is intended to provide an update to the Board on the performance of Localities via the established cycle of Locality Performance Reviews (LPRs) held twice per year. The scope of the reviews is wide ranging, covering all aspects of operations, including formal performance against targets and plans, partnership arrangements, budget and staffing. The report sets out the approach and the findings of the latest round of reviews conducted between September and October 2019.

2. Locality Performance Reviews: approach and focus

2.1 The LPRs are formally structured meetings between the SOM (s) and locality management teams. The first event each year is held around March, is more overtly focussed on creating each Locality's plan for the coming year and is led by planning partners. The second event, in September / October follows a standard agenda tailored as required to ensure local as well as corporate issues are reviewed.

Typically this agenda will cover review of progress against the locality plan, including initiatives such as Better Hearings/ Corporate Parenting, the outcomes of cases sampling exercise, general partnership and budget and staffing issues.

The approach is one of constructive challenge in which the SOM is seeking assurance on progress and to identify how to further assist Localities with any objectives that appear stuck or making only minor progress. It is also a chance to re-assess the priorities within their plan, to delete or add as required reflecting changing circumstance across the year.

For this round of reviews the SOMs were particularly keen to review our collective progress on Better Hearings, preparedness for CSAS training/ rollout and to check in on the wellbeing and health of the locality staff group.

2.2 **Corporate Parenting and Better Hearings**

All Locality Plans have numerous actions in relation to our Corporate Parenting ambitions, and in particular in relation to the implementation of the Better Hearing proposals. As reported last time, there is varied progress, with some areas quite advanced with their multi-agency engagement and other areas finding that partner buy in has been difficult to elicit. The LPRs focussed on how to obtain this buy-in, and the sharing of experience from around the country was helpful. What is clear is that generally there is often evidence of " in principle" buy-in from key partners but actual activity seems still to be heavily dependent on the continued efforts of our LRMs. We were assured however that

the efforts being made by Localities are showing signs of progress and that all Localities continue to work on the actions within their plans. Localities are assisted in their work by our improvement science work, led by a planning colleague.

One area where we have continued to make good progress is in relation to the improvements to Hearing rooms and staff space Existing hearing rooms in both Glasgow and Edinburgh were improved, and in Edinburgh the 3rd Hearing room has now been expanded to create an excellent flexible meeting space. Further Hearing rooms have been created to the new design in Dumbarton and Greenock and an autism friendly room is now in use in Glasgow. In addition, Aberdeen are in the process of modernising their Hearing facilities.

2.3   Case Sampling Outcomes

The on-going cycle of case sampling exercises is within the remit of the Practice and Quality Network, but LPRs provide a forum to hold Localities to account for any improvement actions that follow each case sampling exercise. All Localities are working though agreed actions and have reflected these in their locality plan..   As members will know improvement across a few areas of our activity has proved to be difficult with, at times, no improvement being identified despite various initiatives to address deficits. It is important however to view this challenge in the context of overall high performance, strong local partnership influence, good financial governance and effective work in establishing grounds in relation to vulnerable children. The most recent sampling has been more positive, with evident improvement on a number of fronts Nonetheless, managers will continue to work towards further improvement in the coming year.

2.4   Data integrity and breaches

We were able to confirm that all members of staff had received GDPR training, with a very few exceptions for people who have been on maternity leave or long term leave.

All Localities have been for some time using the Locality spreadsheet to record unopened items of returned mail, and are using this information to take improvement actions. At the time of the last LPR, every Locality reported a significant issue around the accuracy of information provided by the Local Authority, in particular addresses. The data gathered is helpful to use for engagement with our partners but this issue continues to be a major source of error and frustration for staff and managers.

That being said, the awareness around all aspects of Information Governance is higher than it has ever been, and we were reassured that every Locality takes these issues extremely seriously. Once detected, breach reporting is swift, and remedial actions are urgently taken. Routinely managers take proactive measures to recover

documents from incorrect addresses, and frequently when the breach is not our fault. There is a tremendous care and dedication from our managers in their management of these breach situations. They, and their staff, care very deeply about the potential impact on people when a breach occurs.

SOMs continue to have regular discussions with Locality managers to review individual breaches, and to analyse and recognise general issues where patterns emerge. Improvement actions are agreed and carried out as required

2.5 **Formal Performance**

As members will be aware from board reports, formal performance continues to be very good if not excellent in many parts of the country. There are of course individual measures with which we struggle to one extent or another and some Localities that are less able to maintain the best performance. In this round of LPR's we were assured that management teams have an appropriate focus on performance against key targets with suitable strategies to respond to any drift or declining measures. We also note the extreme swing in referral rate within Glasgow which thanks to good partnership work, is beginning to show some signs of stabilising. Additionally , Glasgow performance against 50 day and 20 day targets has been adversely affected by provision of reports from social work services as a result of significant operational pressure with consequences for the national performance picture overall. This matter was very fully probed and discussed at the review and it may be some greater national focus should be brought to bear in the coming year to both ensure that internally we are as efficient as possible and that partners can provide a better level of service.

We also noted in the reviews the operational pressures bearing down on most teams especially around a change in the nature of court work, for example within Central and the number of complex proofs in others.

2.6 **Locality Integration and re-design**

We were pleased to confirm that Lanarkshire D&G locality have concluded the initial phase of integration, becoming one single team for Lanarkshire, taking the examples of SE and Glasgow to evaluate new ways of working and organising staff. With a second temporary LRM in place in Hamilton, they will now move to a new pod based operating model.

The most recent innovation in our estate has been the rolling adoption of flexible, smarter working arrangements whenever we are designing changes to office space. Notably, Kilmarnock and Glasgow offices are in the midst of creating flexible work spaces with more open and varied workstation options, such as work " booths," standing and sitting desk areas. The objective of this work is to create the physical conditions to

facilitate more collaborative team working to flexibly cover the work of the whole team equitably. In the slightly longer term, Grampian, Highland, Dumbarton and Paisley are looking to modernise their office space and adopt smarter working.

We also noted the steps that Grampian Locality have taken to operate more effectively as one team. Although largely co-located in Aberdeen, the Locality has traditionally tended to operate as 3 teams attached to Local Authority areas. The new management team has mixed the line management of staff in order to promote better integration, and plans are in place to ensure standardisation and equalisation across the whole Locality. The move of Moray into H&I from Grampian is working but further refinement is being investigated now. This links to work being done across the whole north of Scotland to ensure a shape that delivers quality service tailored to very different geographical areas across mainland and islands.

In addition, Ayrshire locality is working though some options for change which include a physical reorganisation across a single floor. The management team in Kilmarnock has benefitted from the experience of earlier innovations in South East locality and are adopting similar working arrangements such as work teams or "pods".

2.7 Cross Locality working

There have been many examples of Localities assisting each other over the last 5 years in various ways, and this welcome trend has progressed further in this last year. This is a healthy indication that Localities do not focus only internally, and have an awareness of what is happening operationally across the country. That being said, the desire to have in place a national service that seamlessly manages the ebb and flow of workload remains an aspiration which we continue to progress towards, bearing in mind the challenges inherent in delivering a national service on a local basis.

2.8 CSAS Readiness

The LPR provided a timely opportunity to check the locality planning for CSAS implementation which will significantly impact on all Localities from February 2020. We noted and reviewed the formal plans Localities have submitted to our OR team. These cover how they are making staff available for training, provision of any new kit such as monitors/ laptops and venues as well as operational cover and any additional support required. We confirmed that all Localities have credible plans for CSAS and are aware of the need to flex these in light of any technical or other changes that may be needed when engaged in such a complex and multi-faceted programme of work. None the less we are live to the likelihood of added pressures for everyone during our training and roll out period. Members should note the likelihood of a temporary dip in certain time bound performance measures.

2.9 **Resource Management**

SOMS were able to confirm that Localities are very actively managing their resources both financial and human. Vacancies are filled or left open depending on the relative health of the local budget and operational demands.

