

SCRA Board Meeting

A G E N D A

Wednesday 25 March 2020 at 10.30 a.m.
At Ochil House, Stirling

		Purpose	Papers
1.1	AOB		
1.2	Apologies		
2.	Declarations of Interest		
3.	Minutes/Committees		
3.1	Minute of Board Meeting held on Wednesday 29 January 2020 Board Action Log and Workplan Matters Arising		Attached
3.2	Minute the Audit & Risk Committee held on Thursday 26 February 2020		Attached
3.3	Verbal update from Remuneration and Succession Planning Committee held on 25 March 2020		Verbal
	Reports		
4.	Chief Executives Report	Noting	Attached
5.	Independent Care Review – findings and implications	Noting	Attached
6.	Organisational Performance Report (1 October – 31 December 2019)	Approval	Attached
7.	Budget Monitoring Report 2019/20	Noting	Attached
8.	Draft Budget Plans 2020/21	Approval	Attached
9.	Corporate Plan 2020/23 and Business Plan 2020/21	Approval Noting	Attached
10.	Environmental Annual Report	Noting	Attached
11.	Digital Strategy Update	Noting	Attached
12.	Health & Safety Annual Report	Consideration	Attached
14.	New Risks		
	Date of Next Meeting: Board Development Day – Friday 01 May 2020 Routine Board Meeting - Wednesday 24 June 2020		



Scottish Children's Reporter Administration
Minute of SCRA Board Meeting held on
Wednesday 29 January 2020
At Ochil House Stirling

Present:

Michelle Miller (Chair)
 Catherine Robertson
 Sam Anderson (By video conference)
 Tam Baillie
 Jim Edgar
 Martin Toye

In Attendance:

Neil Hunter (Principal Reporter/Chief Executive),
 Ed Morrison (Head of Finance & Resources),
 Susan Deery (Head of Human Resources),
 Alistair Hogg (Head of Practice and Policy),
 Lisa Bennett (Head of Strategy & OD),
 Helen Etchells (Senior Operational Manager),
 Paul Mulvanny (Senior Operational Manager),
 Monica Sweeny (UNISON Branch Secretary/Reporter),
 Iain Fitheridge (Scottish Government),
 Myrian Lazo (Corporate Planning and Performance Manager),
 Pamela Armstrong (Governance Officer, Minutes)

		Timescale	Action
1.1	AOB There was no other business.		
1.2	Apologies Anela Anwar Suzanne Vestri		
1.3	Declarations of Interest There were no declarations of interest.		
2.	Minutes/Committees		
2.1	Minute of meeting held on 18 December 2020 Agreed as accurate.		
2.2	Board Action log and Workplan The action log and workplan were reviewed.		
2.3	Matters Arising All matters arising are covered within the agenda.		

		Timescale	Action
	Reports		
3.	Finance & Resources		
3.1	<p>Budget Planning 2020/21</p> <p>The Head of Finance and Resources introduced the report recommending the Board note the draft budget plans for 2020/21 and asking the Board to comment on the key issues identified for Challenge and Review.</p> <p>Noted:</p> <ul style="list-style-type: none"> In June 2019 the Board reviewed and approved the updated Financial Strategy 2020/21–2024/25 and the PR/CE and Head of Finance & Resources updated the Board in September and December 2019 on discussions with the Scottish Government about 2020/21 funding. In the Financial Strategy it was noted that SCRA's revenue requirement for 2020/21 was £24.911m excluding Digital. The report stated that to secure financial sustainability over the medium term will require continued in year support from Scottish Government for new and unforeseen budget pressures, around 3% increases in annual revenue funding, delivery of efficiencies from major programmes, clear outcomes from the work on service change and resilience, continuing capital investment in infrastructure and ongoing vigilance from budget holders, supported by Head Office business partners. It is expected that the Scottish Government Spending Review will again result in one year funding settlements for public sector bodies. The Finance Minister's Draft 2020/21 Budget Plans have been delayed to 6th February so at this stage SCRA has no indication of likely revenue and capital funding for 2020/21. At this stage the additional revenue funding of £2.5m provided in 2019/20 has not been consolidated. In the June 2019 Financial Strategy SCRA identified a capital requirement of £1.3m (Digital £0.75m and Property £0.55m, subsequently increased to £0.65m) which is significantly lower than the £2.75m required in 2019/20. At this stage the draft revenue cash settlement for 2020/21 would only provide SCRA with the same level of cash resources 		

		Timescale	Action
	<p>as 2017/18. Without a significant increase in revenue funding it will not be possible to present a balanced budget to the Board in March 2020. Demands continue to increase in many areas of SCRA's business and it is essential that additional funding is secured to allow the recent gains in performance and stability to be sustained. There are already signs that some elements of workload are increasing. Changes in workload can happen quickly and when combined with staff absence can significantly impact on the resilience and performance of the affected teams.</p> <ul style="list-style-type: none"> • The continuing one year nature of funding settlements creates risks in setting the revenue budget for 2020/21 due to the uncertainty of funding in future years. An updated five year Financial Plan will be presented to the Board in June 2020. • Challenge and Review will require EMT to review all areas of the budget including: <ul style="list-style-type: none"> ○ the impact of any 2019/20 carry forward overspend/underspend; ○ affordability of the draft pay remit; ○ delaying increases in employer's pension contributions; ○ de minimis level for staffing and future shape and skills of the workforce; ○ the funding and impact of a new round of voluntary severance; ○ the achievability of a higher locality savings target; and ○ the scale of digital ambitions. • In addition EMT will further develop thinking on potential service re-design options which will support long term sustainability and utilise the £100k resource <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • There are implications to the current system as a result of the findings of the recent Care Review. We need to take a period of time to consider and plan. • The organisation is in a more stable place and is not as reactive as in the past – with the focus on planning and control. • There are known variables around pay and pension. The agenda around medium term 		

		Timescale	Action
	<p>changes to services for children and young people is an as yet unknown variable but one where we will require to respond. Financial stability would allow some pressures to be absorbed.</p> <ul style="list-style-type: none"> Recalibration is required to support a preventative, early intervention focused system, supported in the most complex and labour intensive cases by a well-functioning legal system. With financial stability SCRA will be in a good place to respond and contribute 		
3.2	<p>VER Business Case</p> <p>The Head of Human Resources introduced the report recommending the Board approve the Voluntary Efficiency Retirement/Voluntary Redundancy Business Case.</p> <p>Noted:</p> <ul style="list-style-type: none"> SCRA is committed to no compulsory redundancies to March 2020 and expecting to negotiate a further extension to March 2021. SCRA approved 3.5 fte staff to leave SCRA in 19/20 (two of which have been extended into spring 2020 to support the implementation of the new CSAS system). The Board are aware of the Sustainability work being undertaken by the Executive Management Team. This work is seeking to ensure that SCRA is structured and appropriately resourced in a way that ensures a quality, modernised and supportive service to those vulnerable children, young people and their families who come require our services. In accordance with SCRA's Annual Workforce Plan, this offer will only be open to, and applications approved from, management roles or other Head Office roles. Front line Reporter roles are protected from reductions. SCRA is confident that it can achieve the above within the forecasted costs. SCRA is confident that the further reductions through this scheme can be supported without a significant detrimental impact on staff and service delivery to children and families. 		

		Timescale	Action
	<p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The sustainability programme is the basis of the long term staff strategy with the main aim of reshaping the organisation to support the statutory role of the Reporter. • The scheme provides an opportunity to look at posts coming to 'end of life' and consider reinvesting towards new priorities and sustainable service delivery. The proposal is modest, allowing opportunity to contribute to some of this reshape. • It is important to be mindful of issues around staff morale. This is about investing back into the system to boost the front line. • Moving forward, equalisation will be a main focus. • The Board expressed interest in clearer understanding of how service redesign is developing and can this be captured in a helpful visual? <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the Voluntary Efficiency Retirement/Voluntary Redundancy Business Case. 		
4.	Strategy and Planning		
4.1 4.2	<p>Draft Corporate Plan 2020/23 Draft Business Plan 2020/21</p> <p>The Head of Strategy/OD introduced the report, highlighting that a draft of the Business Plan 2020/21 is included as part of the Corporate Plan</p> <p>Noted:</p> <ul style="list-style-type: none"> • Over the past 7 months, the Board has been presented with a series of reports outlining the approach being adopted in the development of the Corporate Plan 2020/23 and has had opportunity to feed into this process through discussion and workshop. • Following the Board development day in November and a further EMT planning session, work has focussed around refining what was the description of the aims in to organisational objectives and developing a framework for dissemination through the strategies and into the Business Plan • A draft of the Business Plan 2020/21 is 		

		Timescale	Action
	<p>included as part of the Corporate Plan. This should allow the reader to gain the context and understanding of the organisation, its direction and its aims before seeing the detail of the delivery but without duplication across two separate documents.</p> <ul style="list-style-type: none"> • The Corporate Plan 2020/23 is now nearing completion with only the previously noted sections still to be included (and any Board comments) • Work on the supporting strategies and Business plans is progressing satisfactorily, with some nearing completion and all anticipated to be ready for implementation from the launch of the Corporate Plan (subject to financial assurance). <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • Board involvement and input has been reflected in the paper. • A great deal of work has gone into the report meaning it is much easier to read. • It is acknowledged that there is a need to be flexible to the changing environment as this has been reflected by the web based and family versions of the publication. • The Corporate Plan has come about from working with children and young people. What is in the plan is in response to consultation with Children. • The Business Plan provides a light touch view and does not simply duplicate what is in the corporate plan. • Delivery of the Business Plan will be monitored via a performance report which is taken to the Board via the Organisational Performance Report (OPR) every quarter. 		
5.	<p>Annual Workforce Plan</p> <p>The Head of HR introduced the People Strategy which had been developed through consultation with managers, UNISON, equalities network and HR Sub Group. This reflects the proposed developments for the next 3 years and will provide direction to localities on what areas of focus for their own locality planning. The Annual workforce plan is the first year.</p>		

		Timescale	Action
	<p>Noted:</p> <ul style="list-style-type: none"> • SCRA clearly recognises that in order to achieve its outcomes outlined in the 2021/23 Corporate Plan and People Strategy, it is important to put the workforce at the heart of SCRA. We are cognisant that 2020/21 is a year of significant change for SCRA and it is hoped that the Annual Workforce Plan recognises and is developed accordingly. • This workforce plan will deliver the first year of the People Strategy 2020/21. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • What actions are being taken around supervision? There appears to be an inconsistency of application. One action being taken is to look at meaningful conversation skills. Managers will also be required to record supervision sessions in iTrent as this is currently not done consistently. The issue around supervision remains a focus. • Work continues on the gender pay gap where a shift at the top end is evident. Woman into Leadership has been a positive forum, however it is also important to consider how to attract males into support and administration roles, typically applied for by females. • How best to more effectively advertise posts to people with disabilities and other protected characteristics is also being considered. • There has been a 50% increase in Reporters reporting absence related to psychological illnesses. This will be monitored and work continues around mental health at work standards. Wider societal awareness on mental and psychological health will also play a role here and our programmes and skills development and workload management need to reflect and respond to this. • UNISON and SCRA will work together on the Fair Work Agreement. <p>Agreed: To approve both the people strategy and the workforce plan.</p>		

		Timescale	Action
6.	New Risks While no new risks were identified it was discussed that there is concern over ensuring a common understanding between Officers and Board members on the direction of travel around staffing changes and workforce planning.		NH
	Date of Next Meeting Wednesday 25 March 2020 at Ochil House, Stirling		

SCRA Board Meeting Workplan 2020

Business Item	Wed 25/3/20	Wed 24/6/20	Wednesday 23/9/20	Wed 16/12/20
Strategic/Corporate				
Policy & Influencing Report		✓		✓
Research Programme				✓
Risk Register		✓		✓
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	✓	✓	✓	✓
Complaints Review		✓		

Business Item	Wed 25/3/20	Wed 24/6/20	Wednesday 23/9/20	Wed 16/12/20
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		✓		



Chief Executives Report

Accountable Director: Principal Executive **Reporter/Chief Executive** **Date:** 25 March 2020

Report Author: Neil Hunter

Recommendation:

1. To note the contents of the Chief Executives Report

Reason for Report: Requested by SCRA Board

Resource Implications: Not applicable

Strategy: Not applicable

Consultation: N/A

Equalities Duties: Not Required

Document Classification Not protectively marked

1. Staff Partnership

1.1 The SCRA/UNISON staff partnership forum met in mid February. As well as the standing updates on health and wellbeing, equalities, and finance there were detailed discussions on the following issues:-

- go live plans for our replacement case management system, including arrangements for staff annual leave to be agreed
- proposed VER programme, approved by the Board in January 2020
- SCRA gender pay gap

1.2 A date has been set to progress work in relation to the SCRA/UNISON Fair Work Agreement which will supplement and build upon our existing Partnership Agreement.

2. Strategic Partnerships

2.1 SCRA and COPFS have established a cross system partnership group, involving CoSLA, Police Scotland, Community Justice Scotland and CHS to put in place medium term plans and agreement for the hearing system in relation to the increased number of young people age 16/17 year olds referred to the Reporter. This work is necessary as a result of recent changes to the Lord Advocates Guidance in relation to 16/17 year olds currently subject to compulsory measures (a change in prosecutorial presumption that joint reports of these cases will be retained by the Reporter).

2.2 The group is examining available data in relation to Police and COPFS activity in relation to 16/17 year olds more broadly in anticipation of the Scottish Governments forthcoming consultation on Joint Referrals as well as the stated commitment to UNCRC incorporation which in and of itself will establish the definition of a child as up to 18 years in Scotland. Through these means and potential future legislative change we must anticipate significant increases in referrals of 16/17 year olds on both offence and non-offence grounds to SCRA. We welcome and have been involved in the calls for these changes over recent years. However there is a need for significant advanced thinking and planning on issues of volumes, capacity, workforce, resources as well as services, available interventions and of course resources.

