

SCRA Board Meeting

A G E N D A

Thursday 26 September 2019 at 10.30 a.m.
Ochil House, Stirling

		<i>Papers</i>	
1.1	AOB		
1.2	Apologies		
2.	Declarations of Interest		
3.	Updates		Board Members
4.	Minutes/Committees		
4.1	Minute of Meeting held on 19 June 2019		
4.2	Board Action Log		
4.3	Workplan		
4.4	Matters Arising		
4.5	Minute of Board Development Day held on 30 May 2019		MM
4.6	Audit & Risk Committee <ul style="list-style-type: none"> Draft Minute of Meeting held on 29 August 2019 		JE
	Reports		
5.	Chief Executive's Report		NH
6.	Organisational Performance Report		DL
7.	Budget Monitoring Report		EM
8.	Annual Accounts 2018-19 & Management Representation Letter		EM
9.	SCRA Annual Report		LB
10.	Digital Programme Update		NH
11.	New Risks		All
12.	Proposed 2020 Board/Committee Dates		PA
	Lunch		
13.	Corporate Plan – approach to consultation and development		LB
	Date of Next Meeting: Wednesday 18 December 2019		



Board Action Log as at September 2019

Meeting/ Item	Action	Timescale	Owner	Comments	Status
December 2018 Committee Membership update	Training for Board Members on membership of Appeals Committee to be considered/planned	Nov19	NH/SD	Training to be given at November Development Day	Not yet due
June 19	Board reports, if not private, or restricted will be published on CONNECT and the SCRA website ahead of future Board meetings.	Sep 19	PA	Advanced publication of appropriately marked (i.e. open) reports will now be routine.	Recommend Complete
June 19 Corporate Plan – approach to consultation and development	Development Route map to be updated to reflect the Board work with Officers.	Sep 19	LB	Updates and inputs to Board scheduled for: <ul style="list-style-type: none"> • Sept 19 • November 19 (DD) • January 20 • March 20 	Recommend complete/for closure
June 19 Equalities Network Annual Report	Further prioritisation to be considered at the September 19 Equalities development day. Action plan to be updated to show priorities set along equalities outcomes	Sep 19 Jun 20	KW KW	Underway	Not yet due

Meeting/ Item	Action	Timescale	Owner	Comments	Status
Jun 19 Review of Standing Orders	Standing Orders need to allow for uneven numbers of members.	Sep 19	PA	Standing Orders updated to reflect "Where there is an uneven number of members, any number greater than one half of the membership will suffice."	Recommend Complete
	Board reports will be published in advance of meetings. Standing orders should reflect this.	Sep 19	PA	Standing Orders updated to reflect "The Board agenda and unrestricted papers will be posted on the internal intranet and external website seven calendar days before the meeting."	Recommend Complete

SCRA Board Meeting Workplan 2019

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

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

Development Day Dates

6 November 2019

Audit and Risk Committee dates

21 November 2019

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Chief Executives Report

Accountable Director: Neil Hunter

Date: 26 September 2019

Recommendation:

1. To note the contents of this report

Reason for Report:

Regular update from the Principal Reporter/Chief Executive at Board request

Resource Implications:

Within existing budgets

Strategy:

Within existing strategies/plans

Equalities Duties

Indicate whether an Equalities Impact assessment is required and has been completed. Describe in the body of the report any issues/findings/adjustments that have been made.

Equalities Impact Assessment Required/Completed

☐

Yes

☒

No

Issues/action points:-

Consultation:

**Communications Team
Research and Information Team**

Document Classification:

Open

1. National Partnership Forum

- 1.1 The Partnership Forum met at the end of August and considered a range of ongoing programmes within and across SCRA. Of particular importance was to ensure UNISON feel sufficiently engaged and positioned on the arrangements and preparations for the delivery of our replacement case management system in summer 2020. The development of a strong focus on staff care and wellbeing as part of this programme was welcomed.

2. Strategic Partnerships

- 2.1 The Youth Justice Improvement Board (YJIB) received detailed reports from its workstreams as the 2015-20 youth justice strategy comes to an end. SCRA has chaired the Whole Systems Approach (WSA) workstream since 2016. Much of the focus of the WSA group has been on refreshing and revitalising aspects of Scotland's integrated programme such as Early and Effective Intervention (EEI), Diversion from Prosecution, Bail Support, improvements in secure care and management of vulnerable and 'high risk' young people.
- 2.2 Much of the focus of our work in the last 2 years has been to ensure that consistent and clear messages are available to youth justice practitioners on the need to ensure appropriate and proportionate information sharing continues as a key component of youth justice services. SCRA has a specific role in overseeing and reporting on joint referrals to the Crown Office and Procurator Fiscal Service (COPFS) and ourselves. Significant improvement in the time taken to make decisions and the number of cases retained by the Reporter rather than prosecuted by COPFS has been achieved. Further progress is possible here and is being supported by constructive policy development between the Crown and SCRA, such as the change in presumption that 16/17 year olds jointly referred whilst on a CSO will be retained by the Reporter. This is in line and is contributing to the overall progress in relation to how we might consider 16/17 year olds between justice and welfare approaches.
- 2.3 YJIB priorities for 2020 and beyond will include:-
- A full relaunch of EEI core elements supported by local partnership learning events to ensure maximum consistency across Scotland
 - Revisions to the national Care and Risk Management (CARM) guidance on supporting the most vulnerable and at risk young people and incorporating this more appropriately within child protection arrangements at local level.
 - Seeking further investment for and recognition of young people's mental health, wellbeing, speech and language needs where offending has been an issue
 - A focus on preventing young people's involvement and immersion in serious and organised crime
 - Full implementation of new standards for secure care as well as provision of intensive community based supports before and after any young person's admission to secure. These standards have been subject to extensive engagement of young people with secure care experience.

3. Programme for Government

3.1 The Scottish Government launched its Programme for Government (PfG)¹ on 3rd September. Amongst the priorities affecting SCRA most directly or indeed which SCRA are involved in delivering or influencing are:-

- Expanding Permanence and Care Excellence (PACE) to every LA area in order to reduce drift and delay in securing permanent placements for children and young people
- New statutory provision that will presume children and young people who are looked after and their siblings will be placed together
- Independent Care Review – a range of measures ahead of the publication of the Reviews findings on 12 February 2020 which improve provision for young people with care experience in higher education, housing and child care.
- New standards for secure care, before, during and after placement, to be embedded in the forthcoming commissioning round and integrated within national health and care standards for Scotland.
- Revised national guidance for child protection, replacing the current 2015 guidance
- A new national data set to support child protection planning and delivery across the country
- Ongoing reform of Disclosure and Protection of Vulnerable Group arrangement to both strengthen protections, but at the same time protect children and young people being disadvantaged through disclosure of offence related referrals or proceedings
- £800k investment in YJ to support improvements in EEI and WSA
- Implementing the Age of Criminal Responsibility (Scotland) Act 2019 and establishing 3 year review programme
- Acknowledges digital investment in hearing system and £700k of additional panel member support via CHS
- Outlines £1.5m investment in Childrens hearings advocacy in support of s122 of the 2011 Act
- Proposes a consultation on enabling joint report to COPFS and SCRA of 16/17 year old offence cases and accompanied by new sentencing guidance on sentencing young people from the Scottish Sentencing Commission which re-states the process of CH dealing with offences that have been prosecuted in the criminal court.
- Commits to implementing recommendations of the Victims taskforce
- Incorporation of UNCRC into Scottish domestic law
- Potential to implement a range of legal measures to support the equally safe recommendations including gender based violence and exploitation of children and young people
- Investment in CAMHS and mental health support in a range of settings and at a range of levels (including perinatal and infant mental health and family support and a national 24/7 children and young persons mental health helpline)
- Expanding health visitor number and family nurse partnerships
- Continued focus on preventing and responding to adversity in childhood

¹ <https://www.gov.scot/publications/protecting-scotlands-future-governments-programme-scotland-2019-20/>

- Development of standards to underpin the Scottish approach to Barnhaus for the interviewing of children and young people in relation to a wide range of legal proceedings
 - Expansion of national trauma training programme
- 3.2 We will continue to play a significant role in supporting the delivery of these programmes and as part of the overall National Performance Framework. Further updates to the Board will develop as we move through the year.