As noted above, there is evidence in many Localities of more complex and time consuming court work including some indications of a growth in the number of offence ground cases hitherto dealt with by COPFS and not infrequently, in the high court. This evolution of our experience of work can cause transitional disruption for teams as they adjust to the new circumstances and acquire the skills and confidence needed to succeed in these new areas of activity.

Very practically there is a change in resource demands as co working of cases becomes more common and resource contention emerges as managers also have to cover routine events such as decision-making and hearings.

Overall this contention is managed well but there is evidence that any cluster of pressures such as annual leave, staff sickness and/or concurrent proofs causes temporary acute strain on resources. In such circumstances, the need to provide better pastoral care of staff is clear and we could see that managers and staff are working together to improve the experience and support for staff. Supported by our corporate commitment to health and well-being, Localities are engaged in local initiatives often led by staff, to provide physical activities – yoga, walking, mindfulness and emotional /psychological supports alongside mental health first aiders and more formal counselling services. Potentially related to this at least in part is the notable reduction in staff absence across the year to date.

2.10 **Summary of key findings**

- Localities provided good evidence of progress against their Locality Plans.
- There continues to be a preparedness to amend plans to adapt to emerging issues.
- It remains clear that all Localities are actively managing resources and performance. There is good evidence that Localities routinely assess the merits of resourcing options especially around vacancy management and that they take opportunities as they arise to re shape their staffing profile.
- Overall formal performance has been sustained at a very good to excellent level by most Localities on most measures and any fluctuations across our range of KPIs have been relatively modest and well below historical levels.
- Budgets were very well managed. Overall, Localities are at least meeting their savings target, and exceptionally where the target is

not met, clear and justifiable reasons, such as a financial overhead for reasonable adjustments, are evident. Moving into 2020, SOMs will work with EMT colleagues through our challenge and review processes to re align   finances and other resources where appropriate and to progress our sustainability work into 2020-21.

3.   Actions emerging from this round of Reviews

3.1   For SOMs, actions arising are mainly to continue to lead, support and influence the work already underway in our Localities to progress our corporate and operational objectives. Most specifically it will be to support and ensure good operational performance/ delivery during roll out of CSAS, whilst taking good care of all our staff.

3.2   Once clear of the immediate priority to support CSAS, we will focus on supporting local managers to improve delay in Glasgow esp. around partner performance.

3.3   SOMs will also consider the merits of a more strategic intervention in support of Localities around the poor information handling by Local authorities noted above.

3.4   We will also seek to further improve the circumstances of individual staff members with long term health issues whilst formal absence reviews will feature for any with either long term or persistent short term absences.

3.5   Case sampling action plans and absence management will again feature in the personal objectives for LRMs going into 2020-21.

3.6   The outputs from the recent staff survey were not to hand for the reviews but will be used to inform any further local improvement actions and will feed into the next set of Planning LPRs due in Q4 2019.

4.   Conclusions

4.1   The SOM led locality performance reviews continue to be a useful approach to ensuring that Localities are working through their agreed plans, that the plans are sufficiently flexible to adapt to changing circumstances across the year and provide a good degree of assurance to the SOMs and Principal Reporter that they are aligned to corporate objectives The reviews also help maintain a focus on how to tackle issues from our case sampling/ quality improvement programme.

4.2   This latest review created an opportunity to recognise success, to thank staff for their continued efforts and reinforce the need to keep the

focus on improvement in business as usual activities but also in relation to Better Hearings, corporate parenting, and incorporating the views of young people. Most notably we were able to review in detail the locality planning activity to support training and roll out of CSAS. We expect this preparation and engagement on CSAS to ramp up over the coming weeks and we plan to use the next round of LPR's , due in March/April 2020 to assess and review success and lessons learned

5. Recommendation

5.1 To note the outcome of the latest round of Locality Performance Reviews

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Influencing Report:
1ˢᵗ June 2019 to 30ᵗʰ November 2019

Accountable Director:	Head of Practice and Policy	Date:	18 December 2019

Recommendation:	
1. **That the Board notes the content of this report**	

Reason for Report:	*For information of Board*
Resource Implications:	*Within approved budgets*
Strategy:	*Within approved plans*
Consultation:	*Practice and Policy team*
Document Classification:	*Open*

1	**Introduction**
1.1	In March 2011, the Practice and Policy Team produced a report for the Board outlining the key areas where SCRA had been able to be influential and apply its professional expertise, data and research to particular issues at a national level. The Board subsequently requested that a similar report be provided twice a year. The report is currently provided to the Board in June and December. This is the seventeenth such report and covers the period 1st June 2019 to 30th November 2019.
1.2	There are hyperlinks throughout the document - to external documents which may be of interest (including legislation and draft legislation) and to internal documents which are published externally. Internal documents which are not published externally are included as inserted file objects. Where there are links to legislation these links are to the Bill or the Act, not to associated policy memoranda or regulations (unless these other documents are of specific interest). Some hyperlinks are to web pages where there are multiple documents of potential interest.
1.3	Melissa Hunt, SCRA Policy and Public Affairs Manager, works alongside Scottish Government Officials in Victoria Quay at least one day a week, and has developed positive working relationships in order to encourage informal dialogue, increased contact through observation of hearings, involvement in team meetings and informal and formal consultation with SCRA, when relevant. Alistair Hogg, Head of Practice and Policy is also a presence within Victoria Quay, to encourage dialogue and to keep SCRA visible and within conversations.
1.4	SCRA's responses to National consultation exercises relevant to our work in the Children's Hearings System are published online, and can be found at https://www.scra.gov.uk/resources_articles_category/consultations-evidence/ . Key messages from our full consultation responses are disseminated internally within SCRA to colleagues through CONNECT. The key messages can be accessed by all SCRA staff from either the news item on CONNECT or from the library of documents. In October 2019 Melissa Hunt and Alistair Hogg agreed to also circulate 'LRM Briefings' in respect of SCRA's position on national consultation exercises where we are not preparing a full response. These briefings will be circulated through the PIN network. Feedback on this will be gathered from the PIN at the beginning of 2020. The initial briefings provided are included for information below: LRM Briefing Note - Independent Child LRM Briefing Note - Redress Scheme.doc LRM Briefing Note - Scope of the Victim SCRA has not yet agreed a consistent approach to responding to consultation responses with Children's Hearings Scotland (CHS). When complete SCRA's Key Messages are shared with interested parties, CHS are one of the parties.

2	**Pending legislation & Parliamentary Work**
2.1	**The Disclosure (Scotland) Bill was introduced on 12th June 2019.** SCRA submitted written evidence to the Education & Skills Committee in respect of the Bill and Alistair Hogg is giving evidence to the Committee on 13th November 2019. Alistair Hogg, Neill Mitchell, Melissa Hunt and Neil Hunter have met to prepare SCRA's position on a number of areas highlighted across the written evidence submitted to the Committee and to agree the scope of our influencing agenda. SCRA's key messages in relation to our Committee evidence are: 📄 PDF Disclosure Bill - SCRA Key Messages. We broadly support the reforms the Bill seeks to introduce but think it could go further in relation to the principles which should underpin the disclosure of childhood offending behaviour and in relation to the use of language in relation to the welfare based Children's Hearing System.
2.2	**The Children (Scotland) Bill was introduced on 2nd September 2019.** **SCRA submitted written evidence to the Justice Committee in respect of the Bill. SCRA's evidence is available here:** 📄 PDF Children (Scotland) Bill - SCRA FULL Con SCRA's key messages are still to be developed in relation to the Bill – but will cover our broad support and the key areas we think require further refinement; i.e. The introduction of new concepts in the Family Court which would transfer to the Children's Hearing (but are not transferred in the legislation) and the areas that are missing, specifically the method for taking evidence at the earliest opportunity from a vulnerable witness. The Bill covers how vulnerable witnesses should be protected but does not go into detail about how evidence will be taken, meaning that criminal justice reforms may go further than the civil reforms and that Reporters (and witnesses involved in criminal and civil proceedings) may need to navigate two different ways of working.
2.3	**The review of section 12 of the Children and Young Persons (Scotland) Act 1937 and section 42 of the Sexual Offences (Scotland) Act 2009 was published on 14th October 2019** The Scottish Government are *"carefully considering responses to inform next steps in this complex and sensitive area of the law. We plan to undertake further engagement with key stakeholders and the third sector and other as we develop and refine the proposals."* This consideration may result in further consultation. In order to prepare for SCRA's response to this (when published) Melissa Hunt is carrying out some more detailed assessment of section 12 referrals to the Reporter and to the Children's Hearing. Raw data has been collected and requires considerable interrogation in order for it to form a useful and useable factual basis for any response. This work is planned for completion by the end of December 2019.