2.3 SCRA is represented on the Age of Criminal Responsibility (Scotland) Act 2019 governance and implementation arrangements. Much of the current focus centres around Police powers (including authorisation for interview of children under 12) and places of safety – of which there is a significant dependency on Local Authorities and other bodies. Members will be aware that SCRA has been commissioned by Ministers to undertake further research into the profile of children age 12-15 referred on offence referrals in order to inform future decision making on any revision to the age of criminal responsibility.

2.4 SCRA is a member of the Child Protection Leadership Group and is contributing to the revision of the 2014 National Child Protection Guidance

which will cover a wide range of issues such as governance, single agency and interagency decision making, workforce development, rights, participation and engagement of children and their families. The revised guidance will also strengthen understanding of the role of the Reporter, referral thresholds for consideration of compulsory measures of protection (aligned with CHIP Guidance published in 2015) and the need to more clearly record that where consideration of referral has been undertaken (for example at child protection case conferences or Inter-Agency Referral discussions), but not actioned, clear reasons why.

- 2.5 Linked to the revision of child protection guidance has been the overhaul of Joint Investigative Interviews (JII's). SCRA has been a partner in this review as well as a key stakeholder. Reporters will receive the output of many JII's every year and these can provide important evidence in order to contribute to Reporter decision making and/or establishment of grounds at court. We have had concerns over a number of years about the variability in quality and therefore value of JII's. The SCRA Practice Team has developed a training module for the Police and Local Authority JII teams. SCRA Localities in North Strathclyde and Lanarkshire are directly involved in the delivery of test sites for the new JII framework.
- 2.6 Overall with a nationally, specialist cadre of JII investigators, linked to the development of the [Barnahus standards](#) (being developed jointly by Health Improvement Scotland and the Care Inspectorate) the expansion of Evidence by Commission in High Court and recently introduced [Forensic Medical Services \(Victims of Sexual Offences\) \(Scotland\) Bill](#) it is possible to see how all of the different components of a much improved and significantly more child centred and trauma informed approach to protecting children and young people in Scotland may be evolving. SCRA continues to be an active and important partner in all of the above – ensuring the continued visibility and understanding of role of the Hearing system is to the fore.

3. Childrens Hearings Improvement Partnership/Youth Justice Improvement Board

- 3.1 The focus of CHIP and YJIB in the last few weeks has been on the Independent Care Review (ICR) which is covered elsewhere in the Board agenda. An interagency workshop on ICR was held in late February. From this we expect to begin to pull together programmes of work which will contribute to the ICR's overall vision and ambition as well as build on and accelerate existing programmes of work which we believe can assist in delivery of key elements now, such as Better Hearings.
- 3.2 One development of note relating to the YJIB is the recent report from the Centre for Youth and Criminal Justice entitled [Rights Respecting? Scotland's approach to children in conflict with the law](#). The report argues that to uphold the rights of children in conflict with the law in Scotland there is a need to make improvements in the following areas:

- Defining children as under 18 and better responding to issues of child development
- Social inclusion and social justice as prevention
- Strengthening the participation of children in conflict with the law
- Upholding the rights of victims, paying particular attention to child victims
- Strengthening early intervention and diversion
- Taking a shared responsibility approach: strengthening community and family support
- Supporting the specific needs of children in conflict with the law
- Implementing an appropriate approach to children's criminal records
- Ensuring due process for all children
- Improving our approach to the deprivation of children's liberty
- Respecting the rights of children who commit the most serious harms and wrongs

3.3 SCRA are in the process of organising a number of internal events with CYCJ and Dr Claire Lightowler, Director of the Centre in order to promote the review and its conclusions and think about the implications for SCRA, the role of the Reporter and the wider Hearings system.

4. Scottish Sentencing Council

- 4.1 The Scottish Sentencing Council launched its consultation on the [Sentencing Young People](#) guideline in late February.
- 4.2 The guideline is influenced by a review of research commissioned by the Council over the course of 2018/19 on neuro development, experience of adversity and trauma of young people. The guideline discusses the need for a different approach in sentencing young people as a result of their differing emotional, social and psychological development, relative maturity and consequential reduced culpability for behaviour as well as the higher potential for rehabilitation all of which the Council propose to be factored into guidelines for judges.
- 4.3 The children's hearing system features in the sentencing guidelines insofar as the current situation regarding courts ability to ask for both advice and disposal from children's hearings is fully reflected and emphasised in terms of its importance and appropriateness.

'We think that the children's hearing should be consulted for advice where possible. We have therefore proposed, at paragraph 14, that judges should refer cases to a children's hearing for advice where it is competent (that is, within the court's power) to do so.' (page 26 consultation paper)

'In addition to providing advice, we consider that the children's hearing may have an important role in the eventual disposal. We have therefore proposed at paragraph 19 of the guideline that for young people under 18 judges should consider sending a case to the children's hearing to be dealt with (this will usually involve being subject to supervision by the

local authority), where the court has the power to do so'. (page 28 consultation paper)

- 4.4 The Sentencing Council makes it clear that it did consider whether to recommend legislative change to children under 18 within the scope of the children's hearing system but at this stage, has not. This however may be picked up in the forthcoming Scottish Government consultation on 16/17 years olds (see above).
- 4.5 The ability of judges to refer to children's hearings for advice on sentencing or for the Hearing to make a disposal has always been available. However we continue to see relatively low levels of referral and remittal to hearings and we must hope that the Sentencing Council through its work will raise the visibility and understanding and appropriateness of such referral to judges.
- 4.6 SCRA will continue to engage directly with the Sentencing Council through this consultation and other links as we move towards eventual implementation of the guidance. We will also continue our long-standing work with the Judicial Institute in providing awareness and educational material to sentencers.
- 4.7 The drafting of the guidelines and the recent press coverage around the consultation launch has been in many ways helpful in order to raise the debate about the appropriate management of children and young people across both civil and criminal systems. Increasingly we see the issues of how children under 18 are dealt with being surfaced in public, professional and political discourse.

5. Business Continuity Planning – Covid 19

- 5.1 SCRA's Business Continuity Group met in early March to discuss the potential implications for staff and our services as a result of the Coronavirus outbreak. The meeting, which was chaired by Senior Operational Manager Paul Mulvanny, included operational managers and head office staff.
- 5.2 The focus of the groups initial work is:-
 - Current and ongoing position with the virus
 - How it may impact on SCRA staff and service
 - Ensuring adequate and frequent staff communications
 - Planning communications and engagement with partners at national and local level.
- 5.3 This is a fast moving environment. At time of writing of this report (9 March):-
 - SCRA continues to follow the advice provided by the Chief Medical Officer/Scottish and UK Governments and our Occupational Health Provider.
 - Information is being circulated to staff as it is updated/becomes available.
 - SCRA has joined the Justice Board Coronavirus COVID-19 Resilience Sub-Group which will meet on a weekly – likely to move to a much more frequent, possibly daily basis as the situation evolves

- Our Business Continuity Plan was recently reviewed and updated and is made available on Connect
- Locality managers are ensuring that they review the updated plan and identify any local vulnerabilities.
- LSMs have already been contacted by SCRA's Health and Safety Advisor to ensure all offices and Hearing centres have alcohol based hand-gels etc. Handwashing posters will also be sent to LSMs for display in prominent areas.
- Staff will ensure a clean desk policy and take responsibility for cleaning desks, telephones, keyboards etc.
- All staff who have laptops/kit will start to take them home on a daily basis, in line with business continuity arrangements

5.4 Next steps will include:-

- A new section on home working/remote during the virus will be developed by HR for inclusion in the Business Continuity Plan.
- As required home access to CMS will be extended.
- Further communications (including relevant FAQs for staff) will be developed and published as information becomes available.
- The Business Continuity group will meet again on initially a weekly basis, more frequently as required

5.5 A verbal update will be provided to the SCRA Board at its meeting on 25 March.

6. Press and Communications Team update – end December to mid-March

6.1 New Connect

- 6.1.1 SCRA's staff intranet, Connect, is hosted by iTECs, but maintained by the Press and Communications Team. We were advised at the start of 2019, that the current server would be switched off on 1 February 2020 and therefore a new site would need to be built before then. Connect is built using Sharepoint technology. The old site was Sharepoint 2010 and we moved to Sharepoint 2016, which involved a significant rebuild. This was a major focus of the Press and Communications Team plan from October 2019 to end January 2020. The new site went live on Thursday 30 January, ahead of schedule and feedback from staff has been positive. The new site is fresh, but familiar, with the same content structures for consistency, but a new look and some additional functionality, including an improved search facility.

6.2 LGBT Youth Charter

- 6.2.1 On 20 December, SCRA was advised it had successfully achieved the LGBT Youth Charter. We are the first NDPB to achieve this accreditation. There was a communications plan in place to promote this both internally and externally. The Charter was finally achieved following two consultation sessions with young people from Our Hearings, Our Voice. Their feedback will help direct the next phase of SCRA's LGBT sub group work plan.

- 6.2.2 In addition, SCRA took part in Purple Friday for the third year running. Events were held in offices across the country and activities involved purple themed coffee mornings, as well as wearing purple and organising purple themed quizzes. In addition, a number of offices created eye catching LGBT History Month displays. All of this activity was promoted via social media and there will be a special feature with photographs in the spring edition of the National Reporter.

6.3 Annual Report for Young People

- 6.3.1 In January 2020, SCRA published its third annual report for young people reporting on our Corporate Parenting activity in the past 12 months. This was written and designed for young people and was published on our Corporate Parenting website. There was a communications plan in place to promote this internally, as well as externally.

6.4 Care Day 2020

- 6.4.1 SCRA marked Care Day on Friday 21 February. SCRA's Participation Officer worked with Glasgow City Council and Articulate to develop another two displays of care experienced young people's work. The gallery display, Made with Care, is now on show in Bell Street. One window comprises of a gallery-like art display of framed paintings, while the other is made up of a variety of record covers, lyrics from songs, cloths, cushion covers, pictures and ceramics. The exhibition will run until the end of April 2020. We promoted this via our website, our Corporate Parenting website and social media.
- 6.4.2 SCRA also showed our support to Care Day via social media and attended Who Care? Scotland fundraising event Gala for Love on Thursday 20 February.

6.5 Care Review

- 6.5.1 The Independent Care Review's report was published on Wednesday 5 February 2020 (see ICR report in Board papers). SCRA had an initial holding statement prepared which was published on our website. This was followed up by a more detailed external statement, as well as a different message for staff which was published on Connect. In addition, there was a further item for staff in the Team Brief issued on 2 March. SCRA was not contacted by the traditional press, but there was widespread media coverage, as well as social media activity.

6.6 Social media guidance for staff

- 6.6.1 SCRA has a social media guidance policy for staff. It is reviewed every year by the Press and Communications Team based on changes/new scenarios/learning etc. This was reviewed and approved by the Information Governance Leads group in January. It was published on Connect with a must read latest news item.

6.7 Media handling

- 6.7.1 On 25 February, the Care Inspectorate published its report into child protection services in Orkney. We had a prepared media statement ready, but we didn't receive any press calls. There was some media coverage (BBC, STV and Press and Journal) and the focus was mostly on the Local Authority.
- 6.7.2 On 27 February, we received a call from a journalist at the Daily Mail. He was writing an article after The Scottish Sentencing Council launched a public consultation on draft guidelines for sentencing young people (see section 4). We provided a short quote and part of it appeared in the article which was published the following day.



Independent Care Review – findings and implications

Accountable Director: Principal Reporter/Chief Executive **Date:** 25 March 2020

Report Author: Neil Hunter

Recommendation:

- 1. To note the publication of the Independent Care Review**
- 2. To consider the implications of the Reviews findings for SCRA and the wider Hearings system**

Reason for Report: Requested by SCRA Board

Resource Implications: Not applicable

Strategy: Not applicable

Consultation: N/A

Equalities Duties: Not Required

Document Classification Not protectively marked

1. Background Information

- 1.1 The Independent Care Review (ICR) was established by the First Minister in October 2016 in order to undertake a 'root and branch' look at Scotland's care system, which includes SCRA and the wider Children's Hearings system. The ICR has engaged with 5500 children and young people who have experienced the care system. This represents one of the biggest exercises of its type – putting lived experience as a central and critical element of the evidence drawn upon by the ICR.
- 1.2 SCRA contributed from the outset to the ICR and continued to work alongside the review over the totality of its work. The ICR reported to the First Minister on its findings on 6TH February. The review has published 5 separate reports;-
 - The Promise/Pinky Promise
 - The Plan
 - The Money and Follow the Money
 - The Rules
- 1.3 Whilst the report does not use the traditional language of recommendations, it does pull out a number of key findings which are wide ranging across all aspects of the care system as it currently stands. This report to the SCRA Board focusses on those which are most specific to the Hearing system and those which are likely to have a direct and significant impact on our work.
- 1.4 In her introduction, Fiona Duncan, Chair of the ICR recalls the six reviews in the last 7 years into elements of the care system, few of which have made any sustained or profound impact. Some of the barriers to implementation of previous reviews are described as lack of buy in and commitment, lack of resources, restrictive rules preventing change and not knowing how to make change happen.
- 1.5 The ICR has emphasised that its report is not seeking to lay blame for current system failures – rather it is focussing on a positive vision for the future for young people in Scotland who need help, support and meaningful, close and loving relationships. The ICR has described one of its key aims as being shifting the focus of Scotland's care system away from trying to eliminate or manage risk into one of '...finding and maintaining safe, loving and respectful relationships..' for children and young people.