4. Research Team

4.1 Publications

- 4.1.1 Research by SCRA, Strathclyde University and Robert Gordon University on **sibling estrangement** was published in June in Children & Youth Services Review. The paper, 'Relative Strangers: Sibling estrangements experienced by children in out-of-home care and moving towards permanence', describes how 7 in 10 relationships between a child in care and a sibling are estranged, and a half of all siblings are strangers. This is the first such research in Scotland and its findings have been influential with the need to support sibling relationships being recognised in the Children (Scotland) Bill and the Family Justice Modernisation Strategy.
- 4.1.2 SCRA's research on '**Home Compulsory Supervision Orders** – effectiveness of decision making and outcomes' was published on SCRA's and CHIP's web sites on 2nd September. A CHIP workshop on the research was held on 9th September. The research findings are largely positive and show that home CSOs are being used as a flexible tool within a tiered approach to child protection. The research raises the question – are home CSOs (and the uniquely Scottish status of being looked after at home) a strength of the Children's Hearings System?

4.2 Current research

- 4.2.1 The first stage in SCRA's current research with Barnardo's Scotland on **child sexual exploitation** is complete. This used the All Wales Toolkit developed by Barnardo's to identify young people for the main research sample, we found:
- Young people remitted by criminal courts to Hearings. Of the 64 young people (14 female, 50 male) - 57% of young women and 36% of young men were assessed to be at significant risk of sexual exploitation. CSE was specifically referenced in 5 cases.
 - Young women with secure authorisations. Of the 49 young women, 76% were assessed to be at significant risk of sexual exploitation. CSE was specifically referenced in 23 cases.
 - Residential schools or units - 100 cases (65 male, 35 female) of children aged 10 years and over. 49% of young women and 42% of young men were assessed to be at significant risk of sexual exploitation. CSE was specifically referenced in 5 cases.

- 4.2.2 The next (and main) stage is to look in depth at 60 young people assessed to be at significant risk to follow their pathways from when they were first known to services and identify where risks first emerged and what interventions were taken.

4.3 Planned research

- 4.3.1 **Young children in residential care** - As part of selection of cases for the CSE research we found that a significant minority of children in residential placements, units or schools are aged 10 years or less - 8% (i.e. 64 children) are aged 10 years or less including two 4 year olds; 80% are male. This finding was unexpected to us and we will look in detail at these cases to understand what led to these children being in residential care and why. This research is additional to that in the current Business Plan.

- 4.3.2 **Age of criminal responsibility** – in August, the ACR Review Group agreed in principle the SCRA research proposal on the backgrounds and offending of 12 to 15 year olds. This research will inform the Group's consideration of whether the ACR should be higher than 12 years. It will require additional resource from Scottish Government.

5. Update from Press and Communications Team – July to September 2019

5.1 Complaints material for children and young people

- 5.1.1 On Tuesday 13 June 2019, SCRA launched a new suite of materials to provide information and support to children and young people on how to complain if they wish to. SCRA's Participation Group, along with one of our Modern Apprentices, reviewed the current materials, and the new materials were developed by the Press and Communications Team. We have an updated complaints form for **children** and a new look complaints form for **young people**. In addition, there is a **poster** which will be displayed in Hearing centres and reception areas. In addition, we also produced a short cartoon animation about making a complaint which we used to promote the materials on social media.

5.2 Official Statistics 2018/19

- 5.2.1 SCRA's Official Statistics 2018/19 were published on Thursday 25 July 2019. The full set of statistics included: **Online Statistics 2018/19 ~ Statistical Analysis 2018/19 ~Online Statistics by Local Authority Breakdown 2018/19**. The full set of Official Statistics is available in the **Resources section** of our website which includes the interactive statistical dashboard. There was a detailed communications plan in place to promote the statistics both internally and externally. There was also a short animation to highlight the statistics which was published on our social media channels.

5.3 Partner e-news – summer edition

- 5.3.1 The summer edition of our quarterly partner e-news bulletin was issued on Monday 29 July. The latest edition of the newsletter, which is issued to local and national partners, included a round-up of the latest SCRA news. The newsletter is also available on our website, via social media and on Connect.

5.4 Launch of new film

- 5.4.1 On Tuesday 20 August 2019, SCRA launched a new short film aimed at helping young people with autism attending Children's Hearings. A young person from the charity Reach for Autism stars in the film which is now available online on SCRA's website and our Corporate Parenting website. SCRA has been working with the charity for the past year to make our services, communications and facilities better for children and young people with autism and a variety of sensory difficulties, including the launch of the autism-friendly sensory kits, creating guidance, developing sensory gardens and launching this short film. There was a detailed communications plan in place to promote the new film, including teaser clips on social media in the run up to the launch.

5.5 LGBT Youth Charter

- 5.5.1 SCRA is well advanced in its bid to achieve the LGBT Youth Scotland Charter. We have 12-18 months to complete the charter and our journey officially got underway in August 2018. As part of the charter, we had to ensure 70 per cent of staff (270) received a briefing. We have now reached more than 340 members of staff. The final actions are being progressed – launch of Equalities Impact Assessment tools, three policies need to meet Equality Act and Human Rights Act and engagement with LGBT young people. We are currently working with a group of young people from Our Hearings, Our Voice – a young people's board for the Hearings System. A session with the young people is planned on Saturday 14 September. We are likely to be assessed for the Youth Charter in mid-late October 2019.

5.6 Dundee Pride

- 5.6.1 SCRA is taking part in Dundee Pride this autumn. The LGBT Sub Group will have a stand in the Youth Zone which is run by LGBT Youth Scotland at Dundee Pride in Slessor Gardens on Saturday 21st September. At our stand, we will have information materials and marketing goodies for the young people. We will also be running a fun activity. This is the first time SCRA has taken part in a Pride event. It is hoped, if successful, we can take part in future events next year.

6. Our Hearings, Our Voice (OHOV) update - autumn 2019

- 6.1 SCRA continues to host and support Our Hearings, Our Voice (OHOV) a young people's board for the Hearings System.
- 6.2 OHOV is now well established with the young people having met on five occasions (the fifth board session is due to be held on Saturday 14 September with the First Minister Nicola Sturgeon joining the young people for an hour as part of her commitment to the 1000 voices campaign.)
- 6.3 The board has met in various locations and venues across Scotland, including Edinburgh, Glasgow and Inverness, where the Minister for Children and Young People Maree Todd joined the young people for two hours.
- 6.4 OHOV now has its full team in place Jacqui Dunbar (OHOV Project Lead) Catherine Harrison (Project Worker) and Sophie Henderson, a former Modern Apprentice with SCRA, who is now working full time with OHOV as a Trainee Project Assistant).