2.4	**Age of Criminal Responsibility (Scotland) Act 2019** The provisions in section 3 of the Act (age) will start to operate at the end of November 2019. Neill Mitchell has produced a useful briefing note for SCRA staff and partners which is available: Briefing Note for Partners_Nov19.doc Work on the other sections of the Act is ongoing and Alistair Hogg sits on the ACR Advisory Group which is overseeing implementation of the Act, and will also carry out a review of the age of criminal responsibility as required by the Act. Neil Hunter will be joining the ACR Programme Board. SCRA has been commissioned by the SG to undertake research into offending by children and young people between the ages of 12 and 15. This research will inform the ACR Advisory Group. Further discussions are taking place regarding possible research into offending by 16 and 17 year olds.
2.5	**Vulnerable Witnesses (Criminal Evidence) Act 2019** Is now in force.
2.6	**Children (Equal Protection from Assault) Act 2019** This Bill passed stage 3 scrutiny at the Scottish Parliament on 3rd October 2019 and received Royal Assent on 7th November 2019. The provisions will not come into force for 12 months following Royal Assent. Alistair Hogg attends the Implementation Group.
2.7	**The Female Genital Mutilation (Protection and Guidance) (Scotland) Bill** SCRA submitted written evidence to the Equalities and Human Rights Committee in respect of this Bill and Neil Hunter gave evidence to the Committee on 10th October 2019, which can be read here. SCRA supports the provisions of this Bill, we think that the Bill gives additional protection over and above the protections of the Children's Hearing and the Child Protection System but that for many cases of children under 16 a child protection / Children's Hearing response can be successful. We agree with other respondents that 16 & 17 year olds may be vulnerable / without protections and that the Children's Hearing could work with young people of this age. We are reluctant however to do this on an issue by issue basis and think that all vulnerable 16 & 17 year olds should have the opportunity to be afforded Children's Hearing protections.
2.8	**Public Petitions Committee** – Quick update on relevant current business: 1) Inquiry into mental health support for young people in Scotland. 2) The Operation and running of child protection services across Scotland.

3	**Other Consultation Responses**
3.1	**Children's Services Planning** SCRA responded to a Scottish Government Consultation on <u>Children's Services Planning and the provision of Statutory Guidance</u>. Melissa Hunt consulted SCRA's PIN when developing our consultation response and Donald Lamb (SCRA Data Manager) was involved in the planning for the data we intend to share with LRM's at the beginning of 2020. In December 2019 we will do a 'dry run' of the data for each local authority area – based on the figures from 2018. Then we will produce figures and text to be used by LRM's as the next Children's Services Plans are developed. **National Islands Plan Impact Assessment** SCRA responded to a Scottish Government Consultation on the <u>National Islands Plan</u>. As part of our developing response to Equalities and Human Rights Impact Assessment there will be a standing member of SCRA staff who lives in the Islands on our Equality Review Group (ERG) so we are always considering the specific impact on the Islands when we are making or developing policy, practice or procedure. SCRA's key messages in relation to the consultations were: [PDF] Childrens Services Planning & Nationa
3.2	**Gender Representation on Public Boards** SCRA responded to a Scottish Government Consultation on <u>Gender Representation on Public Boards</u>. Karen Wallace (SCRA Equalities) and Melissa Hunt discussed this with SCRA's Board Chair prior to drafting and the response was viewed by the Chair as well. SCRA's key messages in relation to the consultation were: [PDF] Gender Representation and SCRA has a strong and developing diversity and inclusion approach and is seeking to embed this top down across the organisation. We support the ambition of the Government and we also support the reporting cycle in relation to representation.

3.3	**Incorporation of UNCRC** SCRA responded to a Scottish Government Consultation on the [Incorporation of UNCRC into Scots Domestic Law](#). This was a difficult and complex consultation. Input from Board members helped to shape SCRA's response. Children's Hearings Scotland also submitted a consultation response to this call which can be read [here](#). SCRA's key messages to our staff were: 📄 PDF UNCRC Incorporation - SCR. SCRA supports incorporation under the framework of a Human Rights approach across Scotland. We think there needs to be an audit of public service provision initially so that readiness for incorporation is understood. We don't think that we should 'pick and choose' what to incorporate and think that a framework model which takes the UNCRC as it is and transposes it to Scotland would be the best approach.
3.4	**S38 Human Trafficking & Exploitation (Scotland) Act 2015** SCRA responded to a Scottish Government Consultation on the [S38 duty to notify](#) from the Human Trafficking and Exploitation (Scotland) Act 2015. SCRA's key messages to staff can be found here: 📄 PDF S38HUM~1.PDF SCRA is unlikely to ever be the first service to be involved with a trafficked adult or child, and we rely on accurate information and assessment from partner agencies. We are not sure what the value to public service provision of the anonymised feedback will be and think that perhaps a focus on specific service delivery and reporting from that might be more effective.
3.5	**Information Sharing Agreement between NHS Boards and Police Scotland** SCRA responded to a Scottish Government Consultation on the [Information Sharing Agreement between Police Scotland and NHS Boards](#). SCRA did not produce a key messages document for staff as the content of this consultation may not be immediately relevant and may take some time to digest. However, the Information & Research Team and Practice Team did contribute to the response - and we were able to indicate where the proposed ISA may inadvertently impact on the Children's Hearing System and the information shared with us.

4	**Current partnership & collaborative work**
4.1	**Education & Training** Melissa Hunt (SCRA Policy); Elaine Adams (CHIP Learning & Development Lead); Jacqui Dunbar (Our Hearings Our Voice Project Lead) and Jennifer Orren (SCRA Participation) are collaborating on an ambitious piece of work, which will develop over time. A paper has been submitted for approval / action(s) to the November meeting of the Better Hearings CHIP group (chaired by Neil Hunter) and may require approval / action from the full CHIP meeting. The paper is intended to illustrate our initial influencing agenda across Education and will involve different projects and approaches throughout 2020. The paper is attached here: CHIP Education Learning Paper Autu
4.2	**Safeguarder Court Training** Melissa Hunt and Elaine Adams have had some discussion with Children 1st about the development of a Court Training Package for safeguarders. Further discussion in SCRA has then occurred with our Practice Team, as they have significant expertise in the design and delivery of the type of training experience Children 1st seem to want / require. Additional discussion within SCRA needs to take place before any further scoping of the potential training package can be done and this is planned. Children 1st are continuing apace with their own developments and have commissioned an online training resource around orientation to court, which should also be available to partners when completed. Any additional face to face training will need to build on this online introduction. The interested service manager at Children 1st is being kept up to date.
4.3	**Safeguarder Court Surgery** SCRA were asked by Children 1st (as part of our ongoing partnership work) to provide input to training for Safeguarders scheduled for November 2019. Volunteers were recruited and asked to speak to local agents who may be interested in also being involved and events will take place on: Paisley 11th November Glasgow 18th November Edinburgh 25th November Stirling 28th November Aberdeen 4th December Dundee 19th December Elaine Adams had some discussion with the Law Society, and following on from this invites were also sent out through the faculty to local solicitors who may be interested in attending. Children 1st will facilitate the events and are developing some case study / scenario material to be used. This material will be refined at the Paisley event on the 11th November and will then be circulated to all SCRA volunteers.