2. Assessment of the hearing system

- 2.1 The ICR has a relatively critical analysis of the current hearings system. It recognises the life changing decisions and consequences of the work of Children's Hearings and the impact on children and familial human rights.
- 2.2 There are particular issues raised about the rotation of panel members working against continuity of relationships and expressed concerns that the hearing

system operates with a lack of holistic understanding of families, siblings and their respective legal rights. In addition it suggest that Hearings struggle with the complexity of children, young peoples and their families lives, perhaps making a link to what it describes as the 'sociographic' of hearings membership. The ICR points to a number of issues of specific concern in relation to Childrens Hearings:-

- Poor quality overly formal reports informing decision making with too much variation in how reports are constructed across Scotland. Future reports must be accurate and of high quality – using contemporary information and only historic information where necessary
- Timing of hearings, particularly during school hours, causing stigma
- Having hearings in situations with less formality and hierarchy
- Panel members limited ability to influence outcomes for children and young people for whom they have made decisions – compounded by their volunteer status
- Panel members not being listened to and their concerns about children, young people and families not being followed up
- Relationship between panel members and CHS
- Excusal of children from hearings meaning increasing numbers do not attend due to their young age

2.3 The ICR emphasises the continued support in Scotland for the founding principles of the Hearing System and calls for alignment of Kilbrandon principles with Care Review values and the need for these to be the guiding light of the Hearing system in the future. In doing so it emphasises:-

- That the whole of the focus of the hearing must be on the child and their family, with greatly improved effective listening and engaging to the child, young person and family
- Legal rights of children must be upheld in hearings by CHS/SCRA and Local Authorities – including the rights of brothers and sisters to notification of hearings¹
- The need to test new approaches to the underlying structure of hearings and ensure Kilbrandon and ICR values are embedded (early preventative interventions/minimum interventions/destigmatising/child best interests)
- Evidence based review of alternative models of decision making and small scale tests of change in the hearing system
- Test the extension of the enforcement and compulsion powers to ensure that families and those with statutory responsibility are required to attend and comply with the hearings orders

2.4 The ICR has also examined and listened to the experience of young people within the Criminal Justice System. It comes to very clear conclusions that

¹ At the time of writing SCRA and other parties were awaiting the Supreme Court Judgement in ABC v Principal Reporter on rights of siblings

children under 18 years should, wherever possible be removed from the criminal procedure and towards the welfare based hearing system.

- However where children are to come before courts dealt with in an appropriate, proportionate, age appropriate and trauma informed way
- More efforts to be put in place to ensure children can stay in the hearings system or if they are in the justice system for them to be remitted back to hearings
- Children must have the totality of their rights dealt with in rights upholding environments
- Rights based youth justice approach for all children under 18 and disposal of cases for the vast majority must take place in the Hearing system
- Preventing imprisonment of those with a parenting responsibility
- Needs and views of children to be taken into account on sentencing
- Better planning for children whose parents are likely to be imprisoned

2.5 The ICR has placed considerable focus on culture and practice change in the care system. Trauma, child development, neuro diversity and rights for Panel Members and Reporters all been recommended for expansion and more regularity. Other key and significant changes to culture and practice which have relevance to the Hearing system are:-

- Access to speech and language therapy for children and young people
- All communication to be in plain and accessible language
- Hearing system to shrink and specialise in the long term
- Significant upscale in universal family support services
- Widening access to support and advice for families
- Access to therapeutic support regardless of diagnosis – free access to a range of therapies, including family therapy
- Intensive family support – where children need to be looked after this should wherever possible be at home – current support for children and families is not sufficient. Family support provision needs to go way beyond what we currently have, including family group mediation and decision making
- Parents who need most help – those with a learning disability, mental health problems and substance use issues

2.6 One key theme running through the ICR is that ‘the care system does not operate as a single entity – at its worst it can worsen and perpetuate the trauma children have already experienced, is bureaucratic and expensive’ It proposes the decluttering of guidelines and procedures to allow the workforce to provide genuine warmth and care – to ‘step in and not step back’ and ending professionalised language that creates barriers between the workforce and people who they serve. Removal of lanyards and other symbols of authority and an overhaul of regulation and scrutiny systems that focus on what is most important to children and young people, overcoming a sense of fear placed on the workforce for doing the right thing, above and beyond their minimum duties.

3. How should SCRA respond

- 3.1 SCRA has welcomed the ICR and the renewed vision, values and principles it has set out. SCRA accepts much of the analysis which the ICR focusses on the hearing system and in many ways SCRA has been in the forefront of leading reform and change within it. This is most evident in the recommendations for change that underpin our research in recent years as well as our contribution to policy, practice and legislative change.
- 3.2 SCRA has been open and welcoming of the ICR future vision. SCRA has continually called for and worked towards a child and young person centred hearing system – although we recognise that any aspects of the current legislation are cumbersome, process driven and bureaucratic. In some ways these have been a manifestation of the degree of challenge to the Hearing system under EHCR, the separation of duties between different roles in the system and to some degree fragmentation of the children's legislative landscape. This section of the report is not aimed at providing a detailed action plan for SCRA's response to the ICR – rather to remind Board members of some of the programmes and activities currently in place and how they could be shaped, focussed, energised, resourced and reframed as positive and significant contribution's to the successful delivery of the ICR.

3.3 Better Hearings –pace, scope and capacity

- 3.3.1 We have undertaken some significant reflections on the ICR report and have been very careful to avoid any defensiveness in our response. That said we remain of the belief that the CHIP Better Hearings Programme remains key to the delivery of many (but not all) of the ICR calls. Better Hearings needs to be able to work faster and with more capacity than it currently does at local and national level. It is squeezed in to the day job of Reporter Managers, LA Social Work Manager and AST officers and needs a review of how we can change, expand and focus on delivery of change at pace.
- 3.3.2 Better Hearings is a national programme of improvement which is embedded and is producing results, driven through local improvement partnerships. Better Hearings is now ready to start upscaling local improvements so that what works can be delivered across the country. In the short to medium term there should be an acceleration in better hearings provisions in each area and an increase in our investment in both local and national capacity to deliver Better Hearings more quickly. Better Hearings is about bespoke/personalised approaches which recognise that each child is unique with strengths and capabilities and must be meaningfully and actively involved in the decision making about their life. It means bespoke scheduling as an example, for each child and young person in a rights respecting and supportive environment.
- 3.3.3 And there are examples about where that change is happening now. For example Reporters must consider child's views at all points in fulfilling our statutory duties – its already supported through the legislation and through our practice direction. There are examples of where we are working to achieve this

– for example the Glasgow CHIP has focussed on remodelling reports to ensure that children's views are central and that historic information is stripped out where necessary – and it has then adapted learning and practice programmes to support this – there will be other examples.

3.4 Working to our current duties

3.4.1 Other aspects of provision towards ICR fulfilment are already in place – but need more (much more) consistency in delivery. For example full compliance with legislative duties is required to ensure children's views are visibly incorporated at each stage of hearings proceedings:

- investigation
- decision making
- scheduling
- report writing and assessment
- the hearing itself

3.4.2 The provisions are all there – we need to recommit ourselves to working to them. We also need to feel secure as Reporters that effective and proven services to help us achieve transformative change will be available across Scotland and consistently delivered to allow us to recalibrate our decision making.

3.5 Tests of change/underlying structures to the Hearing

3.5.1 This is the most challenging aspect of the ICR and will need detailed thinking – about how we make tests of change in a legal system that has hard and fast current rules and prescribed procedures – we will need to work closely with SG, CHS and others on creating a permissive legislative framework to allow this to happen.

3.6 Taking young people out of the Criminal Justice System

3.6.1 SCRA are leading this work with COPFS in putting a cross system plan in place for most 16/17 year olds to be eligible for referral to the Reporter. SG are consulting on changes to the law as of end March 2020.

3.7 Enforcement and compulsion powers

3.7.1 SCRA has been concerned for some time about the accountability and effective delivery of Hearing decisions –our recent research into Home Supervision tends to re-inforce the need for better implementation and much more specificity about the standard and frequency of support children, young people and their families should and could expect. Given their legal status – need clearer accountability. Current data is poor at local level and there may well be scope for significant improvement via sharper duties.

3.8 Intensive Family Support

3.8.1 Most children would want to remain with their families – this is a clarion call for huge investment in family based support across Scotland to allow this to

happen and for risks to be minimised. We need to understand the scale of the ambition and required rebuilding of family based services – we have the foundations via recent investment in universal services – we now need to call for similar sustained investment in targeted provision for families. This has to involve working more effectively with parents and families in child protection and welfare – alongside a radical change in mindset which sees parents as assets / partners wherever possible – particularly where the needs of parents / family are driven primarily by health and social care issues.

4. Next Steps

4.1 In the ICR Plan Report a series of intentions is laid out

- Based on the principles of co-design
- Will work across the lifetime of the Review (10 years)
- Will comply with the Scottish Approach to Service Design
- Will be led by a delivery team, including people with care experience
- The delivery will be guided by an oversight body of which 50% will be care experienced people

4.2 The Plan key stages are described as:-

- Year 1 – focus on transition to delivery
- Year 2 - 4 – bedding down of early intervention and prevention work and legislative and culture change
- Year 5 – 7 Consolidation and mid-point review
- Year 8 – 10 – all targets achieved, crisis services become obsolete, Promise fully delivered

4.3 Scottish Government are currently establishing the architecture for the Delivery and Oversight arrangements, including leadership. SCRA will hope to be involved in many of the delivery arrangements.



Third Quarter Organisational Performance Report 2019/20: (1 October to 31 December 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 Q3 Organisational Performance Report 2019/20, covering the period 1 October to 31 December 2019.

Performance measures	Target	Q3	Trend	Year to date	Link
The percentage of decisions on referrals made within 50 working days of receipt	78%	76.0% A	-	75.5% A	N 1.1
The percentage of Hearings scheduled to take place within 20 working days	77%	74.8% A	-	74.0% A	N 1.3
The percentage of initial Hearings proceeding to disposal	77%	79.0% G	-	80.2% G	N 1.4
The percentage of working days lost to short term absence	2%	2.6% A	-	2.2% A	N 3.4
The percentage of working days lost to long term absence	2%	4.2% R	-	2.7% A	N 3.5
The percentage of SCRA core properties which comply with SCRA property standards	90%	89.8% G	-		N 3.6
Forecast variance in annual revenue spends as a percentage of the available revenue budget	1%	1.2% A			N 3.7
Forecast percentage of revenue savings achieved in the year	1.5%	3.0% 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.

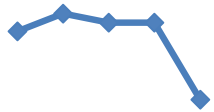


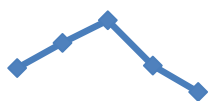








2. Executive Summary and Management Response








- 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, five of the ten indicators were met and rated as green, with a further four nearly met (amber) and one missed (red). 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. Both targets have again improved slightly in the quarter. These issues were picked up in the last round of Senior Operational Managers (SOM) reviews and currently there are two localities which are the focus of assistance to get their decision making especially back on track. The SOM responsible for Glasgow locality is working on an improvement plan which because of its scale of operation inevitably affects national performance.
- 2.3. The Glasgow Locality Management Team are actively managing delay, focusing on decision making for the oldest referrals and ensuring timeous and efficient handling of new referrals to prevent delay entering the process. They are also refocusing attention on the 20 working day target for scheduling grounds hearings but recognise the tension with the Better Hearings approach when arranging hearings.
- 2.4. Grampian locality are actively managing the 20 working day target with the help of their Business Partner. As above, the measure is in part impacted by the Better Hearings approach to scheduling hearings and in rural areas, with few regular hearings, this can lead to disproportionate delay when scheduling. Discussions with the Area Support Team have resulted in the hearings schedule being revised to ensure that the available hearings meet operational need.
- 2.5. In Highlands & Islands locality, management of delay was adversely impacted by staff absence which impacted on operational performance. That is now largely resolved and it is expected that there will be an improvement in quarter four.
- 2.6. Notification of Hearing outcomes (N 1.8) have dipped after the quarter two increase. Ayrshire and Grampian continue to lag behind other localities. Operational factors such as staff sickness inevitably play a part. In addition, the significant upheaval of the relocation within the Kilmarnock site for the property project will have reduced efficiency in the short term. In both localities SOMs will review progress again with local managers and actively consider the need for any additional actions that may be required to improve performance.
- 2.7. The number of data breaches (N 1.10) has remained fairly stable, but work continues to reduce the number as far as possible. The SOMs continue to work with managers locally to understand the issues and put in place remedial actions when breaches occur. The IG Leads Group examines issues nationally and agrees actions to ensure consistency. Many of the breaches occur as a result of partner agencies failing to provide accurate information. A meeting has been arranged with the ICO to explore whether more can be done to improve the practice of partner agencies.
- 2.8. Long term sickness absence (N 3.5) is affecting a number of teams and the extent to which this is reflected in performance varies. Locality managers will work with their SOM to identify why this might be the case and what other factors might be at play.
- 2.9. Despite the challenging court environment in relation to appeals, Hearing decisions upheld at appeal (N 1.9) improved significantly to 65% with only two 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. Appeal volumes (N 2.12) decreased significantly with all localities seeing decreases against average.