6.5 Projects update

- 6.6 Now the young people are more established in their role as board members, they have had a busy summer undertaking a range of projects. To date they have 10 projects either underway or coming up (including a consultation with SCRA on LGBT young people in the Hearings System).
- 6.7 The projects range from; submitting their first ever consultation response to Scottish Government on UNCRC Incorporation, assisting in Panel Member recruitment in Aberdeenshire, developing some thoughts for Reporter Training around information sharing, speaking at AST events and attending the Family Justice Young People's Board Conference in Leeds.
- 6.8 In addition, guidance has been prepared and issued to partners explaining how projects work, what is required from partners, how to contact OHOV etc. This is available on the OHOV mini site on the CHIP website and also on Connect.

6.6 OHOV website under development

- 6.7 OHOV currently utilises the CHIP website to disseminate information. However, OHOV's own dedicated website is currently under development. It is being built with support from SCRA's Press and Communications Team.
- 6.8 Once launched, the website will become OHOV's main platform for sharing all the work of the board - including details of the projects they are working on, reports and recommendations, resources they've created, good practice guidelines and more.
- 6.9 The aim is to make the website as interactive as possible and there will be sections for children and young people, adults and professionals, latest news, a blog and a developing range of content available. There will also be an e-

newsletter sign up for anyone wanting to keep up-to-date with the work of OHOV. The website will be launched later this autumn.

6.10 Exhibition at the Scottish Parliament

- 6.11 SCRA's Practice and Policy Manager, Melissa Hunt has managed to secure a week's exhibition space in the Scottish Parliament from the 18-22nd of November and has kindly offered it to Our Hearings, Our Voice. The timing is perfect as it falls on the 30th anniversary of the UNCRC and is a fantastic opportunity to showcase the work of the young people and the board so far. The focus of the Exhibition is "What is a Children's Hearing?" and will be from the perspective of children and young people.
- 6.12 OHOV is developing the exhibition in collaboration with Napier University and the Verbatim Formula in London who will be supporting both Board Members and other children and young people to produce a body of work for the exhibition. There will also be an event that will be hosted by the Minister for Children and Young People on Thursday the 21st of November.
- 6.13 It is hoped that OHOV will be able to extend the exhibition to become a travelling gallery in a couple of different locations across Scotland. This would be our first opportunity for Board Members to engage with key partners/Boards, Corporate Parents and the wider communities who may be interested in the work of OHOV.



First Quarter Organisational Performance Report 2019/20: (1 April to 30 June 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 Q1 Organisational Performance Report 2019/20, covering the period 1 April to 30 June 2019.

Performance measures	Target	Q1	Trend	Year to date	Link
The percentage of decisions on referrals made within 50 working days of receipt	78%	74.9% A	down	74.9% A	N 1.1
The percentage of Hearings scheduled to take place within 20 working days	77%	73.4% A	-	73.4% A	N 1.3
The percentage of initial Hearings proceeding to disposal	77%	80.8% G	up	80.8% G	N 1.4
The percentage of working days lost to short term absence	2%	2.0% G	-	2.0% G	N 3.4
The percentage of working days lost to long term absence	2%	1.2% G	down	1.2% G	N 3.5
The percentage of SCRA core properties which comply with SCRA property standards	90%	89.8% G	-	89.8% G	N 3.6
Forecast variance in annual revenue spends as a percentage of the available revenue budget	1%			0.7% G	N 3.7
Forecast percentage of revenue savings achieved in the year	1.5%			3.3% G	N 3.8
Forecast variance in annual capital spends as a percentage of the available capital budget	5%			0.4% 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




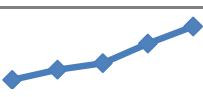

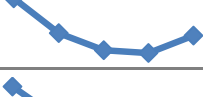



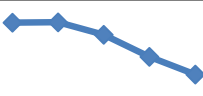


- 2.1. The executive summary and management response aims to condense the information contained within the report and provide a management overview of key areas for consideration.
- 2.2. Overall, eight of the ten indicators were met and rated as green, with a further two nearly met (amber). The two amber areas were both operational around referrals, with decision making (N 1.1) and Hearing scheduling (N 1.3) both missing the target with decision making also showing a downwards trend. It's not all within our control, but we have shown before that improvements can be made when the issue is specifically focussed on. Senior Operational Managers (SOMs) will focus on this in the round of Locality Performance Reviews that will take place in October.
- 2.3. In South East and Tayside & Fife localities, performance around L 1.1 has been impacted by sickness absence and an increase in complex court cases. South East has also seen an increase in appeals (L 2.12) during this quarter, coupled with the other factors, this has led to a reduction in operational performance. Both teams have plans in place to address the staffing issues though there may be a lag before there is an improvement in performance.
- 2.4. In Grampian locality, the main management focus has been on successfully improving the figures on decision making. They will now focus on scheduling but that remains a challenge due to the operating environment, namely remote hearing centres, limited hearing sessions and staffing. In addition, it has been impacted by the Customer Care / Better Hearings approach as Reporters are making an effort to schedule hearings at times which are suitable to the family and allocated social workers resulting in hearings falling out with the 20 days.
- 2.5. Likewise, in Highlands & Islands locality, the wide geographical spread and low numbers of hearings make achieving the scheduling target much more challenging than in the central belt. Panel member availability is also a factor in scheduling hearings. In addition, small numbers of children referred and going to hearings can quickly skew the figures e.g. 0% performance around 2 children where neither is within the target.
- 2.6. The Ayrshire Locality Reporter Manager (LRM) is investigating the position regarding the lower than usual response to hearing scheduling. There are three local authority areas in Ayrshire. Over the last three months, out of a possible nine targets for scheduling hearings: six have been exceeded, one has been at amber and two (both in the same local authority) have been considerably below target (33.3% and 9.1%). There is a standing managerial instruction in Ayrshire for any hearings not thought capable of being scheduled within target to be brought to the LRM's attention. The latest monthly report for the local authority which was below target is back up at 100% for scheduling hearings. The LRM will keep this under review.
- 2.7. In Lanarkshire D&G locality, Lanarkshire has in recent times tended towards two case hearings rather than three cases, in line with an agreed hearing management protocol. The locality LRM monitors this regularly. To improve the experience of families and partners at the hearing there are almost no four case hearings. Consequently, availability of hearing slots is squeezed making it more difficult to meet the hearing scheduling target. Historically it would have been possible to readily move/reschedule a case from a hearing to a later event and replace it with a case nearing the 20 day limit. This has not been the practice for some time, as best practice dictates that we liaise with participants ahead of a hearing to try and ensure the date selected suits participants.

The LRM and Senior Practitioners have at times set up an authorisation requirement for any case being scheduled beyond the 20 day limit and this will be re-introduced for a time to provide assurance that good reasons exist for cases going beyond 20 days.