5	Research
5.1	Between June and December 2019 SCRA's Research Team have been involved in a number of different pieces of influential work: • In June, Gillian Henderson published research: Jones, C., Henderson, G. & Woods, R. (2019). **Relative Strangers: sibling estrangements experienced by children in out of home care and moving towards permanence.** Children & Youth Services Review 103, 226-235. (Full Text unavailable without purchase) – Abstract: Loss of sibling relationships is a common experience across international jurisdictions for children entering public care. This is the case despite statutory guidance that emphasizes the need to place siblings together when in their best interests, and increasingly robust evidence of the protective nature of sibling relationships when children face adversity. Research on the experiences and outcomes of siblings in care has thus far focused predominantly on placement and contact patterns, particularly of siblings in care concurrently. This study extends this research by comprehensively mapping sibling networks both within and outside the care system and measuring sibling estrangement (living apart and lack of contact) over time. Drawing on administrative and case file data within the Children's Hearings System in Scotland, the circumstances of 204 children and young people from 50 sibling networks were examined longitudinally. The study found very high rates of sibling estrangement with seven in 10 relationships between a child in out-of-home care and a sibling classified as estranged and half of all siblings classified as strangers (siblings having never lived together and no record of any communication or meetings between the child and sibling). Moreover, sibling estrangement increased significantly as children moved through the care system. We argue that continued effort is needed to improve the accuracy with which aspects of sibling relationships of children in care are recorded and measured in order to assess the longer-term impact of state interventions on children's lives and the capacity of child welfare agencies to meet policy goals.
5.2	• On 19th July, Gillian Henderson was the keynote speaker at the Children in Wales and Voice of the Child Cymru event on Re-thinking Contact.
5.3	• On 2nd September 2019 SCRA published its research on Home CSO's - the research was published as a series of 6 separate papers. The Compulsory Supervision at Home - Summary Briefing Paper (paper 7) is a good introduction to the detailed study. A CHIP workshop focusing on the research was held on 9th September.
5.4	• Progress on SCRA's current research on CSE was presented to the National CSE Group on 18th November. There have been two meetings held of the Research Advisory Group for SCRA's research on CSE.
5.5	• Gillian Henderson attended two meetings of NHS Health Scotland's Minimum Unit Pricing Evaluation Advisory Group.

5.6	- Stand up for Siblings have responded to the Children (Scotland) Bill & family Justice Modernisation strategy. The response can be read here, and includes several case studies. - Stand Up For Siblings won the Herald Society Partnership Award on 6th November. - This is a tremendous achievement which continues to shine a light on siblings within the Children's Hearing and Care Systems. SCRA now needs to find a consistent strategic approach to honouring the spirit of Stand up for Siblings in our day to day work. This is a challenge, but the Supreme Court cases (In the matter of XY (AP) (Appellant) (Scotland) and ABC (AP) (Appellant) v Principal Reporter and another (Respondents) (Scotland)) combined with Government reform should give some indications of how this can be done.
5.7	**Using the Learning from Research** Elaine Adams, Melissa Hunt and Gillian Henderson met to consider the ways in which we can get the research messages out to frontline staff. Elaine Adams is developing standalone training provision which can be delivered in localities (with SCRA staff or with partners) to focus on the learning and messages from SCRA's research. The Complexity Research and Home CSO's are the first two areas she is covering.

6	**Additional Work**
6.1	**Contextual Safeguarding** There is an additional event in Edinburgh for those involved previously in discussion with Dr Carlene Firmin from the University of Bedfordshire about contextual safeguarding in Scotland. Melissa Hunt and Gordon Bell are both being informed about these developments and are ensuring SCRA continue to be present in these discussions.
6.2	**Other legislative Reform** With the encouragement of Scottish Government we continue to manage a log of legislative changes we would like to see to the 2011 Act in case there is any opportunity to introduce them. We are actively sharing this log with the Government, so that opportunities to make the changes we would like are not missed. SCRA's Practice Team (Gill Short) and Children's Hearings Scotland Practice have been in discussion with the Scottish Government about changes to the regulations which we would hope to have in place at the beginning of 2020.

6.3	**Sentencing Guidelines for Children & Young People** Alistair Hogg and Melissa Hunt met with colleagues from the Sentencing Council tasked with drafting the impact assessment for the new guidelines on sentencing children and young people. With the assistance of Donald Lamb information was gathered and passed to the Council to help inform their impact assessment. The information passed can be read here: V4 SCRA Paper for SSC Impact Assessm
6.4	**Children's Hearings Improvement Partnership (CHIP)** The CHIP focus for 2020 is likely to be on Better Hearings, following publication of the Better Hearings Progress Report on 24th October 2019 (with a separate version of the report for children and young people). SCRA continues to be active across the improvement partnership, with Neil Hunter chairing the Better Hearings work stream of the group.

6.5	**Advocacy for Children's Hearings** Melissa Hunt continues to be involved in the Advocacy Expert Reference Group, which is meeting regularly until the provisions of section 122 of the Children's Hearings (Scotland) Act 2011 come into force – which is still on track for Spring 2020. A procurement exercise is underway and the Government Children's Hearings Advocacy Team are looking to recruit a primary and an alternate service provider for each of Scotland's 32 local authorities. Advocacy workers who are involved with children and young people as a result of other interventions (through health for example) will also be able to continue to support young people where they have a trusting relationship, through a 'spot purchase' approach. Melissa Hunt is involved in a working group considering the rules / regulations / legislation and guidance; Maryanne McIntyre (SCRA Press and Communications) is involved in a working group considering communication and Jennifer Orren (SCRA Participation) is involved in the working group that will be considering training. CLAN Childlaw have been commissioned by the Government to develop the initial training for Advocacy Workers and SCRA have offered to facilitate some discussion time with Reporters during the training development, if that would be helpful. SCRA are currently drafting some ideas and thoughts about communication, so that the Government team are very aware of the content, format and appearance of what we already send, so that anything that is developed will fit in. We are discussing these ideas widely and are sharing them with the Government Team as they develop. The Board may want to know that the focus for the 1st recruitment of service providers is on instructed advocacy for children aged 5-18 (although non-instructed advocacy for those who are already supported or where it is absolutely required will still be possible). The Government are also going to be talking to the judiciary about how advocacy from the Children's Hearing can also be delivered if there is an associated Children's Hearing court process (proof or appeal). The Act of Sederunt Child Care and Maintenance Rules (rule 3.5) already have provision for the involvement of an advocacy worker, but as this has not been common practice across all Sheriff Courts it would be helpful to have some communication with the judiciary about what is happening in the Children's Hearings Advocacy Service.

7	**Horizon Scanning**
7.1	**Barnahus** SCRA are continuing to keep a watching brief on Barnahus developments and continue to support this approach to the early taking and testing of any evidence from any child, in any court proceedings. Gordon Bell, Practice Reporter, is involved in a group developing this work.
7.2	**Independent Care Review (ICR)** Change is coming – article by Fiona Duncan (ICR Chair) 25th October 2019. There has been increased media coverage of the ICR in recent weeks as the review prepares to report at the beginning of 2020. Lisa Bennett, Head of Strategy, is part of a work stream in relation to the Journey phase of the Independent Care Review. The work stream is looking at Care and Justice. It is one of ten work streams in the Journey phase of the review – the full list of work streams is: • Best Place In The World • Components of Care • Edges of Care • Health and Wellbeing • Justice and Care • Love • Rights • Stigma • Stop: Go • Workforce On 8th November 2019 SCRA passed a document to the ICR about arranging better hearings, following a query from the Review (and also a specific query asked in North Ayrshire about the timing of Hearings). The document is also being circulated to SCRA Locality Managers through PIN and CONNECT. It is included here: Arranging better hearings note V2.pc
7.3	**Child Protection Guidance 2014 – review and revision** Melissa Hunt continues to be involved in the steering group who are looking over the drafts of this document as it is being developed. Within SCRA a group of staff have been looking closely at aspects of the document, providing new test when required and suggesting alterations / amendments / revisions as and when necessary. This work has been gratefully received by the review team and all SCRA's comments are being incorporated into the final draft of the document, which should be available to the steering group at the end of 2019 and for consultation at the beginning of 2020. The redrafted guidance reinforces GIRFEC across child protection, is focused on preventing children from harm and looks at child protection as a continuum which can result in specific child protection processes when there is a significant risk of harm.