2. Executive Summary and Management Response continued

- 2.10 Children referred on non-offence grounds (N 2.1) saw a significant decrease against average nationally while locally Glasgow locality saw a large drop after a spike in prior quarters and Central and South East saw significant increases.
- 2.11 Child Protection Orders (N 2.3) increased again after the quarter one drop with Tayside & Fife locality seeing particularly high numbers.
- 2.12 Joint reports retained by the Reporter (N 2.4) have dipped slightly. There is though currently a backlog of cases awaiting a retention decision so the retention rates will change. Compulsory Supervision Orders (N 2.11) continue to decrease.
- 2.13 Despite the lowest rate of CPOs and a continuing drop in non-offence referrals, referral rates in Glasgow remain the highest in the country and there is ongoing engagement with partners to ensure that Glasgow receives the right referrals at the right time.
- 2.14 Interim orders (N 2.8, N 2.9 and N 2.10) all rose to their highest levels in recent quarters. The pattern is mixed across localities but some, such as Central stand out where increasing trends in all three measures are occurring. We will monitor interim orders over the coming quarters to see how or if trends develop.
- 2.15 Resource availability was good in the quarter with four 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 all but two localities seeing a rise in long term sickness absence. Only two localities were under the 2% target for the quarter so the indicator is rated as red. This will be having an impact on available resources. All long term sickness cases have the appropriate management plans in place via regular contact, Occupational Health intervention (where appropriate), support plans from GPs as well as discussions around potential return to work scenarios. Similarly, there is also a rise in short term absence (N 3.4), with only three localities are under the target and the indicator is amber. There is also a rise in short term absence for some localities although this is likely seasonal absence which will be monitored. Revenue spend forecasts (N 3.7) are marginally above the 1% variance target so this indicator is also rated as amber.
- 2.16 The key measure around corporate governance is performance against the business plan. Overall, 69% of actions are currently on target with a further 29% rated as amber, indicating that a slight delay has been identified. Having carried out an assessment of those rated as amber we are assured that actions will be either completed in the year, are part of the business plan for 2020/21 and will be complete within the first quarter or describe an ongoing improvement that we see continuing but would refine the description in future to better reflect the actions within it. In other areas of governance, two audits (N 4.3) were completed in the quarter while one FOI missed the twenty day target (N 4.5).

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%	76.0%	-1.3pp		74.9%-80.4%	-	Four localities meeting the target for the quarter, three for the year-to-date. Most likely outcome for the year is amber.
N 1.2	Referrals over 100 working days old	89	72.8%		22-89	-	The majority of delay remains in Glasgow where there was a referral spike and referral numbers remain high.
N 1.3	Hearings scheduled to take place within 20 working days – Target 77%	74.8%	+0.7pp		70.2%-79.1%	-	Five localities meeting the target for the quarter, four for the year-to-date. Most likely outcome for the year is amber.
N 1.4	Initial Hearings proceeding to disposal – Target 77%	79.0%	-1.0pp		78.9%-80.8%	-	All localities meeting target for the year-to-date, with six meeting the target for the quarter. Target will be met for the year.
N 1.5	Percentage of non-offence applications established at court	91.4%	-0.9pp		90.5%-93.9%	-	Three localities below 90% which impacted the overall figures.
N 1.6	Mid-point for offence referrals from receipt to Hearing decision (working days)	71	+1 days		52-90	-	The mid-point for both offence and non-offence referrals remained pretty consistent in the quarter.
N 1.7	Mid-point for non-offence referrals from receipt to Hearing decision (working days)	116	+3.0 days		106-119	-	
N 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days	85.9%	-4.0pp		85.9%-93.5%	-	Generally positive but two localities (Ayrshire and Grampian) remain significantly below the national average.
N 1.9	Hearing's decisions upheld at appeal (appeal refused)	65.2%	+10.2pp		49.5%-65.2%	up	Significant improvement with only two localities having upheld percentages below 50% in quarter 1.
N 1.10	Breach incidents (SCRA)	50	+5.3%		38-64	-	Three non-disclosure and 47 case information breaches in the quarter.
N 1.11	Complaints	17	+44.7%		7-17	up	Complaints are showing an upward trend. The most common complaints had more than one reason.
N 1.12	All about me forms/children's views returned by children and young people	604	-10.0%		604-705	-	Downward trends in Lanarkshire D&G and Tayside & Fife localities.

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Commentary
N 2.1	Children referred on non-offence grounds	3,052	-10.5%		3,052-3,453	-	Glasgow locality dropped by over 40% from the average while other localities are seeing significant changes including increases in Central and South East.
N 2.2	Children referred on offence grounds	1,058	-1.6%		1,058-1,089	-	Numbers remain consistent. No specific local patterns.
N 2.3	Child Protection Orders (CPOs)	163	+13.4%		116-163	up	CPOs were generally more stable but large increases occurred in Tayside & Fife locality which had almost three times as many as any other locality (59).
N 2.4	Joint reports retained by Reporter	74.5%	-2.5pp		74.5%-78.7%	-	Rates are generally consistent but drops in Glasgow and North Strathclyde localities has seen overall retention rates fall.
N 2.5	Pre-Hearing Panels (PHPs)	873	-11.0%		855-1,052	-	No local trends present but seven localities saw decreases against average.
N 2.6	Number of Hearings	7,598	-1.5%		7,598-7,907	down	Despite the trend, Hearing volumes are largely unchanged against average.
N 2.7	Court applications determined	687	+3.2%		641-701	-	Court application volumes remain within a consistent range.
N 2.8	Hearing Interim Compulsory Supervision Orders (ICSOs)	1,302	+14.8%		1,043-1,302	up	ICSOs increase mainly due to North Strathclyde locality where numbers almost trebled from quarter 2 and Tayside & Fife who also saw a large increase. There is an increasing IVCSO trend in five localities.
N 2.9	Hearing Interim Variation of Compulsory Supervision Orders (IVCSOs)	576	+8.6%		504-576	up	
N 2.10	Court interim orders	1,083	+15.1%		898-1,083	-	Increasing trends in Central, Highlands & Islands and South East localities.
N 2.11	Number of Compulsory Supervision Orders in force (CSOs)	8,972	-2.6%		8,972-9,400	down	CSOs numbers continue to decrease.
N 2.12	Appeals concluded	135	-31.4%		135-221	-	Appeals dropped against average in all localities.

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)	26.5%	+2.3pp		23.1%-26.5%	-	The rate varied between 13% in Glasgow and 44% in Grampian localities.
N 3.2	Non-disclosure cases	864	-1.9%		853-924	-	The focus on more appropriate use and increased oversight continues.
N 3.3	Staffing profile by FTE	410.5	+3.2%		393-411	up	Upward trend occurring in staffing profile.
N 3.4	Percentage of working days lost to short term absence – Target 2%	2.6%	+0.5pp		1.9%-2.6%	-	Short term absence increased above the 2% target with three localities meeting target in the quarter. Long term absence increased again with only two localities meeting the target in the quarter.
N 3.5	Percentage of working days lost to long term absence – Target 2%	4.2%	+1.3pp		1.2%-4.6%	-	
N 3.6	Compliance with SCRA property standards – Target 90%	89.8%	0.0pp		89.8%-89.9%	-	Unchanged again in the quarter.
N 3.7	Variance in annual revenue spends – Target 1%	1.2%	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.
N 3.8	Percentage of revenue savings achieved in year – Target 1.5%	3.0%	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%		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)	0.43	-9.8%		0.24-0.86	-	There were 211 days of training 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) 57% (b) 33% (c) 77% (d) 100% (e) 100% (f) 33% (g) 50% Overall - 69%	n/a		33.3%-100.0%	n/a	Overall, 40 of the 58 actions (69%) are reported as being on target at this time. The red is for the following action 'We will carry out research in relation to the age of criminal responsibility, covering offending by 12 – 16 year olds'. The start of this is delayed until April. The number of actions per strategy are shown in the graphs.
N 4.2	Strategic Risk Register – risk scores	30	-36.5%		30-61	down	One risk removed (around breaching of personal data) with the others unchanged.
N 4.3	Internal audit programme - reviews complete	0.0%	-100.0pp		100%-100%	-	The two reviews scheduled and completed in the quarter were the Workforce Planning/Resource Management and the Procurement & Contract Management reviews.
N 4.4	Quality assurance programme – case sampling undertaken	100.0%	0.0pp		100%-100%	-	No sampling for the remainder of the year.
N 4.5	Freedom Of Information responses responded to within 20 working days	91%	-9.1pp		90.9%-100.0%	-	Ten of eleven FOIs met the timescales in the quarter with the one missed requiring a complex response.

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	Q3	75%	78%	66%	80%	69%	90%	79%	78%	72%
		Ytd	72%	81%	70%	74%	72%	85%	77%	78%	68%
	Local targets for decision making		78%	78%	75%	73%	76%	75%	80%	90%	72%
L 1.2	Referrals over 100 days old		0	9	56	6	5	0	10	3	0
L 1.3	Hearings scheduled to take place within 20 working days	Q3	87%	75%	59%	39%	76%	83%	76%	83%	84%
		Ytd	80%	80%	69%	50%	66%	72%	76%	82%	82%
	Local targets for scheduling		80%	76%	77%	75%	74%	76%	78%	80%	76%
L 1.4	Initial Hearings proceeding to disposal	Q3	72%	73%	84%	76%	79%	76%	81%	84%	81%
		Ytd	77%	76%	84%	79%	83%	79%	81%	82%	80%
	Local targets for disposal		75%	76%	77%	75%	77%	77%	77%	78%	80%
L 1.5	Percentage of non-offence applications established at court		85%	97%	96%	88%	95%	98%	76%	90%	92%
L 1.6	Mid-point of working days taken for offence referrals from receipt to Hearing decision		117	96	129	64	61	52	76.5	67	71
L 1.7	Mid-point of working days taken for non-offence referrals from receipt to Hearing decision		121	109	160	103	83	120	124	114	97.5
L 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days		58%	92%	78%	55%	89%	93%	98%	95%	96%
L 1.9a	Hearing's decisions upheld at appeal (appeal refused)		67%	100%	40%	44%	80%	67%	87%	71%	65%
L 1.9b	Appeals concluded		18	6	25	9	5	12	15	28	17
L 1.10	Breach incidents (SCRA)		5	7	7	5	0	5	5	8	8
L 1.11	Complaints		2	2	2	6	1	2	0	0	2
L 1.12	All about me forms returned by children and young people to SCRA		28	44	76	72	44	62	127	68	83

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	45.7	49.4	50.0	13.5	38.9	24.3	39.2	30.7	20.7
L 2.2	Children referred on offence grounds	20.2	28.5	38.0	12.7	24.9	30.4	21.1	18.0	14.1
L 2.3a	Child Protection Orders (CPOs)	2.8	1.1	0.8	1.4	1.0	0.9	1.8	1.3	4.5
L 2.3b	<i>Child Protection Orders (CPOs) count</i>	17	10	8	12	7	13	20	17	59
L 2.4	Joint reports retained by Reporter	81%	81%	67%	100%	90%	82%	71%	67%	79%
L 2.5	Pre-Hearing Panels	9.9	13.2	10.6	11.9	8.4	7.7	9.5	7.7	8.8
L 2.6	Number of Hearings	128.9	88.9	98.8	58.3	70.7	75.0	89.0	68.6	83.4
L 2.7	Court applications determined	9.8	9.9	7.1	6.2	9.0	7.4	6.3	6.2	7.5
L 2.8	Hearing Interim Compulsory Supervision Orders	20.3	13.5	18.5	14.2	12.4	8.3	14.7	9.7	19.7
L 2.9	Hearing Interim Variation of Compulsory Supervision Orders	14.0	11.1	6.6	3.3	4.1	5.6	5.2	3.7	6.4
L 2.10	Court interim orders	22.6	13.5	16.3	11.4	14.5	5.5	8.6	8.3	14.0
L 2.11	Number of Compulsory Supervision Orders in force	140.2	90.4	131.7	65.6	73.2	97.2	117.8	82.2	88.6
L 2.12	Appeals concluded	2.9	0.7	2.5	1.1	0.7	0.8	1.4	2.1	1.3


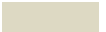



Rates based on rate per 10,000 of child population aged under 16 years from the General Register of Scotland, apart from children referred on offence grounds, which are based on child population aged 8 to 15 years. Joint reports retained are not based on child population.

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)		31%	21%	13%	44%	21%	38%	33%	24%	39%
L 3.2	Non-disclosure cases*		11.4	5.8	15.3	7.4	7.3	11.2	11.0	6.5	8.5
L 3.3	FTE ¹		34.8	30.2	59.8	22.1	22.7	42.8	42.9	37.5	42.5
L 3.4	Percentage of working days lost to short term absence ²	Q3	4.2%	5.2%	1.6%	1.6%	1.1%	2.5%	2.4%	3.9%	2.6%
		Ytd	3.5%	3.9%	2.0%	1.8%	1.6%	1.7%	2.1%	2.4%	2.0%
L 3.5	Percentage of working days lost to long term absence ²	Q3	6.6%	3.3%	6.8%	0.0%	0.8%	7.5%	3.5%	3.4%	5.4%
		Ytd	3.3%	1.6%	3.5%	0.7%	2.2%	4.9%	2.5%	2.1%	4.6%

* 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
	Target met		Within 0.75pp of target
			Target missed

1 Head Office and Business Support have a FTE of 75.21.

2 Head Office and Business Support have a short term absence rate for the quarter of 1.6% and a long term rate of 2.0%.

2 Head Office and Business Support have a short term absence rate for the year-to-date of 1.8% and a long term rate of 0.9%.