2. Executive Summary and Management Response continued

- 2.8 Notification of Hearing outcomes (N 1.8) decreased by almost 5pp against average. This low performance is unusual and may just be a blip. However, we will investigate and monitor to ensure that performance improves.
- 2.9 The court environment continues to be challenging, particularly in relation to appeals with Hearing decisions upheld at appeal (N 1.9) dipping below 50% and six localities seeing more successful appeals than appeals refused. The Court Management Network will focus on this, but the outcome of appeals is not all within our control. We have engaged 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.
- 2.10 Overall, casework volumes were reasonably consistent. There are however a few areas worth pointing out. Children referred on non-offence grounds (N 2.1) saw increases in Glasgow locality offset by decreases elsewhere. Child Protection Orders (N 2.3) have seen a significant (18.5%) decrease against average. Child Protection Order numbers can fluctuate and the drops seen in Central and Lanarkshire D&G localities will be monitored in the coming quarters. Compulsory Supervision Orders (N 2.11) continue to decrease.
- 2.11 Joint reports retained by the Reporter (N 2.4) are rising. A few months ago the presumption about which agency would take joint referrals was changed for 16 and 17 year olds. It used to be that a 16 or 17 year old, who would be jointly referred if they are on a CSO, would be presumed to be taken by the Procurator Fiscal unless there were good reasons for the Reporter to deal with the young person. Now it is presumed that the Reporter will deal with the young person unless there are good reasons for prosecuting them. We would expect this to lead to a rise in the number of cases dealt with by SCRA.
- 2.12 Glasgow continues to have a very challenging environment. As noted in 2.10, referrals continue to be comparatively high, and the production of reports from the LA has been significantly delayed, which in turn leads to delayed decisions. The impacts of this can be seen in delay in decision making (L 1.2) and low conversion rates (L 3.1) within the locality. The Glasgow Locality Management Team, supported by the SOM, are taking actions to address the various issues, which has seen the delay reduced but with still a long way to go. Glasgow has also lost a number of experienced and very capable staff in recent months, all for positive reasons. Although recruitment has been successful, new starts will need time before they can make a full contribution to the team.
- 2.13 Resource availability was good in the quarter with all seven finance, property and human resources targets either forecast to be on target or met. The improvement in absence is especially notable with short term absence targets (N 3.4) met in four localities and long term absence targets (N 3.5) met in six localities in the quarter. Long term absence is also showing a downwards trend. The 4% absence target was introduced into the OPR in 2015/16 and since then, this is the first quarter that absence has been below 4% and is also the first time in the four years that both the long and the short term absence rates have been within the 2% target. Performance in quarter 1 therefore continues to assure us that our strategy around absence is right for SCRA and we will continue to proactively engage with staff and managers on this issue.
- 2.14 The key measure around corporate governance is performance against the business plan. Overall, 83% of actions are currently on target with a further 17% rated as amber, indicating that a slight delay has been identified but are still on target to be completed within the year. In other areas of governance, two audits (N 4.3) and one case sampling exercise (N 4.4) were completed in the quarter.


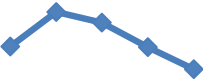





No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Commentary
N 1.1	Decisions on referrals made within 50 working days of receipt – Target 78%	74.9%	-2.6pp		74.9%-80.4%	down	Currently showing a downward trend with only three localities meeting the target.
N 1.2	Referrals over 100 working days old	84	47.4%		22-93	up	Most localities continue to see low numbers with the majority of delay in Glasgow locality where there has been a referral spike.
N 1.3	Hearings scheduled to take place within 20 working days – Target 77%	73.4%	-1.3pp		70.2%-79.1%	-	As with decision making, scheduling Hearings was challenging in quarter 1 with only three localities meeting target.
N 1.4	Initial Hearings proceeding to disposal – Target 77%	80.8%	+1.4pp		78.9%-80.8%	up	Continuing good performance with eight localities meeting the target.
N 1.5	Percentage of non-offence applications established at court	93.9%	+1.2pp		91.4%-93.9%	-	Cases not established remain low.
N 1.6	Mid-point for offence referrals from receipt to Hearing decision (working days)	67	-12 days		52-91	-	Both measures well below the average of the previous four quarters despite the mid-point for offence referrals increasing slightly from quarter 4.
N 1.7	Mid-point for non-offence referrals from receipt to Hearing decision (working days)	106	-8.0 days		106-119	-	
N 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days	86.7%	-4.6pp		86.7%-93.5%	-	Decreases seen in seven localities against the average with Ayrshire and Glasgow localities down by more than 10pp.
N 1.9	Hearing's decisions upheld at appeal (appeal refused)	49.5%	-7.4pp		48.5%-61.2%	-	Six localities had upheld percentages below 50% in quarter 1.
N 1.10	Breach incidents (SCRA)	64	-22.4%		38-149	-	There were nine non-disclosure and 55 case information breach incidents.
N 1.11	Complaints	12	+26.3%		6-14	-	The most common reason was "Children's hearings process and or administration" with seven.
N 1.12	All about me forms/children's views returned by children and young people	705	+2.9%		638-780	-	Form returns increased in four localities, most notably North Strathclyde (up 46%).

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Commentary
N 2.1	Children referred on non-offence grounds	3,410	+8.3%		2,481-3,453	-	Unchanged for the past three quarters with continued increases in Glasgow locality offsetting decreases elsewhere.
N 2.2	Children referred on offence grounds	1,089	+1.7%		1,046-1,091	-	Numbers are consistent over the past five quarters. No specific local patterns.
N 2.3	Child Protection Orders (CPOs)	116	-18.5%		116-159	-	CPOs particularly low in Central and Lanarkshire D&G localities while Highlands & Islands is showing an increase.
N 2.4	Joint reports retained by Reporter	78.7%	+2.9pp		74.7%-78.7%	up	Retention rates continue to increase, varying from 73% to 90% at a locality level.
N 2.5	Pre-Hearing Panels (PHPs)	1,052	+9.6%		855-1,052	-	PHP volumes have been largely consistent over the past four quarters.
N 2.6	Number of Hearings	7,907	-0.4%		7,638-8,476	-	Hearing volumes largely unchanged against average.
N 2.7	Court applications determined	701	-1.0%		641-830	-	Court application volumes consistent with the overall Hearing pattern.
N 2.8	Hearing Interim Compulsory Supervision Orders (ICSOs)	1,131	-2.6%		1,043-1,215	-	At a locality level, changes in interim orders can be significant but at a national level ICSO and IVCSO volumes have been largely consistent over the past five quarters.
N 2.9	Hearing Interim Variation of Compulsory Supervision Orders (IVCSOs)	513	-5.1%		504-575	-	
N 2.10	Court interim orders	974	+2.2%		898-1,040	-	Court interim orders up slightly against average.
N 2.11	Number of Compulsory Supervision Orders in force (CSOs)	9,123	-3.0%		9,123-9,487	down	CSOs numbers continue to decrease. North Strathclyde locality are though showing an increasing trend.
N 2.12	Appeals concluded	196	-4.3%		182-235	-	Numbers vary at a locality level but overall are consistent with recent quarters.

Quarter 1

Resources

National

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)	24.5%	-0.8pp		23.6%-26.0%	-	The rate varied between 12% in Highlands & Islands and 37% in Tayside & Fife localities.
N 3.2	Non-disclosure cases	858	-5.8%		858-939	down	The focus on more appropriate use and increased oversight continues.
N 3.3	Staffing profile by FTE	395.9	-0.0%		393-399	-	FTE numbers remain consistent.
N 3.4	Percentage of working days lost to short term absence – Target 2%	2.0%	+0.2pp		1.5%-2.2%	-	Short term absence decreased from quarter 4 to within the 2% target. Long term absence has decreased for a second quarter with six localities meeting the target in the quarter.
N 3.5	Percentage of working days lost to long term absence – Target 2%	1.2%	-2.5pp		1.2%-4.6%	down	
N 3.6	Compliance with SCRA property standards – Target 90%	89.8%	-0.1pp		89.8%-89.9%	-	Small increase in Dalkeith and Greenock as a result of works undertaken, but Ayr decreased following its reduction in size.
N 3.7	Variance in annual revenue spends – Target 1%	0.7%	n/a	not applicable	n/a	n/a	Staffing vacancies including delayed recruitment are more than offsetting potential pressures on non-staff lines. The forecast remains sensitive to changes in pay award assumptions and spends on project work being achieved.
N 3.8	Percentage of revenue savings achieved in year – Target 1.5%	3.3%	n/a	not applicable	n/a	n/a	
N 3.9	Variance in annual capital spends – Target 5%	0.4%	n/a	not applicable	n/a	n/a	Savings on larger projects and dilapidation costs being met from revenue funding, are being used to fund other smaller projects.
N 3.10	Scottish Government efficiency savings – Target 0.7%	On target	n/a	not applicable	n/a	n/a	At present it is expected that these savings will be realised with no impact on operations.
N 3.11	Training per employee (days)	0.37	-8.7%		0.12-0.86	-	Training was down slightly against average in the quarter.