7.4	**Improving the management of sexual offence cases - Judicial Led Review** There was some news interest in the summer, indicating that a specialized sexual offences court might be established. Gordon Bell from SCRA's Practice Team continues to be involved in the Review, which is helpful to keep our separate Children's Hearings proceedings on the radar. Offending by children is within the scope of the group, but the focus of the group has been on improvement across criminal justice proceedings. It is important, however, that improvements in criminal justice can be transferred into the Children's Hearing. It would not be satisfactory to have one way of dealing with witnesses in criminal proceedings and another for the Hearing (for example) – particularly if a witness required to be involved in both. SCRA are also developing specific training for Reporters on Harmful Sexual Behaviour and that work is ongoing.
7.5	**16 & 17 Year Olds In the Children's Hearing** The September 2019 Programme for Government – Protecting Scotland's Future was launched on 3rd September 2019 and on p115 the Government states: "We will also consult on enabling joint reporting to the Crown Office and the Scottish Children's Reporter Administration of all 16 and 17 year olds' offence cases." SCRA are pleased with this approach – but are also clear that vulnerable 16 & 17 year olds should also be afforded the protections of the Children's Hearing and we continue to make arguments for this.
7.6	**Victims Taskforce** The Victims Taskforce has been established by the Scottish Government "to co-ordinate and drive action to improve the experiences of victims and witnesses within the criminal justice system, whilst ensuring a fair justice system for those accused of crime." The Scottish Government in the 2019 programme for Government - Protecting Scotland's Future stated that it wants to put victims at the heart of the justice system. This is difficult in the Children's Hearing – as the referred child is always at the centre of the system and as such victims whose cases are dealt with in the Hearing may not get the same experience as they would in a system which is focused more on them. Pauline Proudfoot, SCRA Operational Development Manager is sitting as part of the taskforce and SCRA's Youth Justice Co-ordination meeting are considering victims in the Children's Hearing System in some detail.

8	**Other Influencing Work & Training**
8.1	**National Strategy** SCRA continues to be involved in the National Child Protection Strategic Group and the Youth Justice Improvement Board. SCRA sit on the National Child Trafficking Strategy Group and will be involved in discussion about the development of the national strategic approach during November and December 2019, when there are a number of events scheduled by the Government.
8.2	**MSP Interest** Politicians continue to be interested in the work of the Children's Hearing and some visits have been arranged (although these might be affected by the December 12th general election and may happen after the election is over). A Better Hearings visit in Falkirk / Central Locality has been arranged by Neil McKinlay (LRM) for 6th December 2019. Following on from correspondence an Ayrshire visit to the local MSP has been arranged by Alan Mulrooney (LRM) for 16th December 2019. A presentation for this visit has been developed / shared with the Ayrshire team.
8.3	**Standing Justice Committee of the Norwegian Parliament** Melissa Hunt spoke with the visiting members of the standing justice committee of the Norwegian Parliament on 4th November 2019 at Edinburgh Sheriff Court. The Committee were given a presentation on the Children's Hearing System and were very engaged in a question and answer session.
8.4	**Input to University Training** Along with Carol Duncan (SW and Edinburgh University) and Steve Ritchie (Edinburgh Lead Panel Representative) Melissa Hunt was involved in developing and delivering a seminar as part of the MSw course at Edinburgh University. This seminar will occur again in January 2020. Melissa Hunt is also developing a seminar for the Children's Rights Course at Edinburgh University – in 2020 this will be based on the incorporation of UNCRC into Scots domestic legislation.

| 8.5 | **Parliamentary Event**

SCRA, CHS and OHOV submitted a joint application, sponsored by the Minister Maree Todd, for a staffed Exhibition, held at the Scottish Parliament, for MSP's. The exhibition and event was from the 18th to 21st November 2019, with an event on 21st after First Ministers Questions. The 20th November 2019 is International Children's Day.

The Exhibition will be an immersive event. It is titled 'What is a Children's Hearing?' and has been developed and produced by Jacqui Dunbar, Project Lead and Our Hearings Our Voice with support from academics from Scotland and England. John Morrison and the School of Computing at Napier University have developed new ways of capturing and explain children's lived experience – and continue to work on the possibilities for digital storytelling for children and young people. There is real potential for the Children's Hearing system to develop something bespoke and unique.

The new OHOV website will be officially launched at the event on the 21st November.

OHOV intend the Exhibition to be available in other spaces after it appears in the Parliamentary space. These other spaces are still to be determined – but the plan is to take the message of the #OHOVducks and the improvements they want to make to the Hearing across the country.

The Board members will also think about how the images and digital animations that have been created could be used. There are many things these images could do!

The exhibition and event were developed through close creative collaboration between adults and children – which allowed the children and young people of the OHOV Board to use their imaginations and articulate their thoughts and experiences about the Children's Hearing in ways which engage others and stimulate debate. It also allowed them to be fully supported in the creative process. (Spotting the ducks around Scotland in the images is also great fun.)

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8.6	**Scoping Work – SCRA External Training Delivery** Melissa Hunt is developing a piece of scoping work which considers SCRA's current involvement in training delivery to partners and Higher Education institutions across Scotland. Once the scoping for this work is completed SCRA will consider what the next steps for the work should be. There are a number of possibilities (a resource bank for SCRA staff / some consolidation and development of materials which have been developed locally / central storage of materials on the CHIP website – for example). This could be a piece of work which we could develop with partners – and which could identify areas where we are not currently involved in training delivery. It could also update elements of training which may have been delivered for some time. However, we have not developed a plan for the next steps yet – and will need to do that when the initial scoping is complete – this is planned for the end December 2019.
8.7	**Digital Programme** SCRA continues to actively consider the ways in which the Digital Improvement Programme will impact on our service delivery and specifically whether legislative change will be required in order for us to deliver all of the objectives we have under this plan. The Policy Manager is continuing to work with the Digital Delivery Team and the Government on this.
8.8	**Scottish Government Training** Alistair Hogg and Melissa Hunt gave a training input to the Scottish Government Child Protection Team on 11th September 2019. The input was based on a case study approach, illustrating how the Children's Hearing system works within a case.
8.10	**News Coverage** There was a Guardian article, featuring the Glasgow Teams in Bell Street, **How Scotland's youth justice system puts welfare at its heart** – which covers the work of the Children's Hearing and the changes being implemented as a result of better hearings work.

8.9	**Additional Training**
	'The Mock Children's Hearing' (developed by Katy Lang Locality Reporter Manager and Jenny West, Locality Reporter Manager) - designed to give professionals an introduction to the work of the Hearing and to minimise the numbers of people present as observers within Children's Hearings is now up and running across South East Locality as well as the Lanarkshire's and is popular. The training session will run again for civil servants in the Scottish Government at Victoria Quay on 21st November 2019 which will be facilitated by Lesley Siewert (Locality Reporter Manager) and Joanne Lees (Lanarkshire Reporter). Elaine Adams and Melissa Hunt have been involved in the beginning of training in 'Making and Justifying Recommendations' for social workers across Lanarkshire. The first training took place in Wishaw on 24th November 2019 and evaluated highly. Lanarkshire plan to have every social worker complete this training. The same training has been running for some time in Edinburgh City (alongside panel member colleagues) and was recently updated.

9	**Recommendation**
9.1	The Board is asked to note the contents of this report.

SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

SCRA Research Plans for 2020-21

Accountable Director: Head of Practice & Policy   **Date:** 18 December 2019

Report Author: Information & Research Manager

Recommendation:

1.   **To recommend that the Board approves SCRA's plans for research in 2020-21.**

Reason for Report: *Board Approval*

Resource Implications: *Within approved budgets*

Strategy: *Within approved plans*

Consultation: *EMT*

Equalities Duties: *No Equalities Impact assessment has been carried out in relation this research plan. EIA's will howeverl be carried out as part of development of each individual research project.*

Document Classification: *Not protectively marked*

1. **Introduction**

    1.1 The Board is asked to consider and approve SCRA's plans for the research it will carry out in 2020-21. Subject to Board approval, this research will be included in the Practice & Policy team plan and SCRA's Business Plan for 2020-21.