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%	76.0%	-1.3pp		74.9%-80.4%	-
N 1.2	Referrals over 100 working days old	89	+72.8%		22-89	-
N 1.3	Hearings scheduled to take place within 20 working days – Target 77%	74.8%	+0.7pp		70.2%-79.1%	-
N 1.4	Initial Hearings proceeding to disposal – Target 77%	79.0%	-1.0pp		78.9%-80.8%	-
N 1.5	Percentage of non-offence applications established at court	91.4%	-0.9pp		90.5%-93.9%	-
N 1.6	Mid-point of days taken for offence referrals from receipt to Hearing decision (working days)	71	+1 days		52-90	-
N 1.7	Mid-point of days taken for non-offence referrals from receipt to Hearing decision (working days)	116	+3.0 days		106-119	-
N 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days	85.9%	-4.0pp		85.9%-93.5%	-
N 1.9	Hearing's decisions upheld at appeal (appeal refused)	65.2%	+10.2pp		49.5%-65.2%	up
N 1.10	Breach incidents (SCRA)	50	+5.3%		38-64	-
N 1.11	Complaints	17	+44.7%		7-17	up
N 1.12	All about me forms/children's views returned by children and young people to SCRA	604	-10.0%		604-705	-

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)	26.5%	+2.3pp		23.1%-26.5%	-
N 3.2	Non-disclosure cases	864	-1.9%		853-924	-
N 3.3	Staffing profile by FTE	410.5	+3.2%		393-411	up
N 3.4	The percentage of working days lost to short term absence - Target 2%	2.6%	+0.5pp		1.9%-2.6%	-
N 3.5	The percentage of working days lost to long term absence - Target 2%	4.2%	+1.3pp		1.2%-4.6%	-
N 3.6	Compliance with SCRA property standards – Target 90%	89.8%	0.0pp		89.8%-89.9%	-
N 3.7	Forecast variance in annual revenue spends – Target 1%	1.2%	n/a	not applicable	n/a	n/a
N 3.8	Forecast percentage of revenue savings achieved in year – Target 1.5%	3.0%	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)	0.43	-9.8%		0.24-0.86	-

Workload

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 2.1	Children referred on non-offence grounds	3,052	-10.5%		3,052-3,453	-
N 2.2	Children referred on offence grounds	1,058	-1.6%		1,058-1,089	-
N 2.3	Child Protection Orders (CPOs)	163	+13.4%		116-163	up
N 2.4	Joint reports retained by Reporter	74.5%	-2.5pp		74.5%-78.7%	-
N 2.5	Pre-Hearing Panels	873	-11.0%		855-1,052	-
N 2.6	Number of Hearings	7,598	-1.5%		7,598-7,907	down
N 2.7	Court applications determined	687	+3.2%		641-701	-
N 2.8	Hearing Interim Compulsory Supervision Orders	1,302	+14.8%		1,043-1,302	up
N 2.9	Hearing Interim Variation of Compulsory Supervision Orders	576	+8.6%		504-576	up
N 2.10	Court interim orders	1,083	+15.1%		898-1,083	-
N 2.11	Number of Compulsory Supervision Orders in force	8,972	-2.6%		8,972-9,400	down
N 2.12	Appeals concluded	135	-31.4%		135-221	-

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	100.0% (g) 50% Overall - 69%			33.3%-100.0%	n/a
N 4.2	Strategic Risk Register – (based on the residual risk scores)	30	-36.5%		30-61	down
N 4.3	Internal audit programme - reviews complete	0%	-100.0pp		100%-100%	-
N 4.4	Quality assurance programme – case sampling undertaken	100%	0.0pp		100%-100%	-
N 4.5	Freedom Of Information responses responded to within 20 working days	91%	-9.1pp		90.9%-100.0%	-

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.

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.

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:

5,177 referrals had a Reporter decision, 76.0% of which were within 50 working days – see N 1.1

1,040 referrals had a Hearing scheduled after a Reporter decision, 74.8% within 20 working days – see N 1.3

3,689 initial grounds (excluding grounds proceeding to court), CPO or review Hearings were held, 79.0% of which proceeded to disposal – see N 1.4

7,410 notifications of Hearing decisions were sent to children and families, 85.9% within 5 calendar days – see N 1.8

7,565 Hearings had outcomes in the quarter. Of these:

63.0% of Hearings included a review of a Compulsory Supervision Order

26.6% of Hearings included grounds

26.1% of Hearings included the issuing or renewal of interim orders

2.2% 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**Environmental Update Report****Accountable Director:** Principal Reporter/Chief Executive**Date:** 25th March 2020**Report Author:** Head of Property**Recommendation(s):**

- 1 To note the contents of this report, the public sector duties placed on SCRA and the most recently submitted mandatory Climate Change report.
- 2 Further update reports will be brought back to the Board in relation to our mitigation, adaptation and sustainability climate change duties.

Reason for Report: To Update The Board On Progress**Resource Implications:** Not Applicable**Strategy:** Within agreed plans

Consultation: Head of Finance and Resources
Head of Strategy & Organisational Development

Equalities Duties Not Applicable**Document Classification:** Not protectively marked

1.0 Introduction

- 1.1 As a public body, SCRA must comply with the climate change duties introduced by the Scottish Government. The main environmental legislation is the Climate Change (Scotland) Act 2009 which was amended by further legislation in 2019. The Climate Change legislation creates a requirement for public sector bodies to ensure that they are contributing towards government targets and putting in place steps to adapt to a changing climate.
- 1.2 The purpose of this report is to provide the Board with an update on recent developments and how SCRA is contributing towards our public sector duties under environmental legislation.

2.0 Background

- 2.1 Over the last couple of years there has been growing public awareness of Climate Change issues along with an increasing expectation that action is necessary. Public protests have been evident in major cities and the Scottish Government has declared a Climate Emergency. The recent extreme weather events have brought flooding and storm damage to many areas and are expected to be a more common feature of our weather. These weather events are attributed to Climate Change and greenhouse gas emissions.
- 2.2 The Climate Change (Scotland) Act requires public sector organisations to actively contribute towards the policies and targets set by the Scottish Government. The provisions contained in Part 4 of the Act place specific environmental duties on public bodies to exercise as a part of delivering their functions:
 - Mitigation – to contribute towards reducing greenhouse gas emissions
 - Adaptation – to deliver any statutory climate change adaptation programme and to plan for the impact of climate related changes on the delivery of our services
 - Sustainability – to embed sustainability as a core organisational value
- 2.3 Within the Act, the Scottish Government set out targets for reducing greenhouse gas (GHG) emissions against the 1990 baseline. The original 42% target for 2020 was achieved early against a backdrop of greater public awareness and increasing concern regarding climate change.
- 2.4 During 2019 the Scottish Government declared a Climate Emergency and a commitment to becoming a net-zero society by 2045. The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 was passed in October and sets out new reduction targets of 56% by 2020, 75% by 2030 and 90% by 2040.
- 2.5 The Scottish Government published its Third Report on Proposals and Policies 2018-2032 (RPP3) in 2018 setting out its Climate Change Plan. Following on from the 2019 Act and the declaration of a climate emergency, an updated Climate Change Plan (RPP4) is expected to be laid before Parliament in April 2020.

3.0 Current Position and Updates

- 3.1 The revised targets in the 2019 Climate Change Act and the introduction of a new Climate Change Plan (RPP4) will provide further information on the changes that will be required over time. The main areas of our business where SCRA's operations contribute directly to greenhouse gas emissions are Buildings, Transport and Waste.
- 3.2 Greenhouse gas emissions from Buildings is one of the main areas targeted by Government for improvement and is also the main source of SCRA's emissions. Government policies are aimed at decarbonising our economy and emissions from buildings are largely the result of heat and power consumed. Whilst Natural Gas is currently the cheapest fuel for heating buildings, it is proposed that the consumption of fossil fuels will be phased out in favour of a transition to low carbon technologies. This is likely to be a move to electric heating/cooling systems although it is not clear at this stage what these alternative technologies will be. RPP3 set a target of heating 70% of non-domestic buildings through low carbon technologies by 2032 and it is hoped that there will be more detail on how this can be achieved in the new plan.
- 3.3 LED Lighting systems consume less electricity than conventional fluorescent lights and require less maintenance. Replacement LED lighting has been installed in our Glasgow and Kilmarnock offices during 2019/20 and, within our capital planning, it is proposed to continue the rollout across our estate.
- 3.4 The current Environmental Performance of Buildings Regulations requires the majority of public buildings to have an environmental performance certificate. These were introduced in 2009 and are valid for 10 years. During 2019/20 we have organised for updated certificates to be produced where certificates are close to expiry. Across our estate the updated assessments for our buildings vary from a C to a G rating.
- 3.5 As set out at 2.2, adaptation to a changing climate is one of our climate change duties. Extreme weather events have the potential to disrupt our service delivery and the storm force winds and flooding experienced across the UK during February is a very visible example. Our buildings can be susceptible to damage and water ingress. Incidents have occurred in several locations across our estate during 2019 and ongoing maintenance and upgrading will be required to address issues, particularly in older buildings. Warmer summer temperatures can lead to problems of overheating in our buildings and some difficulties have also been experienced across our estate. There is currently no upper temperature limit for action although local arrangements/ adjustments are implemented by managers. Workplace temperatures are likely to become an area for further policy development.
- 3.6 Transport is now the largest source of GHG emissions in Scotland. This has been attributed to the reduction in coal fired power stations and an increase in emissions from road transport. The date for ending sales of new petrol/ diesel vehicles has been brought forward from 2040 to 2035 and Scottish Government policy is to "phase out the need" for these vehicles by 2032. SCRA's emissions for this category largely relate to business travel and for our 2018/19 climate change report our emissions figures have increased slightly. As a part of the 2019/20 budget process, local authorities were given the power to introduce a workplace parking levy. The details of how such a scheme will work in practice have still to be established

although a number of local authorities have indicated that they will introduce the charge.

- 3.7 It was previously reported that emissions from the Waste sector had decreased by 75% against the 1990 baseline figure. By 2025 the current target, set out in RPP3, is for 70% of all waste to be recycled and for the volume of all waste sent to landfill to reduce to 5%. There is already a legal duty on SCRA to segregate its waste into recyclable and non-recyclable streams with colour coded recycling bins provided in each of our offices. A ban on the landfilling of biodegradable waste (ie food waste) was due to come into force from January 2021 although this is now likely to be delayed until 2025.
- 3.8 To determine how much public bodies are contributing to the environmental targets set out in the Act, mandatory annual climate change reporting was introduced in 2016. SCRA are designated as a “major player” and are required to complete and submit an annual online climate change report. A copy of the report submitted in November 2019 is attached at Appendix A.
- 3.9 Between September and December 2019, the Scottish Government invited responses to a consultation exercise on the role of Public Sector Bodies in tackling climate change. This included a number of questions focused on changes to the current public sector reporting requirements. The focus of the consultation is on strengthening the approach to decarbonising as a part of the transition to a net-zero society. The findings of the consultation exercise have not been published as yet.
- 3.10 For 2018/19 our data points to a further reduction in emissions. Our GHG emissions are generally decreasing each year and were calculated to be 654 tonnes for 2018/19. The data indicates that we are benefitting from more environmentally friendly methods of electricity production rather than reducing our consumption. Our Transport and Water emissions have increased slightly during the report year compared with previous years. The breakdown of our emissions data is as follows:
- Buildings - Heat & Power 556.0 tCO₂e (17/18: 664.2 tCO₂e)
 - Transport - Business Travel 87.2 tCO₂e (17/18: 85.0 tCO₂e)
 - Waste Produced 6.5 tCO₂e (17/18: 7.2 tCO₂e)
 - Water Provision 4.7 tCO₂e (17/18: 3.9 tCO₂e)

Property, and how we use our buildings, continues to be SCRA's largest source of greenhouse gas emissions. Business related travel is the second largest category of emissions and this is mainly related to travel necessary for the local delivery of our services across the country.

- 3.11 In terms of reducing our carbon footprint and contributing to our climate change duties, SCRA previously identified the following main areas for action and these continue to be targeted:
- Property Use and Energy Consumption
 - Business Travel
 - Waste Minimisation
 - Sustainable Procurement
 - Biodiversity
 - Staff Awareness, Engagement and Behavioural Change

- Improving Data Capture & Analysis

- 3.12 Progress continues to be made on these areas and our climate change duties will form a key part of our new corporate plan and annual business planning. The remit of the Health & Wellbeing and Business Continuity Groups was expanded to consider staff engagement, biodiversity and adaptation of our services (and the resources that support them), to a changing climate.
- 3.13 SCRA is currently finalising its Corporate Plan for the period 2020 to 2023. Climate change and environmental considerations are now more prominently referenced in our strategic aims and form part of our organisational values and behaviours. Environmental considerations form part of our first and second strategic aims which are titled Care and Connect respectively. Through these strategic aims we are committed to delivering our services in a way that demonstrates Care and kindness to our environment as well as ensuring that the way we Connect, and work together, minimises our impact on the environment.
- 3.14 To deliver these strategic aims the new Corporate plan states that the organisation is committed to working in more digitally enabled ways and looking at suitable alternative and different approaches to travel. This will also include changes to our working environment – on a physical as well as relational level. The Operational Strategy, delivered through Senior Operational Managers, will include responsibility for the development of local sustainability plans to meet our climate change duties.
- 3.15 Where we have developed plans and projects that will improve efficiency and reduce the cost of providing our services, these will also generally reduce our greenhouse gas emissions. Often these projects will have commenced without environmental goals directly in scope and it is desirable to consider and capture the environmental benefits of our projects wherever possible. The greater emphasis on climate change in the Corporate Plan and the development of local sustainability plans will hopefully ensure that consideration of environmental factors becomes embedded as a part of how we deliver our services in future.

4.0 Conclusions

- 4.1 The 2019 Climate Change Act introduces revised targets for reducing greenhouse gas emissions and an updated climate change plan (RPP4) is expected to be presented to Parliament in April. With greater public awareness and the declaration of a climate emergency it is likely that additional duties will be placed on public sector organisations.
- 4.2 The fourth mandatory climate change report was submitted in November 2019 and SCRA was able to report a continued reduction in greenhouse gas emissions. The arrangements for public sector reporting are currently under review and the outcome of the recent consultation exercise is awaited.
- 4.3 Our Corporate Plan for 2020-2023 highlights our climate change duties as a priority for the organisation and for how we will deliver our services. The requirement for localities to bring forward local sustainability plans will start to mainstream environmental considerations as a part of business as usual planning and decision making.

- 4.4 Adaptation and Sustainability involves making the services we deliver resilient to the effects of climate change. The recent weather events experienced across the UK are forecast to be more frequent. Where extreme weather events occur teams will need to rely on good business continuity planning to ensure that we are able to deliver our services. Our buildings and services will need to be resilient to the effects of climate change and further ongoing investment is likely to be required to meet our mitigation, adaptation and sustainability duties.