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend	Commentary
N 4.1	Business Plan delivery (a) Corporate parenting (b) Sustainable service delivery (c) Practice, Policy & Information Governance (d) Case sampling (e) Equalities & Inclusion (f) Enhanced Partnership Capability (g) Finance & Physical Resources Plans	% rated green : (a) 43% (b) 67% (c) 95% (d) 100% (e) 100% (f) 67% (g) 70% Overall - 83%	n/a		42.9%-100.0%	n/a	Overall, 48 of the 58 actions (83%) are reported as being on target at this time. The number of actions per strategy are shown in the graphs.
N 4.2	Strategic Risk Register – risk scores	45	-20.7%		45-61	-	Risk scores unchanged in the quarter.
N 4.3	Internal audit programme - reviews complete	100.0%	0.0pp		100%-100%	-	Two audits on strategic planning and communications & stakeholder engagement were completed in quarter one.
N 4.4	Quality assurance programme – case sampling undertaken	100.0%	0.0pp		100%-100%	-	The May Audit and Risk Committee considered the conclusion of an exercise on observation of the Reporter in proof proceedings relating to procedural matters. Fieldwork on non-disclosure practice and process was also completed during quarter one.
N 4.5	Freedom Of Information responses responded to within 20 working days	100%	+6.9pp		66.7%-100.0%	-	All nine FOIs met the timescales in the quarter.

Business Plan delivery progress key:

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

No.	Indicator	Ayrshire	Central	Glasgow	Grampian	Highlands & Islands	Lanarkshire - D&G	North Strathclyde	South East	Tayside & Fife
L 1.1	Decisions on referrals made within 50 working days of receipt	70%	80%	72%	74%	75%	80%	78%	74%	70%
	Local targets for decision making	78%	78%	75%	73%	76%	75%	80%	90%	72%
L 1.2	Referrals over 100 days old	0	1	53	2	15	2	4	0	7
L 1.3	Hearings scheduled to take place within 20 working days	73%	80%	68%	59%	58%	70%	76%	90%	79%
	Local targets for scheduling	80%	76%	77%	75%	74%	76%	78%	80%	76%
L 1.4	Initial Hearings proceeding to disposal	78%	76%	85%	80%	82%	81%	81%	84%	79%
	Local targets for disposal	75%	76%	77%	75%	77%	77%	77%	78%	80%
L 1.5	Percentage of non-offence applications established at court	94%	87%	90%	100%	91%	98%	89%	100%	94%
L 1.6	Mid-point of working days taken for offence referrals from receipt to Hearing decision	0	52	71.5	91	0	31.5	73	106	128
L 1.7	Mid-point of working days taken for non-offence referrals from receipt to Hearing decision	122	102	132	106	93	86.5	139	118	86.5
L 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days	70%	95%	77%	63%	84%	90%	94%	94%	98%
L 1.9a	Hearing's decisions upheld at appeal (appeal refused)	33%	64%	48%	54%	39%	36%	68%	47%	59%
L 1.9b	<i>Appeals concluded</i>	18	14	33	13	18	14	19	45	22
L 1.10	Breach incidents (SCRA)	9	15	3	13	0	5	3	4	12
L 1.11	Complaints	0	6	2	2	0	0	0	0	2
L 1.12	All about me forms returned by children and young people to SCRA	31	48	64	90	46	100	147	74	105

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	59.0	29.7	90.5	12.6	55.3	28.7	41.3	21.2	19.2
L 2.2	Children referred on offence grounds	23.4	27.2	40.4	16.3	30.0	26.0	19.2	18.7	16.8
L 2.3a	Child Protection Orders (CPOs)	2.6	0.3	1.5	0.5	2.2	0.3	1.7	0.8	2.2
L 2.3b	<i>Child Protection Orders (CPOs) count</i>	16	3	15	4	15	4	19	11	29
L 2.4	Joint reports retained by Reporter	82%	90%	73%	65%	84%	83%	79%	79%	80%
L 2.5	Pre-Hearing Panels	9.3	13.5	9.0	15.1	8.1	14.1	9.9	10.5	11.7
L 2.6	Number of Hearings	143.5	80.6	106.5	58.2	69.4	83.7	97.8	69.7	82.7
L 2.7	Court applications determined	13.5	6.5	7.0	6.1	5.2	9.0	10.2	5.3	7.2
L 2.8	Hearing Interim Compulsory Supervision Orders	24.2	8.8	20.7	8.7	11.2	7.8	10.5	6.6	17.6
L 2.9	Hearing Interim Variation of Compulsory Supervision Orders	9.1	9.3	4.9	3.1	5.8	3.6	6.1	5.9	4.8
L 2.10	Court interim orders	16.4	5.7	18.3	7.3	11.7	5.6	10.9	7.6	15.0
L 2.11	Number of Compulsory Supervision Orders in force	151.8	91.7	130.0	63.4	74.7	96.8	118.7	86.7	90.8
L 2.12	Appeals concluded	2.9	1.6	3.3	1.6	2.7	1.0	1.7	3.3	1.7

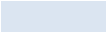
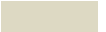



Rates based on rate per 10,000 of child population aged under 16 years from the General Register of Scotland, apart from children referred on offence grounds, which are based on child population aged 8 to 15 years. Joint reports retained are not based on child population.

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)	18%	30%	13%	34%	13%	36%	28%	32%	37%
L 3.2	Non-disclosure cases*	11.4	5.6	15.0	6.1	6.8	10.8	12.2	6.9	8.5
L 3.3	FTE ¹	32.8	30.8	54.3	22.2	22.2	44.8	40.6	34.3	42.7
L 3.4	Percentage of working days lost to short term absence ²	2.7%	3.0%	1.5%	2.4%	2.4%	1.1%	1.8%	1.8%	2.5%
L 3.5	Percentage of working days lost to long term absence ²	0.0%	1.6%	0.7%	2.2%	0.0%	4.5%	0.0%	0.0%	2.8%

* 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 71.29.