2. **Test of change to develop practice within Children's Panels to promote and support sibling relationships**

    2.1 As part of the Stand Up For Siblings partnership, SCRA is involved in a practice development initiative which aims for Children's Hearings to always consider sibling relationships in their decision making. Those involved in this initiative are SCRA, Children's Hearings Scotland Central & West Lothian AST, Strathclyde University and the Independent Care Review. A short life working group is being established to take forward this work.

    2.2 The test will involve the introduction of an aide memoire, at *every* Children's Hearing, to prompt the panel members to consider whether the child has siblings, how these relationships are being supported, any risk of separation or estrangement and possible improvements that can be made. The key question will be: 'What plans are in place to promote, support and maintain the sibling and wider family relationships of this child?

    SCRA is involved in developing the test, facilitating it in the Stirling and West Lothian Hearings Centres, and evaluation of its impact. The test is likely to start in early 2020 and will carry over into 2020-21.

3. **Children under 12 years old in residential care**

    3.1 Part of selection of cases for our current research with Barnardo's on Child Sexual Exploitation we found that a significant minority (17%) of children in residential placements, units or schools are aged 11 years or less, and the majority are male (74%). We carried out a small scoping exercise on a random selection of these cases, all of whom were under 10 years and male. We found a number of common features, including breakdowns of foster or kinship placements due to sexualised behaviour or cruelty towards animals or younger children; and that a half of the children had disabilities and/or learning difficulties. Residential placements were not short-term placements, and for some children were to be long-term or permanent.

    3.2 Our scoping exercise suggests that children under 12 who are subject to CSOs with residential care conditions are children with complex needs who have been exposed to abuse and trauma. This raises questions about how best to meet these needs, if there are resources available to do this, and if interventions are being made early enough.

3.3 These findings were unexpected to SCRA, and EMT agreed that the research team should explore this further. We will aim to address four research questions:

- *What are the characteristics and family backgrounds of children placed into residential care before age 12?*

- *How is placement into residential care before age 12 associated with health and social wellbeing, including education and offending outcomes?*

- *What are the decision making processes and operational constraints that underscore the placement of children under the age of 12 into residential care?*

- *Are there identifiable points for earlier intervention in the case histories of under 12s placed into residential care? And if so, what are these?*

3.4 This will be a mixed methods study involving statistical analysis of data generated through a content analysis of data (i.e. police, social work, children's hearings documents) held in SCRA's case files in the Case Management System; and semi-structured interviews and focus groups conducted with Foster Carers, Residential Care providers, Social Workers and Children's Panel Members. We aim to complete this research by 30th June 2020.

4. Children aged 12 to 15 years involved in offending

4.1 In May 2019 the Scottish Government's Age of Criminal Responsibility Bill (the Bill) was passed by the Scottish Parliament, received Royal Assent on 11th June 2019, and raised the age of criminal responsibility (ACR) in Scotland to 12 years old[1]. However, the question on if the ACR should be higher than 12 years is a live issue, and has some support amongst child welfare and rights organisations.

SCRA previously carried out research on children aged 8 to 11 years referred for offending[2] to inform the development of the Bill. In 2018, the Scottish Government asked SCRA to carry out a follow up study on young people aged 12 to 15 years involved in offending. A proposal for this research was submitted to the Scottish Government in October 2018. In September 2019, the Advisory Group on the ACR confirmed that it wished for SCRA to carry out this research. The Scottish Government has agreed to provide additional resources to SCRA to employ an additional temporary Research Officer.

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[1] http://www.parliament.scot/parliamentarybusiness/Bills/107986.aspx
[2] https://www.scra.gov.uk/wp-content/uploads/2016/03/Backgrounds-and-outcomes-for-children-aged-8-11-years-old-who-have-been-referred-for-offending.pdf

This study will need to be more extensive than that on 8 to 11 year olds to reflect the higher numbers of young people involved in offending, and the greater complexity of the processes to respond to their behaviour. It will necessarily require not only access to SCRA's records but also those of the Crown Office Procurator Fiscal Service (COPFS) to ensure inclusion of the most serious cases and the response of the criminal justice system to them. SCRA has met with COPFS to discuss approval process for SCRA to access COPFS data and explore what data is held by COPFS and how it can be used in the research. On the basis of these discussions a revised proposal is to be provided to the Advisory Group on ACR for consideration at its December meeting, SCRA is to submit a minute to the Law Officers to seek their approval for access to COPFS data, and an Information Sharing Agreement is to be put in place between SCRA and COPFS.

This research is in the Business Plan for 2019-20, but has not yet started. It will start in early 2020 will be completed by March 2021. It will be the main work for SCRA's research team in 2020-21.

5. Conclusion & Recommendation

5.1   To recommend that the Board approves SCRA's plans for research in 2020-21.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Overview of Policies

Accountable Director: Principal Reporter/Chief Executive   **Date:**   18 December 2019

Report prepared by: Principal Reporter/Chief Executive
and Governance Officer

Recommendation:

The Board is asked to:-

    a)   Note the programme of policy reviews undertaken in 2019

    b)   Review and agree that the current approach remains in line with Board requirements and agreements on policy development outlined at paragraph 2.5

    c)   Review and agree the schedule planned for 2020 and the proposed delegations for approval.

Reason for Report: Board discussion/approval

Resource Implications: Within available resources

Strategy: Within agreed plans

Equalities Duties: Equalities Impact Assessment not required (individual policies are subject to EQIA on agreement and/or point of review)

Document Classification: Not protectively marked

1.   Introduction

1.1 The Board agreed at its September 2013 meeting that an annual overview report on policies be presented for noting by the Board.

1.2 This report covers the period from January to November 2019.

2.   Overview of Policies

2.1 Major SCRA Policies currently in place include:
- Human Resources Policies
- Health & Safety Policies
- Information Security Policies
- Data Protection Policies
- Risk Management Policy
- Fraud Policy
- Location Policy (part of Property Strategy)
- Procurement Policy
- Media Handling Policy
- Environmental Policy
- Complaints Policy

2.2 The policies are available to staff via Connect (SCRA's intranet).

2.3 The HR Sub-Group of the National Partnership Forum deals with policies that affect employment and/or that may have an impact on staff at work e.g. Information Security Policy/Absence Management Policy etc. where there is a requirement for staff to sign up to the policy.

   All SCRA policies are routed via the Partnership Forum for consultation.

2.4 Health and Safety policies are monitored and tracked by the Health & Safety Committee and there is currently a schedule which sets out all policies and review dates and this is overseen by the Committee.

2.5 The Board agreed in 2013 that policies which set direction, require specific high-level scrutiny and governance arrangements or are of a novel/controversial, public interest nature will be routed via the Board – for example:
- Whistleblowing, Risk Management, Fraud Policies
- Complaints
- Media Handling
- Organisational Change, Voluntary Severance/Redundancy Policy and other major revisions to SCRA terms and conditions
- Overall Health & Safety Policy Statement

3.   Review of Policies

3.1 Over the reporting period (January – November 2019) work undertaken on policies is as follows:

Equalities

- Equal Opportunities Policy – Updated
- Management Guidance on Menopause, Autism – Arranging a Hearing, Supporting Carers in the Workplace and Supporting Mental Health in the Workplace

HR Policies developed or updated in 2019

- Recruitment and Selection Policy - Complete
- Dignity at Work Policy – Complete
- Development of guidance for managers in managing part-time staff who are required to cover court on non-working days – Complete
- Operational Instruction for SCRA Staff Handling Visually Recorded Interviews including Joint Investigative Interviews – Complete
- Shadowing and Mentoring Scheme – new policy to support staff seek internal and external opportunities for development. Policy agreed but will formally be launched after CSAS
- Transgender Policy and employee and management guidance – Complete
- Supervision Framework – In Progress
- Organisational Change Policy - – In Progress

Health & Safety Policies – The following policies & guidance notes were reviewed in 2019

- Advice on Inclement Weather Driving
- Guidance on Mobile Phone Use Whilst Driving