5.0 Recommendations

- 5.1 To note the contents of this report, the public sector duties placed on SCRA and the most recently submitted mandatory Climate Change report.
- 5.2 Further update reports will be brought back to the Board in relation to our climate change duties of mitigation, adaptation and sustainability.

Public Sector Climate Change Duties 2019 Summary Report

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Public Sector Climate Change Duties 2019 Summary Report: The Scottish Children's Reporter Administration

PART 1: PROFILE OF REPORTING BODY

1(a) Name of reporting body

The Scottish Children's Reporter Administration

1(b) Type of body

Others

1(c) Highest number of full-time equivalent staff in the body during the report year

399.99

1(d) Metrics used by the body

Specify the metrics that the body uses to assess its performance in relation to climate change and sustainability.

Metric	Unit	Value	Comments
Floor area	m2	15384	Gross internal area of the estate including vacant and leased-out space

1(e) Overall budget of the body

Specify approximate £/annum for the report year.

Budget	Budget Comments
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1(f) Report year

Specify the report year.

Report Year	Report Year Comments
-------------	----------------------

Financial (April to March)

1(g) Context

Provide a summary of the body's nature and functions that are relevant to climate change reporting.

The Scottish Children's Reporter Administration (SCRA) is a national body focused on children most at risk. SCRA was formed under the Local Government (Scotland) Act 1994 and became fully operational on 1st April 1996. The Children's Hearings System provides the operational setting in which SCRA and our partner agencies work. The aim is to provide a safety net for vulnerable children and deliver tailored solutions which meet the needs of the individuals involved, while helping to build stronger families and safer communities.

SCRA has nine localities, supported by a Head Office. We have 34 buildings that are either owned or leased as well as further locations, across the whole of Scotland, where we require to use ad-hoc daily hire premises. Our buildings are relatively small and provide accommodation to facilitate children's hearings along with office space for staff. Due to the geographical spread of our offices/hearing centres and the nature of the service we deliver, the organisation incurs significant business mileage.

A number of the buildings we occupy are leased and are not under our direct control. As a consequence a number of factors including utility consumption are under the control of third party building owners.

Public Sector Climate Change Duties 2019 Summary Report: The Scottish Children's Reporter Administration

PART 2: GOVERNANCE, MANAGEMENT AND STRATEGY

2(a) How is climate change governed in the body?

Provide a summary of the roles performed by the body's governance bodies and members in relation to climate change. If any of the body's activities in relation to climate change sit outside its own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify these activities and the governance arrangements.

SCRA's Board and Chief Executive / Principal Reporter have overall responsibility for ensuring that the organisation meets its climate change duties and implementation of the actions necessary is overseen by the Executive Management Team. SCRA's Environment Group meets periodically and the membership includes representation from Property, Finance, Procurement, Data Analysis and Communications.

2(b) How is climate change action managed and embedded by the body?

Provide a summary of how decision-making in relation to climate change action by the body is managed and how responsibility is allocated to the body's senior staff, departmental heads etc. If any such decision-making sits outside the body's own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify how this is managed and how responsibility is allocated outside the body (JPEG, PNG, PDF, DOC)

Work continues to embed and manage Climate Change within the organisation through the development of our new Corporate Plan for 2020 to 2023 along with an updated business plan and policies to support implementation. The objectives of the Corporate Plan will drive the development of our Operational and Locality plans for how we deliver our services.

The remit of 2 existing groups within the organisation were previously expanded to include climate change and environmental factors. Our Health & Wellbeing Group has taken on the role of championing biodiversity, raising staff awareness of climate change generally and encouraging positive actions to mitigate our environmental impact. Our Business Continuity Group has taken on the role of considering and factoring adaptation measures into our Business Continuity planning along with the mitigation of risks that affect our ability to provide our services.

Wherever possible we use Scottish Government centrally negotiated collaborative contracts when purchasing goods and services to maximise the environmental benefits that can be leveraged through larger contracts.

Promoting and encouraging positive behavioural change in the staff group continues to be developed through the HR Team and the Health & Wellbeing group. This is reflected as a part of the revisions to our Travel Policy for business travel. The Travel policy discourages staff from unnecessarily travelling for work purposes, and we actively encourage the use of video-conferencing, skype and public transport where possible. Where longer car journeys are necessary our policy promotes the use of hired hybrid vehicles through framework agreements. The use of electronic and internet based systems to deal with transactional data and for operational case files continues to be developed and implemented to reduce paper usage and unnecessary travel.

2(c) Does the body have specific climate change mitigation and adaptation objectives in its corporate plan or similar document?

Provide a brief summary of objectives if they exist.

Objective	Doc Name	Doc Link
Working collaboratively with Children's Hearings Scotland to manage the properties used for the Children's Hearing System with an emphasis on meeting the needs of property users, developing flexibility and connectivity, optimising the location and quality of outreach Hearing centres, improving the family friendly element of our premises to encourage increased participation of children and young people, and reducing our impact on the environment.	Corporate Plan 2017-20	http://www.scra.gov.uk/wp-content/uploads/2017/04/CORPORATE-PLAN-2017-20.pdf

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Objective	Doc Name	Doc Link
Managing our environmental impact to meet the public sector duties placed on SCRA and to minimise our impact on climate change, with an emphasis on estate rationalisation, utility metering/consumption, waste minimisation, business travel, sustainable procurement, biodiversity, staff awareness, engagement and improving data collection.	Corporate Plan 2017-20	http://www.scra.gov.uk/wp-content/uploads/2017/04/CORPORATE-PLAN-2017-20.pdf

2(d) Does the body have a climate change plan or strategy?

If yes, provide the name of any such document and details of where a copy of the document may be obtained or accessed.

Sustainability is incorporated as part of our Procurement Strategy 2016-20 and is a key theme in the Property Strategy 2017-22. Both of these documents are available on our website at www.scra.gov.uk. During 2019/20 our Corporate Plan will be developed for the period 2020 to 2023 and will have a focus on the environment and meeting our climate change duties.

2(e) Does the body have any plans or strategies covering the following areas that include climate change?

Provide the name of any such document and the timeframe covered.

Topic area	Name of document	Link	Time period	Comments
Adaptation	Business Continuity Plan			
Business travel	Travel Policy			The Travel Policy was revised and finalised during 2018 to include greater emphasis on climate change and sustainability
Staff Travel	Cycle to work scheme			
Energy efficiency				
Fleet transport				
Information and communication technology	Digital Strategy			
Renewable energy	National framework agreement for the supply of electricity to the Scottish Public Sector		1 April 2019 to 31 March 2024	
Sustainable/renewable heat				
Waste management				
Water and sewerage	National framework agreement for the supply of Water and Sewerage services to the Scottish Public Sector			
Land Use	Property Strategy			Estate rationalisation and reduction of GHG emissions
Other (state topic area covered in comments)	Procurement Strategy			Procurement Strategy

Public Sector Climate Change Duties 2019 Summary Report: The Scottish Children's Reporter Administration

2(f) What are the body's top 5 priorities for climate change governance, management and strategy for the year ahead?

Provide a brief summary of the body's areas and activities of focus for the year ahead.

SCRA recognises that action taken to reduce our carbon footprint will also have financial benefits for the organisation that can contribute towards reducing our operating costs. The main areas of focus for 2019/20 are:

1. To ensure update Energy Performance surveys are carried out and certificates produced where greater than 10 years old.
2. To finalise our new Corporate Plan for the period 2020 to 2023 which will reflect our public sector climate change duties
3. To continue replacement of older less efficient building services with newer technologies. This includes the replacement of older gas boilers and introducing energy efficient LED lighting systems to the staff areas of our Glasgow office which is the largest building on our estate.
4. Based on consumption information provided from AMR's to investigate the opportunities for reducing utilities consumption in our Dundee building through upgrading and improving the controls for the main building services
5. Continue our planned investment in digital modernisation of the hearing system to facilitate more flexible working and the delivery of an improved service. In addition to core systems, complete the technology refresh of older equipment with newer energy efficient laptops and desktop PC's
6. To create our first sensory garden at our Stirling office to promote both wellbeing and biodiversity

2(g) Has the body used the Climate Change Assessment Tool(a) or equivalent tool to self-assess its capability / performance?

If yes, please provide details of the key findings and resultant action taken.

Yes, SCRA has previously undertaken a trial run of the ccat to help inform an understanding of our current position and future actions

2(h) Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to governance, management and strategy.

In line with our Property Strategy, SCRA has continued to reduce the overall size of its property holdings since the strategy was introduced in 2010. As at 2019, this is calculated to have delivered a reduction of around 18%. Ongoing changes to the estate are expected to reduce our space requirement further. Where surplus accommodation exists that cannot be disposed of SCRA has entered into leasing agreements with public sector partners or private companies to ensure continued beneficial use.

To deliver our services we are still dependent on using large quantities of paper. To reduce the environmental impact of our service all printing and photocopying is now done on sustainable paper products made from secondary raw materials rather than virgin-fibre paper.

The work of the Health & Wellbeing and Business Continuity groups is raising awareness within the staff group of climate change and environmental factors.

Public Sector Climate Change Duties 2019 Summary Report: The Scottish Children's Reporter Administration

PART 3: EMISSIONS, TARGETS AND PROJECTS

3a Emissions from start of the year which the body uses as a baseline (for its carbon footprint) to the end of the report year

Complete the following table using the greenhouse gas emissions total for the body calculated on the same basis as for its annual carbon footprint /management reporting or, where applicable, its sustainability reporting. Include greenhouse gas emissions from the body's estate and operations (a) (measured and reported in accordance with Scopes 1 & 2 and, to the extent applicable, selected Scope 3 of the Greenhouse Gas Protocol (b)). If data is not available for any year from the start of the year which is used as a baseline to the end of the report year, provide an explanation in the comments column.

(a) No information is required on the effect of the body on emissions which are not from its estate and operations.

Reference Year	Year	Scope1	Scope2	Scope3	Total	Units	Comments
Baseline carbon footprint	2011/12	339	625	181	1145	tCO2e	
Year 1 carbon footprint	2012/13	419	608	180	1207	tCO2e	
Year 2 carbon footprint	2013/14	334	476	141	951	tCO2e	
Year 3 carbon footprint	2014/15	292	548	157	997	tCO2e	
Year 4 carbon footprint	2015/16	274.7	501.7	138.9	915	tCO2e	Includes some landfill and additional recycling information for the first time. This will impact the comparability of scope 3 emissions.
Year 5 carbon footprint	2016/17	269.58	399.51	145.14	814	tCO2e	Scope 2 looks like it has been impacted by a big drop in the emissions factor this year. We have had problems getting reliable information from our facilities management contract for waste.
Year 6 carbon footprint	2017/18	281.01	350.4	129.39	761	tCO2e	
Year 7 carbon footprint	2018/19	273.56	260.27	120.56	654	tCO2e	

3b Breakdown of emission sources

Complete the following table with the breakdown of emission sources from the body's most recent carbon footprint (greenhouse gas inventory); this should correspond to the last entry in the table in 3(a) above. Use the 'Comments' column to explain what is included within each category of emission source entered in the first column. If, for any such category of emission source, it is not possible to provide a simple emission factor(a) leave the field for the emission factor blank and provide the total emissions for that category of emission source in the 'Emissions' column.

Total	Comments – reason for difference between Q3a & 3b.	Emission source	Scope	Consumption data	Units	Emission factor	Units	Emissions (tCO2e)	Comments
654.4		Natural Gas	Scope 1	1451515	kWh	0.18396	kg CO2e/kWh	267.0	
		Burning Oil (Kerosene)	Scope 1	2579	litres	2.53627	kg CO2e/litre	6.5	
		Grid Electricity (generation)	Scope 2	919460.89	kWh	0.28307	kg CO2e/kWh	260.3	
		Grid Electricity (transmission)	Scope 3	919460.89	kWh	0.02413	kg CO2e/kWh	22.2	
		Car - petrol (average)	Scope 3	294850	miles	0.29561	kg CO2e/mile	87.2	
		Water - Supply	Scope 3	4617	m3	0.344	kg CO2e/m3	1.6	
		Water - Treatment	Scope 3	4386.15	m3	0.708	kg CO2e/m3	3.1	
		Paper & Board (Mixed)	Scope 3	82.28	tonnes	21.3842	kg CO2e/tonne	1.8	
		Mixed recycling	Scope 3	11.31	tonnes	21.3842	kg CO2e/tonne	0.2	
		Refuse Commercial & Industrial to Landfill	Scope 3	45.22	tonnes	99.7729	kg CO2e/tonne	4.5	

3c Generation, consumption and export of renewable energy

Provide a summary of the body's annual renewable generation (if any), and whether it is used or exported by the body.

	Renewable Electricity		Renewable Heat		
Technology	Total consumed by the organisation (kWh)	Total exported (kWh)	Total consumed by the organisation (kWh)	Total exported (kWh)	Comments
Other					

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3d Targets

List all of the body's targets of relevance to its climate change duties. Where applicable, overall carbon targets and any separate land use, energy efficiency, waste, water, information and communication technology, transport, travel and heat targets should be included.

Name of Target	Type of Target	Target	Units	Boundary/scope of Target	Progress against	Year used as	Baseline figure	Units of baseline	Target completion	Comments

3e Estimated total annual carbon savings from all projects implemented by the body in the report year

Total	Emissions Source	Total estimated annual carbon savings (tCO2e)	Comments
	0 Electricity		
	Natural gas		
	Other heating fuels		
	Waste		
	Water and sewerage		
	Business Travel		
	Fleet transport		
	Other (specify in comments)		

3f Detail the top 10 carbon reduction projects to be carried out by the body in the report year

Provide details of the 10 projects which are estimated to achieve the highest carbon savings during report year.