2 Head Office and Business Support have a short term absence rate for the quarter of 1.9% and a long term rate of 0.3%.

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%	74.9%	-2.6pp		74.9%-80.4%	down
N 1.2	Referrals over 100 working days old	84	+47.4%		22-93	up
N 1.3	Hearings scheduled to take place within 20 working days – Target 77%	73.4%	-1.3pp		70.2%-79.1%	-
N 1.4	Initial Hearings proceeding to disposal – Target 77%	80.8%	+1.4pp		78.9%-80.8%	up
N 1.5	Percentage of non-offence applications established at court	93.9%	+1.2pp		91.4%-93.9%	-
N 1.6	Mid-point of days taken for offence referrals from receipt to Hearing decision (working days)	67	-11.8 days		52-91	-
N 1.7	Mid-point of days taken for non-offence referrals from receipt to Hearing decision (working days)	106	-8.0 days		106-119	-
N 1.8	Written notifications of Hearing decisions sent to children and families within 5 calendar days	86.7%	-4.6pp		86.7%-93.5%	-
N 1.9	Hearing's decisions upheld at appeal (appeal refused)	49.5%	-7.4pp		48.5%-61.2%	-
N 1.10	Breach incidents (SCRA)	64	-22.4%		38-149	-
N 1.11	Complaints	12	+26.3%		6-14	-
N 1.12	All about me forms/children's views returned by children and young people to SCRA	705	+2.9%		638-780	-

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)		-0.8pp		23.6%-26.0%	-
N 3.2	Non-disclosure cases		-5.8%		858-939	down
N 3.3	Staffing profile by FTE		-0.0%		393-399	-
N 3.4	The percentage of working days lost to short term absence - Target 2%	2.0%	+0.2pp		1.5%-2.2%	-
N 3.5	The percentage of working days lost to long term absence - Target 2%	1.2%	-2.5pp		1.2%-4.6%	down
N 3.6	Compliance with SCRA property standards – Target 90%	89.8%	-0.1pp		89.8%-89.9%	-
N 3.7	Forecast variance in annual revenue spends – Target 1%	0.7%	n/a	not applicable	n/a	n/a
N 3.8	Forecast percentage of revenue savings achieved in year – Target 1.5%	3.3%	n/a	not applicable	n/a	n/a
N 3.9	Forecast variance in annual capital spends – Target 5%	0.4%	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)	0.37	-8.7%		0.12-0.86	-

Workload

No.	Indicator	Quarterly Results	Change	Comparative data	Range (min-max)	Trend
N 2.1	Children referred on non-offence grounds		+8.3%		2,481-3,453	-
N 2.2	Children referred on offence grounds	1,089	+1.7%		1,046-1,091	-
N 2.3	Child Protection Orders (CPOs)	116	-18.5%		116-159	-
N 2.4	Joint reports retained by Reporter	78.7%	+2.9pp		74.7%-78.7%	up
N 2.5	Pre-Hearing Panels	1,052	+9.6%		855-1,052	-
N 2.6	Number of Hearings	7,907	-0.4%		7,638-8,476	-
N 2.7	Court applications determined	701	-1.0%		641-830	-
N 2.8	Hearing Interim Compulsory Supervision Orders	1,131	-2.6%		1,043-1,215	-
N 2.9	Hearing Interim Variation of Compulsory Supervision Orders	513	-5.1%		504-575	-
N 2.10	Court interim orders	974	+2.2%		898-1,040	-
N 2.11	Number of Compulsory Supervision Orders in force	9,123	-3.0%		9,123-9,487	down
N 2.12	Appeals concluded	196	-4.3%		182-235	-

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%				n/a
N 4.2	Strategic Risk Register – (based on the residual risk scores)	45	-20.7%		45-61	-
N 4.3	Internal audit programme - reviews complete	100%	0.0pp		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	100%	+6.9pp		66.7%-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:

5,448 referrals had a Reporter decision, 74.9% of which were within 50 working days – see N 1.1

1,105 referrals had a Hearing scheduled after a Reporter decision, 73.4% within 20 working days – see N 1.3

4,055 initial grounds (excluding grounds proceeding to court), CPO or review Hearings were held, 80.8% of which proceeded to disposal – see N 1.4

7,686 notifications of Hearing decisions were sent to children and families, 86.7% within 5 calendar days – see N 1.8

7,884 Hearings had outcomes in the quarter. Of these:

64.1% of Hearings included a review of a Compulsory Supervision Order

26.7% of Hearings included grounds

22.0% of Hearings included the issuing or renewal of interim orders

1.4% 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

**DRAFT 2018/19 ANNUAL ACCOUNTS
AND
MANAGEMENT REPRESENTATION LETTER**

Accountable Director: Principal Reporter/Chief Executive **Date:** 26 September 2019

Report prepared by: Head of Finance and Resources

Recommendations:

1. To approve the 2018/19 accounts for signature by the Accountable Officer.
2. To approve the Management Representation Letter for signature by the Accountable Officer.

Reason for Report: Board approval

Resource Implications: Not applicable

Strategy: Not applicable

Consultation: Audit & Risk Committee, Executive Management Team, External Auditors

Document Classification: Not protectively marked

Equalities Impact Assessment: Not required

1. Introduction

- 1.1 Audit Scotland has completed the audit of the SCRA's 2018/19 accounts, attached at Appendix 1, and has submitted a draft independent auditor's report to the Accountable Officer. The draft report expresses an unqualified audit opinions on the financial statements and on the regularity of the financial transactions.
- 1.2 The Accounts were submitted to the Audit & Risk Committee on 29th August 2019 and were approved on that date.

2. Issues Arising from the Accounts

2.1 Revenue Grant in Aid and Reserves

In the year to 31 March 2019, SCRA had revenue Grant in Aid (GiA) of £23,208,000 (2018: £22,209,000), income of £391,000 (2018: £442,000), operating expenditure of £26,355,000 (2018: £25,363,000) and net interest costs of £986,000 (2018: £1,203,000). The Accounts reported an excess of net expenditure before GiA of £26,950,000 (2018: £26,124,000). The net excess of expenditure over income after accounting for GiA was therefore £3,742,000 (2018: £3,915,000).

Excluding non-cash items (depreciation and pension adjustments) there was a planned underspend on revenue in 2018/19.

The General Fund has a deficit of £3,903,000 as at 31 March 2019 (2018: £2,776,000). The Pension Reserve has a deficit of £35,216,000 as at 31 March 2019 (2018: £29,166,000). Detailed figures and assumptions underlying the pensions position can be found in notes 1 (sections n. and q.) and 11 to the Annual Accounts.

The Revaluation Reserve has a surplus of £929,000 as at 31 March 2019 (2018: £898,000). The position on the Revaluation Reserve as at 31 March 2019 was determined after applying indexation and depreciation to the full external valuation at 31 March 2015.

2.2 Pensions

The discount rate assumed by the Actuary has reduced from 2.7% at 31 March 2018 to 2.4% at 31 March 2019. This results in an increase in liabilities of £12.3m which has only partly been offset by a strong asset performance which increased the value of the assets by £6.6m. These are the main reasons for an increase in the pension deficit of £6m to £35m.

2.3 General Fund

The General Fund has reduced from a deficit of £2.8m at 31 March 2018 to one of £3.9m at 31 March 2019. This was due to three main factors: an excess of pension current service cost over employer's contributions of £2.38m; a pension net interest cost of £1.0m; these two pension costs were partly offset by a an excess of capital grant over depreciation of £1.6m. Whilst the net

depreciation surplus was expected the £3.38m costs associated with the pension fund could not be predicted and without the pension charges the General Fund would still be in surplus.

Due to the pension deficit SCRA's reserves have been in deficit since 2009 and in June 2013 SCRA received a letter from Scottish Government to address concerns in this area. Following discussions with Audit Scotland SCRA will request an updated letter before the current year end.

Whilst there is difficulty in forecasting the pensions impact on the future of the General Fund, due to the volatility of the IAS19 adjustments, the capital impact can perhaps be modelled with more certainty. As shown by the excess of capital funding over depreciation in 2018-19 Digital funding will provide a short to medium term boost to the General Fund which will only unwind in the medium to long term as the assets come into use and start to depreciate.

3. Audit Scotland's Annual Audit Report (AAR)

- 3.1 International Standards on Auditing ISA 260 requires auditors to report certain matters arising from the audit of the financial statements to 'those charged with governance'.
- 3.2 Audit Scotland has expressed unqualified opinions on the financial statements and on the regularity of the financial transactions reflected in the financial statements.
- 3.3 Audit Scotland have made four recommendations for 2018/19 concerning reconciliation between Fixed Asset Register and all asset category records, formal impairment review, performance report issues and assurances on falling general fund balance. Of the two recommendations made in 2017/18 only the inclusion of Committee information on the SCRA website is still partly outstanding. Management responses are reflected in Audit Scotland's Annual Audit Report at item 8.2.