Practice Direction updated or published in 2019

- Practice Direction 3 Relevant Persons
- Practice Direction 4 Non-disclosure
- Practice Direction 5 Receipt and Registration of Referrals and Receipt of References and Remits
- Practice Direction 7 Statement of Grounds – Decision Making and Drafting
- Practice Direction 11 Role of the Reporter at a Children's Hearing or Pre-hearing Panel
- Practice Direction 13 Attendance at Hearings
- Practice Direction 14 Notifications and Papers
- Practice Direction 15 Grounds Hearings
- Practice Direction 18 Completion of Forms and the Record of Proceedings in a Children's Hearing
- Practice Direction 19 Orders, Warrant, Measures
- Practice Direction 23 Court Applications
- Practice Direction 32 Information for Victims of Children's Conduct

Finance updates in 2019

- Schedule of Delegated Authority (annual review)
- Procurement Policy
- Risk Management Policy- complete
- Fraud and Corruption Policy - complete

Information Policies developed and updated in 2019

- Breach Management and Reporting Procedures
- Record of Processing Activities
- Privacy Notices

IT Security Policies developed and updated in 2019

- Information Security Handbook – updates have been made and will revised fully in 2020
- Handling of CMS Probationary Accounts
- SCRA Off-boarding Policy
- Best practice for sharing information with Solicitors.

4. Programme for 2020

4.1 The programme for 2020 in relation to the HR Policies (which will include those policies detailed in Section 3.1). Work to be undertaken on policies and guidance as follows

- Supervision Framework
- Organisational Change Policy
- Disciplinary Policy
- Grievance Policy
- Investigation Guidelines
- Staff Code of Conduct
- Youth Employment Strategy
- Looking at gender neutral language across all policies

4.2 The Equalities Network will be reviewing the Equalities and Mainstreaming Report and considering its policy requirements for the 2020/21.

4.3 All undernoted policies within the PDA for Children's Reporter Practice are scheduled for review in 2020

- Appeals Policy
- Assessment and Internal Verification Policy
- Assessment Malpractice Policy
- Internal Verification Approach and Processes
- Recognition of Prior Learning Policy

4.4 Finance and Procurement Policies due for review in 2020 include:
- Schedule of Delegated Authority (annual review)
- Procurement Policy

4.5 Health and Safety Policies that are due for review via the Health and Safety Committee in 2020 include:

- Violence in the Workplace Manual
- Asbestos Policy
- COSHH Policy and Statutory Duties
- Stress Policy
- Display Screen Equipment
- Manual Handling
- First Aid Policy
- Substance Misuse
- Lone Working
- Accident & Incident
- Eye Test
- Fire Safety
- No Smoking

4.6 Information Policies due for review in 2020 include:

- Records Management Plan / Records Management Policy.
- Staff Code of Conduct
- Security and Information Governance Plan plus the DPIA for CSAS will be reviewed in 2020.
- Retention of case information after 18th Birthday will also require a further update in 2020 following discussion with Police Scotland in relation to when an individual has had forensic data/DNA retained.
- Information Governance CSAS Policy
- Data Protection Policy

5. **Digital Programme**

5.1 **SCRA Policies**

As a result of the planned implementation of the new Core System and Applications Solution (CSAS), there has been an extensive review of all existing SCRA policies, in order to determine if a Policy Impact Assessment is required. This work is ongoing with a target completion date of December 2019.

5.2 **SCRA/CHS Joint Policies**

Joint SCRA/CHS Policies, existing and proposed, are being considered via the SCRA//CHS Joint Information Governance Group.

5.3 **Business Rules**

The Business Rules outline the key information requirements which the new CSAS systems are required to meet, both for the successful and safe migration of SCRA data and for the live system to be operationally viable from day 1. These rules agreed by EMT in November ensure that the system is compliant with relevant legislation and adheres to best practice. This will make sure that all SCRA data stored within the new system is both relevant and appropriate to our business needs with a focus on protecting data integrity and controlling access.

Consideration to the impact of existing policies, primarily the SCRA Data retention policy, will be given and the policy reviewed in early 2020.

6. **Recommendation:**

6.1 The Board is asked to:-

a) Note the programme of policy review undertaken in 2019.

b) Review and agree that the current approach is in line with Board requirements and agreements on policy development outlined at paragraph 2.5

c) Review and agree the schedule planned for 2020 and the proposed delegations for approval.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Strategic and Operational Risk Registers

Accountable Director:	Principal Reporter/Chief Executive	**Date:**	18 December 2019
Report Authors:	Head of Finance & Resources Governance Officer		

Recommendation:

1.   To review the Strategic and Operational Risk Registers.

Reason for Report: For Monitoring

Resource Implications: Not applicable

Strategy: Not applicable

Consultation: Executive Management Team

Equalities Duties: Equalities impact assessment not required

Document Classification: Not protectively marked

1.   Introduction

1.1   This report provides an update to the Audit & Risk Committee on the Strategic and Operational Risk Registers.

1.2   The Risk Registers were last reviewed by the Audit and Risk Committee at its 21st November 2019 meeting and the Board at its meeting on 19th June 2019.

2.   Risk Management in SCRA

2.1   SCRA's Revised Risk Management Policy was approved by the Board at its meeting in June 2019. The Board has responsibility for the system of internal control and risk management within SCRA. The Risk Management Policy will next be reviewed by the Audit and Risk Committee in February 2022 and taken to the March 2022   Board for approval. The Board charges the Audit and Risk Committee with overseeing the operation of the system of internal control and with ensuring robust risk management arrangements within SCRA, including reviewing the Strategic and Operational Risk Registers six-monthly.

2.2   The Risk Registers are kept under review by the Executive Management Team (EMT) and the Performance Improvement Network (PIN). A service wide Risk Reference Group was established in April 2015 to act as an internal focus for the development of SCRA's approach to risk issues and to provide leadership on the delivery of SCRA's risk management policy. The Group has overseen significant progress in SCRA's approach to risk management. The work of the group has now been integrated into the remit of the PIN, as agreed at the RRG meeting in January 2019.

2.3   The Head of Finance & Resources attended the majority of the 2019/20 Locality Planning sessions to facilitate review of current Locality risks and identification of new risks linked to 2019/20 Locality objectives. Each Locality Plan has a linked Locality Risk Register and the common themes will be discussed at the next meeting of the PIN.

2.4   The risk register format includes an assessment of both gross and net risk in order to demonstrate the impact of existing control mechanisms and to link the agreed organisational risk appetite.

3.   Strategic Risk Register

3.1   The Executive Management Team undertook a review of the Strategic Risk Register in November 2019 (attached at Appendix 1).

3.2   Changes to the register are as follows:

Risk 2 – SR2019 does not deliver level of resources required for medium term financial sustainability. There is a need to seek clarification from Sponsor Team as to whether they require any additional materials (e.g. updating last year's pack) to support our case for required funding in 2020/21. This is a new risk.

Risk 3 - The optimum model for CSAS ownership and accountability and a joint future partnership between SCRA and CHS is not adequately defined and agreed. The Head of Finance and Resources has detailed the actions in relation to managing a risk around CSAS ownership and accountability. Proposing to close the risk at the next cycle dependant on the successful completion of a Digital Strategy beyond 2020 and a decision making structure and governance arrangements.

3.3   Areas identified for scoping for potential inclusion on the strategic risk register

- **Brexit** – No quantifiable risk at the moment. The potential impact would be more likely on our partners and we don't have any control over that.
- **Equalities & Inclusion** – assessed and mitigated.

4.   Operational Risk Register Profile

4.1   The Operational Risk Register updated as at November 2019 is attached at Appendix 2.

4.2   The register has been reviewed by the Executive Management Team. The review took account of national priority activities to support a safe and effective service with a particular focus on issues of immediate risk and delay. The Operational Risk Register will be reviewed again in six months by the Performance Improvement Network.

5.   Conclusions

5.1   The risks across both registers focus on the ongoing challenges in the delivery of a safe and effective service with the focus on capacity, resources and information governance.