Project name	Funding source	First full year of CO2e savings	Are these savings figures estimated or actual?	Capital cost (£)	Operational cost (£/annum)	Project lifetime (years)	Primary fuel/emission source saved	Estimated carbon savings per year (tCO2e/annum)	Estimated costs savings (£/annum)	Behaviour Change	Comments
Multi-Function Device Refresh											Inefficient MFD's are being replaced with new energy efficient models across the estate. Project commenced 2017/18 and completed 2018/19
Technology Refresh											During 2018/19 the remaining legacy PC/Laptops (39 PCs and 144 LTs) were replaced with newer energy efficient models

3g Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the report year

If the emissions increased or decreased due to any such factor in the report year, provide an estimate of the amount and direction.

Total	Emissions source	Total estimated annual emissions (tCO2e)	Increase or decrease in emissions	Comments
	0 Estate changes			
	Service provision			
	Staff numbers			
	Other (specify in			

Public Sector Climate Change Duties 2019 Summary Report: The Scottish Children's Reporter Administration

3h Anticipated annual carbon savings from all projects implemented by the body in the year ahead

Total	Source	Saving	Comments
	0 Electricity		
	Natural gas		
	Other heating fuels		
	Waste		
	Water and sewerage		
	Business Travel		
	Fleet transport		
	Other (specify in comments)		

3i Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the year ahead

If the emissions are likely to increase or decrease due to any such factor in the year ahead, provide an estimate of the amount and direction.

Total	Emissions source	Total estimated annual emissions (tCO2e)	Increase or decrease in emissions	Comments
	0 Estate changes			
	Service provision			
	Staff numbers			
	Other (specify in			

3j Total carbon reduction project savings since the start of the year which the body uses as a baseline for its carbon footprint

If the body has data available, estimate the total emissions savings made from projects since the start of that year ("the baseline year").

Total	Comments

3k Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to its emissions, targets and projects.

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PART 4: ADAPTATION

4(a) Has the body assessed current and future climate-related risks?

If yes, provide a reference or link to any such risk assessment(s).

We have in place a suite of risk registers which set out the current & anticipated (future) risks to our organisation. These risks cover many areas of the business, including climate-related risks. Our suite of registers are considered on a six monthly basis by our Audit & Risk Committee, and then by our Board and our Executive Management Team (EMT), in terms of effectiveness & viability.

The risk of damage to our buildings (and impact on our operations) through severe weather events and intensive rainfall has become evident in a number of locations.

We have an organisational business continuity plan in place and Local management teams have specific plans in place for their areas. In addition to weather related risks of damage to operational buildings, this covers travel disruption and power/utility failures.

4(b) What arrangements does the body have in place to manage climate-related risks?

Provide details of any climate change adaptation strategies, action plans and risk management procedures, and any climate change adaptation policies which apply across the body.

SCRA has a business continuity plan in place that is regularly reviewed and updated. The remit of the Business Continuity Group has been expanded to specifically include and consider climate related risks to our business and our ability to deliver our services. The BCP covers a range of risks that impact on the delivery of our services although the main ones relating to climate change and sustainability are:

- + damage to buildings from severe weather events
- + risk of disruption to our main building utilities
- + risk of weather related events to our ability to deliver services
- + staff travel and availability of transport

Periodic condition surveys of our buildings are undertaken to assess performance of the main building elements, identify immediate actions required and to inform future expenditure planning.

Various groups (inc Health & Wellbeing, Health & Safety Committee, Business Continuity) consider risks from a range of factors that can impact on our staff, buildings and our ability to provide the organisation's service to the public. Through the ongoing transformation of our digital infrastructure and systems business resilience is being increased by ensuring that staff have the flexibility to remain productive by working from a range of alternative locations.

4(c) What action has the body taken to adapt to climate change?

Include details of work to increase awareness of the need to adapt to climate change and build the capacity of staff and stakeholders to assess risk and implement action.

Where physical works are planned to our buildings, consideration is given to the potential impact of current or future climate related changes on the building. Part of this may include a requirement to ensure that buildings remain fit for purpose and the internal environments are resilient to greater changes in temperature. Where adaptation work will be carried out, the procurement activity will identify how best any work can be delivered sustainably whilst minimising impact on the environment through GHG emissions, generation of waste and travel by suppliers/contractors.

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4(d) Where applicable, what progress has the body made in delivering the policies and proposals referenced N1, N2, N3, B1, B2, B3, S1, S2 and S3 in the Scottish Climate Change Adaptation Programme(a) ("the Programme")?

If the body is listed in the Programme as a body responsible for the delivery of one or more policies and proposals under the objectives N1, N2, N3, B1, B2, B3, S1, S2 and S3, provide details of the progress made by the body in delivering each policy or proposal in the report year. If it is not responsible for delivering any policy or proposal under a particular objective enter "N/A" in the 'Delivery progress made' column for that objective.

(a) This refers to the programme for adaptation to climate change laid before the Scottish Parliament under section 53(2) of the Climate Change (Scotland) Act 2009 (asp 12) which currently has effect. The most recent one is entitled "Climate Ready Scotland: Scottish Climate Change Adaptation Programme" dated May 2014.

Objective	Objective	Theme	Policy / Proposal reference	Delivery progress made	Comments
Understand the effects of climate change and their impacts on the natural environment.	N1	Natural Environment			
Support a healthy and diverse natural environment with capacity to adapt.	N2	Natural Environment			
Sustain and enhance the benefits, goods and services that the natural environment provides.	N3	Natural Environment			
Understand the effects of climate change and their impacts on buildings and infrastructure networks.	B1	Buildings and infrastructure networks			
Provide the knowledge, skills and tools to manage climate change impacts on buildings and infrastructure.	B2	Buildings and infrastructure networks			
Increase the resilience of buildings and infrastructure networks to sustain and enhance the benefits and services provided.	B3	Buildings and infrastructure networks			
Understand the effects of climate change and their impacts on people, homes and communities.	S1	Society			
Increase the awareness of the impacts of climate change to enable people to adapt to future extreme weather events.	S2	Society			
Support our health services and emergency responders to enable them to respond effectively to the increased pressures associated with a changing climate.	S3	Society			

4(e) What arrangements does the body have in place to review current and future climate risks?

Provide details of arrangements to review current and future climate risks, for example, what timescales are in place to review the climate change risk assessments referred to in Question 4(a) and adaptation strategies, action plans, procedures and policies in Question 4(b).

Risks affecting buildings within our estate are considered by the Property Team and factored into the preparation of annual budgets. Where changes are planned to the estate, or new buildings come on to the estate, condition surveys are undertaken to inform decisions around feasibility, suitability and longevity.

The business continuity plan is regularly reviewed by the business continuity group to take into consideration new or changing risks around:

- + damage to buildings from severe weather events
- + risk of disruption to our main building utilities
- + risk of weather related events to our ability to deliver services
- + staff travel and availability of transport

The ongoing investment in technology and digital service delivery are intended to increase our business resilience and flexibility to climate related risks over time.

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4(f) What arrangements does the body have in place to monitor and evaluate the impact of the adaptation actions?

Please provide details of monitoring and evaluation criteria and adaptation indicators used to assess the effectiveness of actions detailed under Question 4(c) and Question 4(d).

Upon completion of any adaptation work to our buildings an assessment or review is carried out to determine whether it has met the original objectives of the project.

4(g) What are the body's top 5 priorities for the year ahead in relation to climate change adaptation?

Provide a summary of the areas and activities of focus for the year ahead.

- + to undertake improvement works to a number of our buildings following identification of issues during condition surveys
- + to assess priorities for future maintenance/upgrading of building fabric and building controls improve resilience and efficiency
- + to assess potential for upgrading of building controls and building services to improve energy efficiency and reduce carbon
- + to upgrade lighting systems in our largest office to LED lighting
- + to trial the introduction of new technology, furniture and smart working to provide staff with greater flexibility and the ability to work in alternative and remote locations including home working
- + To introduce further sensory gardens at other locations in our estate to promote both wellbeing and biodiversity

4(h) Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to adaptation.

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PART 5: PROCUREMENT

5(a) How have procurement policies contributed to compliance with climate change duties?

Provide information relating to how the procurement policies of the body have contributed to its compliance with climate changes duties.

The Procurement Team continued to implement SCRA's Corporate Procurement Strategy to ensure our approach to procurement and contract management is fully integrated into our business strategies and embed a culture of best practice which will deliver legally compliant procurement processes, ensuring value for money, sustainability, quality services and continuous improvement. The Strategy sets out how we will meet our obligations under the Sustainable Procurement Duty included in the Procurement Reform (Scotland) Act 2014 . An annual review of the Strategy was carried out in February 2019 to ensure it meets the minimum requirements as set out in the Act, and at that time our various general policies were also reviewed, which were included in the Strategy. The general policies include - sustainability, payment of a living wage, promoting compliance with Health & Safety at Work etc. Act 1974, etc. Our Procurement Policy was also reviewed and updated in March 2019. SCRA is committed to buying goods, services & works in a sustainable manner as reflected in the Policy which includes the following:

1. Consider the use of collaborative frameworks where possible thus ensuring that sustainability has been considered which ensures these supplies are energy efficient, e.g. the supply of Electricity, Gas, Water, Stationery and a variety of IT equipment.
2. Mandatory requirement to use Public Contracts Scotland (PCS) for all procurements over £10k whereby tenders are issued and received electronically, further contributing to our climate changes duties, e.g. by reducing the need to print and post tender documents . PCS is also used for many procurements below £10k.
3. Consideration of Sustainability issues at all stages in the procurement process for contracts above £20k, including use of the Sustainability Test when developing the commodity strategy, inclusion of sustainability requirements within specifications and as part of the award criteria where relevant and proportionate and as agreed with our internal stakeholders. This is done in a way that achieves value for money and delivers benefits not only for the organisation but for society, the economy and the environment.
4. Inclusion of a statement on Fair Work Practices in all of our procurements, no matter what value, to encourage suppliers to take a similarly positive approach to Fair Work Practices as part of a fair and equitable employment and reward package.
6. For all regulated procurements we comply with statutory requirements for addressing Fair Work Practices, including payment of a Living Wage, by including this in our award criteria, where applicable.

Examples of the above contributing to our compliance with Climate Changes Duties can be seen in Specifications for our Works contracts, which follow industry standard Terms & Conditions (e.g. Scottish Minor Works) as well as Building Standards and incorporate sustainability, for example, the requirement for contractors to obtain timber from well managed forests and/or plantations, as set out in UK Government Timber Procurement Policy (UKTPP) and minimising waste by re-use or recycling where possible and ensuring correct disposal of any waste.

In a furniture contract, we specified that the supplier had to dispose of existing furniture and accessories in an environmentally friendly manner. In answer to our sustainability award criteria, the supplier also confirmed they only use suppliers who use wood based materials sourced from sustainable forestry and accredited to FSC, they supply products from companies who are members of Club Green - a UK scheme to help furniture companies lessen their environmental impacts. They also have an Environmental Management System with certification to ISO14001 and hold FIRA, SEPA and Recycling certificates.

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5(b) How has procurement activity contributed to compliance with climate change duties?

Provide information relating to how procurement activity by the body has contributed to its compliance with climate changes duties.

Many of our contracts are called off from collaborative Framework Agreements where sustainability issues have already been included in the procurement process. However, SCRA also consider including sustainability criteria when running a further competition from Frameworks and in other procurements, therefore further contributing to our climate change duties. Many of our procurements include a question on how the Service Provider will approach sustainability, environmental performance and corporate social responsibility if awarded the contract. Specific benefits achieved through competitions are recorded on SCRA's Sustainability Tracker. For example, during a competition for Confidential Shredding Services we:

- Asked Bidders to confirm they had not breached any Environmental Laws.
- Specified that the Service Provider must ensure compliance with legislation, including The Waste Management Licensing (Scotland) Regulations 2011 and must have BS EN 15713:2009 Secure Destruction of Confidential Material – Code of Practice Certification.
- Specified that Bidders must have ISO 14001 Environmental Management accreditation.
- Specified that 100% of paper shredded had to be recycled and Certificates of Recycling provided.
- A sustainability question was also included within the award criteria.

The successful bidder confirmed that:

- All confidential paper waste shredded will be baled using fully automated low energy baling equipment.
- 100% of paper and cardboard shredded will be distributed to UK paper mills where it is recycled into low grade tissue products and low grade packaging.
- Where on occasions they receive non-recyclable materials (e.g. certain plastics) they have an arrangement where these can be converted at a Scottish Energy Recovery facility which processes the waste into electricity for the national grid, ultimately reducing their carbon footprint.
- No paper or cardboard will be landfilled.
- As required by Law, their shredding vehicles use AdBlue, a chemical that helps reduce the harmful emissions produced by diesel engines.
- They have noise reduction panels on their shredding vehicles which reduces noise emissions whilst shredding at customers sites.
- A significant investment is continually made to their computerised diary and route optimisation system which assists them in organising collections well in advance in a route efficient fuel saving manner.

72% of our total stationery spend, through a Scottish Government Framework, was on environmental purchases and continued control over the frequency of stationery deliveries continues to contribute to a reduction in supplier travel emissions. A number of Gas and Electricity Automatic Meter Readers were installed during August 2018 therefore quickly alerting us to any unusual consumption patterns so that these can be investigated.

During the design stage of our refurbishment projects, our external Design Teams focus on the installation, maintenance, running and replacement costs of M & E Services, to ensure efficient life cycle cost benefits. Also, life costings of fixtures and fittings will be considered with an eye on long term performance and replacement costs. Options are assessed with SCRA regarding specifications, and potential alternative products are considered which may be more sustainable and/or environmentally more efficient.

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5(c) Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to procurement.