4. Management Representation Letter

- 4.1 The standard letter, attached as Appendix 2, sets out the Board Members position on the key areas for consideration by the external auditor in arriving at their opinion.

5. Recommendations

- 5.1 To approve the 2018/19 accounts for signature by the Accountable Officer.
- 5.2 To approve the Management Representation Letter for signature by the Accountable Officer.

Letter of Representation (ISA 580)

Alasdair Craik FCCA,
Senior Audit Manager
Audit Scotland
4th Floor
102 West Port
Edinburgh
EH3 9DN

Xx September 2019

Dear Alasdair

Scottish Children's Reporter Administration Annual report and accounts 2018/19

1. This representation letter is provided in connection with your audit of the annual report and accounts of Scottish Children's Reporter Administration for the year ended 31 March 2019 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view in accordance with the financial reporting framework, and for expressing other opinions on the regularity of income and expenditure, remuneration and staff report, performance report and governance statement.
2. I confirm to the best of my knowledge and belief, and having made such enquiries as I considered necessary, the following representations given to you in connection with your audit of Scottish Children's Reporter Administration annual report and accounts for the year ended 31 March 2019.

General

3. I have fulfilled my responsibilities for the preparation of the 2018/19 annual report and accounts. All the accounting records, documentation and other matters which I am aware are relevant to the preparation of the annual report and accounts have been made available to you for the purposes of your audit. All transactions undertaken by Scottish Children's Reporter Administration have been recorded in the accounting records and are properly reflected in the financial statements.
4. I confirm that there have been no uncorrected misstatements required to be made to the financial statements.

Regularity of Expenditure and Income

5. I confirm that, in all material respects, expenditure was incurred, and income applied in accordance with applicable enactments and guidance issued by the Scottish Ministers.

Financial Reporting Framework

6. The annual report and accounts have been prepared in accordance with the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers.
7. I have ensured that the financial statements give a true and fair view of the financial position of the Scottish Children's Reporter Administration at 31 March 2019 and the transactions for 2018/19.

Accounting Policies & Estimates

8. All significant accounting policies applied are as shown in the note included in the financial statements. The accounting policies are determined by the 2018/19 Government Financial Reporting Manual (the FReM), where applicable. Where the FReM does not specifically apply, I have used judgement in developing and applying an accounting policy that results in information that is relevant and reliable. All accounting policies applied are appropriate to Scottish Children's Reporter Administration's circumstances and have been consistently applied.
9. The significant assumptions used in making accounting estimates are reasonable and properly reflected in the financial statements. Judgements used in making estimates have been based on the latest available, reliable information. Estimates have been revised where there are changes in the circumstances on which the original estimate was based or because of new information or experience.

Going Concern Basis of Accounting

10. I have assessed Scottish Children's Reporter Administration's ability to continue to use the going concern basis of accounting and have concluded that it is appropriate. I am not aware of any material uncertainties that may cast significant doubt on Scottish Children's Reporter Administration's ability to continue as a going concern.

Assets

11. I carried out an assessment at 31 March 2019 as to whether there is any indication that an asset may be impaired and have recognised any impairment losses identified.
12. There are no plans or intentions that are likely to affect the carrying value or classification of the assets recognised within the financial statements.
13. Owned assets are free from any lien, encumbrance or charge except as disclosed in the financial statements.

Liabilities

14. All liabilities at 31 March 2019 of which I am aware have been recognised in the financial statements.
15. Provisions have been recognised in the financial statements for all liabilities of uncertain timing or amount at 31 March 2019 of which I am aware where the conditions specified in

IAS 37 have been met. The amount recognised as a provision is the best estimate of the expenditure likely to be required to settle the obligation at 31 March 2019. Where the effect of the time value of money is material, the amount of the provision has been discounted to the present value of the expected payments.

16. Provisions recognised in previous years have been reviewed and adjusted, where appropriate, to reflect the best estimate at 31 March 2019 or to reflect material changes in the assumptions underlying the calculations of the cash flows.
17. The accrual recognised in the financial statements for holiday untaken by 31 March 2019 has been estimated on a reasonable basis.
18. There are no plans or intentions that are likely to affect the carrying value or classification of the liabilities recognised in the financial statements.

Fraud

19. I have provided you with all information in relation to
 - my assessment of the risk that the financial statements may be materially misstated as a result of fraud
 - any allegations of fraud or suspected fraud affecting the financial statements
 - fraud or suspected fraud that I am aware of involving management, employees who have a significant role in internal control, or others that could have a material effect on the financial statements.

Laws and Regulations

20. I have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements.

Related Party Transactions

21. All material transactions with related parties have been appropriately accounted for and disclosed in the financial statements in accordance with IAS 24 as interpreted by the FReM. I have made available to you the identity of all the Scottish Children's Reporter Administration's related parties and all the related party relationships and transactions of which I am aware.

Remuneration and Staff Report

22. The Remuneration and Staff Report has been prepared in accordance with the requirements of the FReM to the extent they apply in Scotland and all required information of which I am aware has been provided to you.

Performance report

23. I confirm that the Performance Report has been prepared in accordance with the requirements of the FReM to the extent they apply in Scotland and the information is consistent with the financial statements.

Corporate Governance

24. I have fulfilled my responsibilities for Scottish Children's Reporter Administration's corporate governance arrangements. I have identified no deficiencies in internal control identified from this review or of which I am otherwise aware.
25. I confirm that the Governance Statement has been prepared in accordance with the Scottish Public Finance Manual and the information is consistent with the financial statements. There have been no changes in the corporate governance arrangements or issues identified since 31 March 2019 which require to be reflected.

Events Subsequent to the Date of the Statement of Financial Position

26. All events subsequent to 31 March 2019 for which IAS 10 as interpreted by the FReM requires adjustment or disclosure have been adjusted or disclosed.

Yours sincerely

Neil Hunter
Accountable Officer

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

ANNUAL REPORT 2018/19

Accountable Director: PR/CEO

Date: 26 September 2019

Recommendation:

1. To approve the SCRA Annual Report 2018/19.
2. To approve arrangements for the publication of SCRA's Annual Report 2018/19.

Reason for Report: For Board approval

Resource Implications: Within approved budgets

Strategy: Within approved plans

Consultation: Principal Reporter/Chief Executive
Head of Strategy & Organisational Development
Audit and Risk Committee

Document Classification: RESTRICTED (until publication)
Open (on publication)

1. Introduction

- 1.1. SCRA's Annual Report for 2018/19 has been prepared and is now available at Appendix 1.
- 1.2. The report covers the period 1 April 2018 to 31 March 2019.
- 1.3. The Annual Report will be published at 10am on Thursday 31 October 2019 and will be available on SCRA's website (www.scra.gov.uk).
- 1.4. This date has been agreed with our Sponsor Branch at the Scottish Government and the report will be formally laid in the Scottish Parliament on the afternoon of Wednesday 30 October 2019.
- 1.5. The report has already been reviewed by the Audit and Risk Committee and changes incorporated.