6.   Recommendation

    6.1   To review the Strategic and Operational Risk Registers.

Appendix 1 – Strategic Risk Register (November 2019)

Appendix 2 - Operational Risk Register (November 2019)

Previous Papers:

Risk Register Report to Audit & Risk Committee – November 2019

Risk Register Report to Board – June 2019

Strategic Risk Register November 2019

Risk No	Reference to SCRA Objectives	Risk Type	Risk Description	Risk Owner	Gross Risk Score L*I	Key mitigating controls	Control Effectiveness	Residual Risk Score L*I	Risk Appetite	Target Risk Score L*I	Actions and Timescales	Action Owner /Deadline
1.	BP 2016/17 Core Strategy 1 Sustaining & Developing Our Infrastructure Actions 1	Service Delivery / Information	IT Security measures are insufficient to prevent a successful cyber-attack on SCRA case information which results in loss of data which cannot be recovered.	Head of IT	16 (4*4)	Being part of the SCOTS/iTECS environment which is responsible for safeguarding SG IT from cyber-attack reduces CMS's exposure as the only access to CMS is through the SCOTS environment. Scottish Government have achieved Cyber Essentials Plus certification for the SCOTS network. Annual Penetration testing and accreditation of CMS reduces the vulnerability of CMS to common cyber threats. By testing CMS disaster recovery procedures regularly and reviewing and testing SCRA business continuity plans annually gives assurance that SCRA is capable of recovering from a cyber security attack. Kept up-to date with new threats by attending cyber security events and professional membership – SCRA's Digital Governance Lead is a Certified Information Security Manager (CISM) and a member of the Cyber-security Information Sharing Partnership (CiSP)	Effective Effective Effective Effective Effective	9 (3*3)	Cautious to Minimalist	6 (3*2)	To communicate to HO Managers and IG leads the need for all staff to complete the mandatory Cyber security eLearning course and to review progress with satisfying this requirement. On acting on advice from both OpenText (from their IT Health Check of CMS) and Microsoft we have been unable to successfully upgrade the ADTS servers and upgrading the BPI Servers poses a bigger risk to maintaining the stability of CMS. We have DR arrangements in place to take care of a situation where a Windows 2003 server fails, and this is considered a lesser risk than upsetting the stability of CMS by trying to replace the Windows 2003 servers with new servers that are incompatible with our version of Documentum. Our accreditor has challenged us previously on this issue and understands the risks associated with keeping business critical legacy systems running. SCRA have a new interim accreditation certificate for CMS and this is not been identified as an accreditation issue.	Digital Governance Lead/June 2019 Digital Manager Jan 2019
2.	BP 2019/20 Action 4.8.10	Financial/Service Delivery/ Reputational	SR2019 does not deliver level of resources required for medium term financial sustainability	Head of Finance & Resources	20 (5*4)	Five year Financial Plan. Regular dialogue with Ministers and SG (DCAF, Sponsor Team, Finance Manager).	Effective Effective	12 (4*3)	Cautious	4 (2*2)	Update 5 year Financial Plan and present at June 19 Board. Submit forward budget figures to SG for 2019 Spending Review Commission by end Aug 19. Agree and develop additional SR2019 materials and submit to Ministers/SG. Maintain linkages between	Complete Complete November 2019 March 2020

Risk No	Reference to SCRA Objectives	Risk Type	Risk Description	Risk Owner	Gross Risk Score L*I	Key mitigating controls	Control Effective ness	Residual Risk Score L*I	Risk Appetite	Target Risk Score L*I	Actions and Timescales	Action Owner /Deadline
											SR2019 process and 2020/21 Budget Planning process.	
3.	Digital Programme Masterplan	Financial/ Information/ Service Delivery/ Reputational	The optimum model for CSAS ownership and accountability and a joint future partnership between SCRA and CHS is not adequately defined and agreed.	Principal Reporter	16 (4*4)	Senior Team Workshops Digital Programme Director/Chief Executive meetings Digital Oversight Committee DDB/Programme Assurance Group	Effective Effective Effective Partly Effective	9 (3*3)	Cautious	4 (2*2)	Proposal to senior teams on CSAS ownership and accountability. Jun 19. Legal advice on aspects of proposed approach to ownership and accountability. Dec 19. Implement of SCRA's accountability arrangements for CSAS (Policy development, contract arrangements and appropriate staffing structure) Negotiation with key licencing and software suppliers. Develop Digital Strategy beyond 2020 Develop a decision making structure and governance arrangements	Digital Programme Director. Complete. Head of Finance & Resources. Complete. Head of Practice & Policy/Digital Programme Director Digital Programme Director. Underway. Head of Strategy & CHA NC/CE SCRA PR/CE & CHS NC/CD

Operational Risk Register November 2019

Risk No	Reference to SCRA Objectives	Risk Type	Risk Description	Risk Owner	Gross Risk Score L*I	Key mitigating controls	Control Effectiveness	Residual Risk Score L*I	Risk Appetite	Target Risk Score L*I	Actions and Timescales	Action Owner /Deadline
1	High Quality Decisions	Operational/ Reputational	Insufficient operational capacity to consistently deliver quality services.	Senior Operational Managers Locality Management Teams	(4:4) 16	Use and deployment of temporary staff to meet operational pressure is reviewed routinely at LMT/with SOM's.	Effective	(2:4) 8	Cautious	(2:2) 4	Complete Court review (complete) and implement relevant recommendations.	Operational Development Manager/March 2020.
						A managed approach to workload measurement is in place.	Effective				Targeted investment/resource to improve resilience/sustainability in small number of Localities.	SOM's/ to March 2020.
						All key IT/Business systems, availability, performance and function is maintained.	Effective				Internal Audit Locality review including Locality Workforce Planning.	Complete.
						Delivery and regular review of comprehensive Locality Plan and Head Office Business plans.	Effective				As part of 2018/19 Budget Planning carry out an early review of non-establishment posts.	Complete.
						Locality Plans have clear visibility and leadership and timelines on quality improvements.	Partly effective				Equalisation programme.	SOMs & Head of HR/March 2020.
						Delivery of routine management information and data reporting prompts focussed planning and action.	Effective				Resource redeployment post CSAS delivery	2020/21
						Inter Locality working protocol is initiated as part of BCP when required.	Effective					
						Individual Locality Performance Reviews, led by SOM's – twice yearly to assess delivery of operational stability and quality initiatives.	Effective					
						Quarterly review of Locality plans by LMTs.	Partly Effective					
						Quarterly Business Plan reviews by Head of Strategy/OD.	Partly Effective					
						Engagement of planning officers/team with LMTs.	Effective					
						Creation of resilience fund within core budget at SOM level to be deployed flexibly in response to anticipated	Assess in light of experience					

Risk No	Reference to SCRA Objectives	Risk Type	Risk Description	Risk Owner	Gross Risk Score L*I	Key mitigating controls	Control Effectiveness	Residual Risk Score L*I	Risk Appetite	Target Risk Score L*I	Actions and Timescales	Action Owner /Deadline
						and actual need						
2	Effective Collaboration	Operational/Reputational/non-compliance with legal duty	Varying practice and lack of clarity on processing of Non Disclosure cases that may increase risk of breach and lack of operational efficiency/duplication of effort	Senior Operational Managers/ SIRO	(4:4) 16	Practice Direction on Non-Disclosure is reviewed and amended	Effective	(2:3) 6	Minimalist	(2:2) 4	All managers consulted re recording issues (incl N/D) with associated actions to be implemented	SOM's/LRM's Dec 19
						Consistency of practice across localities by complying with Practice Direction.	Partly Effective				Revision of ND Process and Procedures	Head of Practice & Policy – Post CSAS
						Reduction of disclosure details to minimum possible	Effective				Implement ICO actions	On-going
						Buy in from external agencies across Scotland as to their responsibility for redaction and keeping address references to minimum Inter-agency good practice guidance is delivered.	Partly Effective					
						Provision of 2 weekly ND data reports to assist review of appropriateness of ND measures.	Effective					
						Regular EMT oversight of implementation of case sampling improvements.	Partly Effective					
						Code of Practice on Information Sharing for Hearings system.						