By way of best practice, as part of our Procurement Strategies for procurements over £20k, we complete the Sustainability Test to identify areas of sustainability which can be included within the specification for each contract or where it is relevant to include sustainability criteria in the selection of bidders or evaluation of the bids received. The following are also included in all of our procurements:

1. We specify the receipt of invoices electronically by email.
2. We specify the use of low carbon travel as the default travel option, therefore contributing to the SG Healthier Lives national outcome by reducing the environmental impact of our consumption and productions where travel is involved.
3. We encourage suppliers to offer the same payment terms to any sub-contractors being used on our contracts, as those offered by SCRA.
4. We record the expected benefits on the Sustainability Tracker, however, work is ongoing to ensure that these benefits are monitored through contract management to ensure the benefits are achieved.

In connection with the wider area of sustainability and in accordance with the Statutory Guidance for Addressing Fair Work Practices, including the Living Wage, in Procurement, we consider whether it is relevant and proportionate to include a question on fair work practices as part of the evaluation process. Our Policy Statement is included within all tender documents to encourage suppliers to take a similarly positive approach to fair work practices as part of a fair and equitable employment and reward package and, where relevant, a weighted question is included.

Our Procurement Officer continued membership of the Scottish Government Supported Businesses Working Group, attending meetings and engagement events until the Group closed in October 2018. The Procurement Officers continue to promote the use of Supported Businesses where possible.

In the reporting period, SCRA have adopted best practice around the inclusion of Community Benefits in relevant procurements which resulted in a Community Benefits Plan being agreed with our Confidential Shredding contractor in March 2019 as detailed in 5(b) above.

Public Sector Climate Change Duties 2019 Summary Report: The Scottish Children's Reporter Administration

PART 6: VALIDATION AND DECLARATION

6(a) Internal validation process

Briefly describe the body's internal validation process, if any, of the data or information contained within this report.

The calculations and data used in this report is prepared, reviewed and checked by SCRA's data team. Information and data contained within the report is then reviewed by SCRA's senior management team prior to submission.

6(b) Peer validation process

Briefly describe the body's peer validation process, if any, of the data or information contained within this report.

No peer validation process in place

6(c) External validation process

Briefly describe the body's external validation process, if any, of the data or information contained within this report.

No external validation process in place

6(d) No validation process

If any information provided in this report has not been validated, identify the information in question and explain why it has not been validated.

Validation is undertaken as per 6(a)

6e - Declaration

I confirm that the information in this report is accurate and provides a fair representation of the body's performance in relation to climate change.

Name	Role in the body	Date
Ian Allen	Head Of Property	2019-11-28

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION
HEALTH AND SAFETY UPDATE

Accountable Director: Head of Human
Resources

Date: 25 March 2020

Report Author: Health and Safety Adviser

Recommendations:

- 1. To consider the terms of this report and current/future activities.**

Reason for Report: Board Update

Resource Implications: Within approved budgets

Consultation: EMT

Document Classification: Unmarked

**Equality Impact
Assessment:** Not required

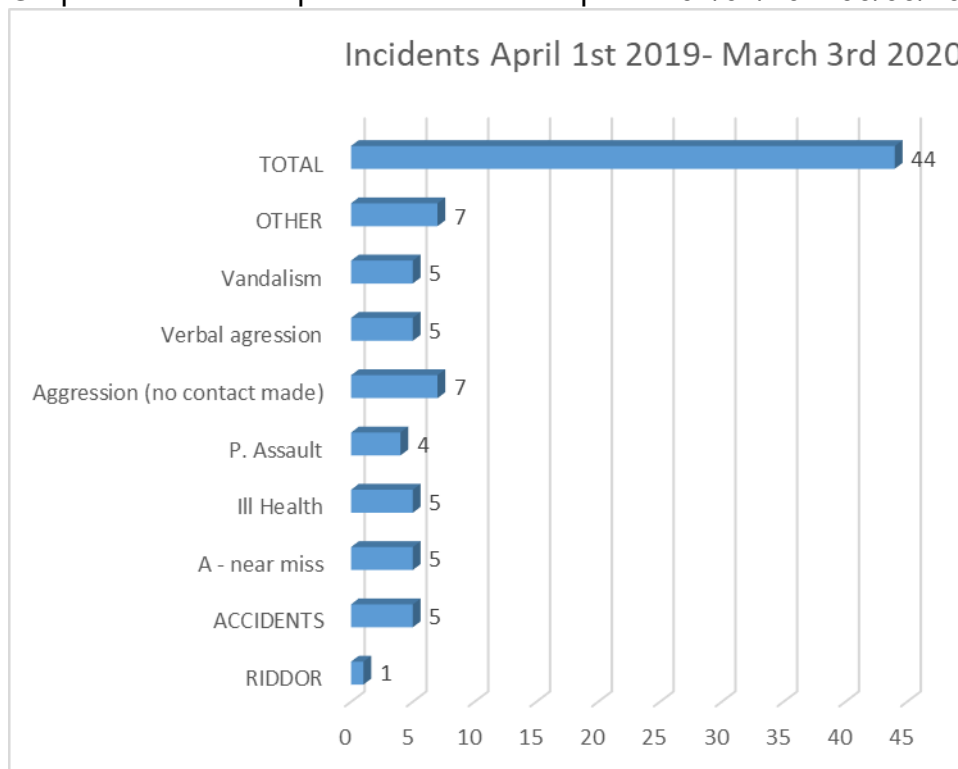
1. Introduction

- 1.1 The purpose of this report is to provide an annual update to the Board on Health and Safety across SCRA for the year beginning April 2019 to date. The report provides data on the number of incidents that have occurred within the organisation as well as an update on training, policy changes and details of any wellbeing initiatives that have been introduced within the last 12 months.
- 1.2 Section 3 provides an update on the number of incidents that have been reported in the last decade (since April 1st 2010 to 3rd March 2020).

2. Accident and Incident Reporting

- 2.1 Since 1st April 2019 until the creation of this report (3rd March 2020), there have been a total of 44 incidents reported to the Health and Safety Adviser. This is an increase on the previous 12 months when n=28 (57%)

Graph 1 Incidents reported between the period 01/04/20 – 03/03/20



2.2 RIDDOR incident

There was one incident reported to the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (2013). An incident occurred in April 2019 at our Greenock office, where a cleaner from FES trapped her finger between a door and door frame. The person suffered a partial finger amputation. The door was under construction by an external contractor and a subsequent compensation claim has been directed to the contractor on advice from our legal representatives.

2.3 Injuries

In addition to the RIDDOR incident a further five injuries were reported within the last year, three of which involved slipping and two of which involved overhead panels falling on staff/contractor. Appropriate action was taken in all instances.

2.4 Ill Health

Since 1st April 2019 there have been a total of five incidents relating to ill health, three of which (one staff member) had a heart or (suspected) attack/seizure and one related to musculo-skeletal incident.

2.5 Assaults / aggression

Four physical assaults were reported in the last year by parents or children against either each other or SCRA staff and twelve incidents involving aggression and/or verbal abuse. There were also five cases of vandalism reported from across the estate.

2.6 Near Misses/Other Incidents

There have been five near miss incidents two of which involved car parking incidents.

A further seven incidents were recorded which did not fit into the categories already listed. These included inappropriate language, child running away from a hearing, threats of suicide and drugs being left in toilet areas.

2.7 Incidents over the last decade.

The following section provides a brief summary of the number and type of incidents that have occurred over the last ten years (since 1st April 2010 until 3rd March 2020).

Table 1 Number of incidents reported to the SCRA since April 2010

Year	Number of Incidents / Accidents
1st April 2010 - 31st March 2011	33
1st April 2011 - 31st March 2012	21
1st April 2012 - 31st March 2013	19
1st April 2013 - 31st March 2014	36
1st April 2014 - 31st March 2015	44
1st April 2015 - 31st March 2016	26
1st April 2016 – 31 st March 2017	42
1 st April 2017 – 31 st March 2018	33
1 st April 2018 – 31 st March 2019	28
1 st April 2019 – date	44 (as of 03/03/20)
TOTAL	326

This equates to an average of approximately 33 incidents per year. This means that while 2019/20 saw a 57% increase in incidents reported, it is not considered to be a statistical anomaly.

Table 2 provides a breakdown of the type of incident reported within the last 10 years. Within that timeframe there have been a total of 16 incidents reported to the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR 2013). It should be noted that the HSE has not followed up on any of the incidents reported.

Given the nature of the work performed, there have been relatively few physical assaults (n=35). However verbal abuse remains the category with the most reported incidents (n=92). It is likely that this figure is much higher and that underreporting occurs across the localities. Locality Support Managers have been advised that where aggression is aimed specifically at someone (whether staff member or someone else attending the hearing), a report should be submitted.

Table 2 Breakdown of incidents from 01/04/10 to date (03/03/20)

Date	Riddor	Injury	Near Miss	Ill Health	Assault (Total)	Verbal/ Non Contact	Vandalism	Other	Total
01/04/10 - 31/03/11	1	6	2	3	1	7	4	9	33
01/04/11 - 31/03/12	2	9	1	3	2	2	1	1	21
01/04/12 - 31/03/13	1	8	0	2	2	4	0	2	19
01/04/13 - 31/03/14	3	4	2	3	5	10	4	5	36
01/04/14 - 31/03/15	1	7	1	8	4	17	5	1	44
01/04/15 - 31/03/16	2	4	1	6	3	6	2	2	26
01/04/16 - 20/02/17	1	10	1	7	3	15	2	3	42
01/04/17 - 31/03/18	0	7	3	3	9	8	2	1	33
01/04/18 - 31/03/19	0	6	4	3	2	11	1	1	28
01/04/19 - 03/03/20	1	5	5	5	4	12	5	7	44
Total	12	66	20	43	35	92	26	32	326

3. Policy Development

Between April 2019 and the end of March 2020 two policies have been updated;

The Display Screen Equipment Regulations and Accident / Incident Policy and Procedure were updated for the Health and Safety Committee (held on the 18th March 2020). A rolling update of policies will continue throughout 2020 and be reviewed at the next Health & Safety Committee Meeting to be held 30th September 2020. An emergency home working guidance document was also developed in relation to Covid-19.

4. Health and Safety Training

4.1 E-Learning

A review of the e-learning platform use was undertaken during 2019 which indicated that uptake in both mandatory and non-mandatory health and safety courses had been relatively low. Locality Managers were reminded to ensure all staff within their locality complete the mandatory courses. Managers are provided with a quarterly report of those who have completed training modules so they can remind individuals who have not completed to do so within the designated timeframes.

4.2 Mental Health Awareness

Mental health and wellbeing continues to be a key focus for SCRA. In March 2019 SCRA trained 15 Mental Health First Aiders. This course provided them with skills and knowledge to help identify staff who may be struggling with their mental health and to help them seek the right support for themselves. In addition to the 15, a further two staff indicated they had completed the Mental Health First Aider course elsewhere bringing the total number of first aiders to 17.

A MHFA refresher course has been arranged for the 27th April 2020 for the MHFA's to ensure their skills are maintained and for them to discuss any issues they have faced and how they might address these should they arise again in the future. The organisation will also arrange training to recruit additional staff who wish to become Mental Health First Aiders towards the end of the year. This should ensure the organisation has full coverage across the country for staff to access should they wish to discuss mental health issues.

5. Health and Wellbeing Group

5.1 Healthy Working Lives

SCRA successfully retained the Bronze Award from Healthy Working Lives for a fourth year and is now working towards maintaining this award for another year.

5.2 Disability Confident Scheme

SCRA is actively working towards becoming a Disability Confident Leader (Level 3). ENEI have agreed to mentor SCRA towards this award and evidence is currently being collated to present for inspection in April.

5.3 Mental Wealth Group

SCRA has committed to the Mental Health at Work Standards and Commitments and has implemented a Mental Wealth Group to lead the process of working towards achieving the six standards, which promotes a nationwide commitment on improving mental health care in the work place. Led by the Inclusion and Diversity Manager, the Group has developed an action plan and has already been raising the profile of Mental Health through a number of initiatives that will run throughout the following year, the first of which is documented below.

5.4 Healthy Being Magazine & Time to Talk Event

On 6th February, staff were encouraged to participate in Time to Talk – a day organised by MIND to promote Mental Health Awareness in the workplace. This was a national event bringing staff together for 30 minutes to discuss mental health issues over a cup of tea and cake and was publicised in SCRA's E-zine Healthy Being.

5.5 Flu Vaccination

For the third year, SCRA offered staff the flu vaccination. Staff who selected this benefit were issued with a voucher in September and were required to redeem the voucher at any Boots store by the end of December..

130 flu vouchers were provided to staff (an increase of 24 on the previous year - approximately 27% of staff members). Disappointingly only 50% of vouchers were redeemed. SCRA can identify the staff who did not redeem the vouchers however without contacting these staff directly, the reason for not redeeming the voucher is not known. SCRA will consider communications and the importance of redeeming the voucher when this is offered again in 2020.

5.6 Coronavirus

SCRA has provided advice and guidance to staff based on the NHS, Occupational Health, the Chief Medical Officer and the Scottish Government to ensure that they take the appropriate steps to keeping well during this period.

The Business Continuity Group met on the 3rd March to review our processes

should the issue escalate and affect service. The Group will continue to monitor the situation. SCRA has advised all localities to ensure that alcohol based gels are available in all offices and hearing centre and guidance on handwashing has been prominently displayed.

SCRA is part of the Justice Board Coronavirus Sub Group and will ensure consistency of approach and advice across the children's hearings environment.

5.7 Sanitary Provision

In line with Scottish Government recommendations, SCRA now provide sanitary provision for those attending hearings at all staffed locations. Since inception until the end of 2019, the total spend on products across the organisation has been £435.

6. Recommendations

The Board are asked to consider the health and safety update and developments outlined in this report.