2. Format and content

- 2.1. The report has been written and designed in-house by the Press and Communications Team in conjunction with relevant managers/leads.
- 2.2. For the ninth year now, the report will not be printed, however, as always, a PDF version will also be available on our website should people wish to print the report. The format of this year's report is similar to previous years. However, for accessibility purposes, an unformatted Word version of the report will also be available on request. This is highlighted on page 2 of the report and will also be highlighted in promotional communications. Our website has Recite Me software which provides additional functionality to website visitors with different needs. The functionality includes: text to speech functionality (including from pdfs like the Annual Report), dyslexia software, an interactive dictionary, a translation tool with over 100 languages and it works across all devices. To access Recite Me, visitors to our website just need to click on the Accessibility Tools button which is on the bottom right of each page.
- 2.3. The Annual Report starts with a foreword, authored by SCRA's Board Chair.
- 2.4. The report also includes some of the highlights and achievements in 2018/19, including the now regular 'year at a glance' section.
- 2.5. As the detailed statistics are published earlier in the year in the Official Statistics, the report includes statistics at a glance and links to the full statistical service online.

- 2.6. In addition, for the second year running, the draft Annual Report contains a section reporting on progress on the Business Plan which links to a separate document – see Appendix 2.
- 2.7. The report contains the now regular Looking Ahead segment to reflect we are now more than six months into the new business year. This is authored by the Principal Reporter/Chief Executive Officer.
- 2.8. As with previous years, a copy of SCRA's Annual Accounts 2018/19 will be laid in the Scottish Parliament at the same time as the Annual Report. This is published as a standalone document.

3. Data Assurance

- 3.1. As mentioned earlier, the full statistical suite of information, including the Official Statistics was published a few months before publication of the Annual Report (on 25 July 2019) in accordance with the Code of Practice for Official Statistics.

4. Publication arrangements

- 4.1. SCRA will liaise with the Scottish Government to place the Annual Report in the Scottish Parliament before it is issued to staff and partners.
- 4.2. The Annual Report 2018/19 and Annual Accounts 2018/19 will be published firstly on SCRA's website. A latest news item will be prepared and issued on our website.
- 4.3. It will be promoted to partners via social media after it has been published on the website.
- 4.4. On Monday 4 November, the report will be promoted via our partner e-news bulletin. The e-news bulletin is issued every quarter to local and national partners (who have subscribed to the e-news).
- 4.5. A latest news item will be placed on Connect, SCRA's intranet so staff are fully aware.
- 4.6. There will also be information added to the partner news section of the CHIP website and some information will be added to the latest news section of our corporate parenting website for young people.
- 4.8. The publication arrangements are similar to previous years which worked well.

5. Recommendation:

- 5.1. To review and approve SCRA's Annual Report 2018/19.
- 5.2. To review and approve arrangements for the publication of SCRA's Annual Report 2018/19.

Appendix 1: SCRA Annual Report 2018/2019

Appendix 2: Reporting on the Business Plan 2018/19 – link document

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Board Dates January 2020 to December 2020

Accountable Board Chair
Member:

Date: 26 September 2019

Recommendation:

To approve SCRA's Timetable of Board and Committee Meetings from January 2020 to December 2020

Reason for Report: Board Approval

Resource Implications: Within approved plans

Strategy: Within approved plans

Consultation: Board Members
Executive Management Team

Equalities Duties: Equalities Impact Assessment not required

Document Classification: Not protectively marked

**Scottish Children's Reporter Administration
Schedule of Board and Committee Meetings 2020**

Board Meetings - 10.30 a.m. to 4 p.m.

Board Meeting	Wednesday 29 January	Ochil
	Wednesday 25 March	Ochil
	Wednesday 24 June	Ochil
	Wednesday 23 September	Ochil
	Wednesday 16 December	Ochil
Board Development Day	Wednesday 29 April	TBC
	Wednesday 11 November	TBC

Audit and Risk Committee - 10.30 to 1 p.m.

Audit & Risk Committee	Thursday 27 February	TBC
	Thursday 14 May	TBC
	Thursday 27 August	TBC
	Thursday 19 November	TBC

Remuneration and Succession Planning Committee (meets same day as Board and as required)

Remuneration & Succession Planning Committee	Wednesday 24 June	Ochil
	Wednesday 16 December	Ochil

Nominations Committee (to meet annually and as required)

Nominations Committee	TBC	TBC
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SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

CORPORATE PLAN 2020/23

Accountable Director: Principal Reporter/Chief Executive

Date: 26 September 2019

Report Author: Head of Strategy/OD

Recommendation:

1. To consider and provide input and/or reflection on the key themes emerging from staff consultation and the way in which we propose to progress these,
2. To consider the proposed content of the 2020/23 Corporate Plan

Reason for Report: For Approval

Resource Implications: Within approved budgets

Strategy: Within approved plans

Consultation: Executive Management Team

Equalities Duties: Equalities Impact Assessment to be undertaken

Document Classification: Not protectively marked

1 Introduction

- 1.1 This report is to provide the Board with an overview of the themes emerging from staff consultation on the SCRA Corporate Plan 2020/23. It also provides insight into thinking around how to structure the Corporate Plan around these themes.

2 Background

- 2.1 Every three years SCRA develops and publishes a refreshed Corporate Plan. This sets the organisational direction for the period and is supported by three Business Plans laying out in greater detail how this will be achieved.
- 2.2 For each three year cycle, a plan is provided to EMT and the Board with dates, approach and consultation.
- 2.3 In June 2019, a paper was presented to the Board outlining the sequence of steps, with indicative timescales, that we planned to adopt in developing the Corporate Plan, along with our planned approach to consultation. We have taken account of the Board's views expressed on that paper in developing this update.

3 Staff Consultation

- 3.1 A series of staff consultation sessions took place during June – 4 main sessions for managers across Head Office and Localities, with further local discussions in Grampian and Highland & Islands Localities. The output from these sessions has now been made available to all staff with comments invited.
- 3.2 In advance of these sessions, the Quality & Performance team developed a summary of areas on which to base the consultation, using analysis of progress reports against the current corporate plan, forecasts for carry forward of emergent issues, and planned longer term work – all of this considered by EMT.

4. Work following Staff Consultation

- 4.1 The issues that emerged from the staff consultations have been analysed, and the key themes captured. These are shown at Appendix A. Full details from all sessions can be made available if required.
- 4.2 The key themes were used to develop a number of draft Visions, three Strategic Outcomes, and a set of aspirations – titled *“What We Will Look Like By 2023”* – that combined, can provide the core elements of our Corporate Plan 2020/23. These are shown at Appendix B.
- 4.3 A key finding in the strategic planning audit was that in the previous plan we didn't include the organisational values and these should be included in the next. We have reviewed the current values agreed that they should be refreshed to ensure they were current, relevant and that all staff could relate to them since these play an integral part in the ethos of delivery.
- 4.4 From the consultation exercise we were able to identify a set of values/behaviours that came out as being important to staff, these are shown at Appendix C. In the September management development session we will be taking these for further discussion/consultation prior to their inclusion in the Corporate plan.
- 4.4 We have given detailed thought to the content and structure of the Corporate Plan, along with the ancillary plans that will support and align with it, and the mechanisms by which all of these will be developed, implemented, monitored and reported on. We have reviewed a wide selection of plans from across the public sector – Education, transport, sport, courts etc. and are keen to adopt some fresh thinking on format and are considering and testing out some of the best example with staff/partners.

- 4.5 The proposed content is shown at Appendix D. Currently we are looking at how we capture and display this content – from short biogs to graphics, to ‘click throughs.’
- 4.6 An early draft of the proposed content titled Our Strategic Framework - showing how our Vision, Outcomes, Aspirations, Values, fit with our Enabling Strategies, Plans, and cross cutting themes has been developed to provide the Board with a sense of how the themes emerging could begin to shape the overall plan.
- 4.5 A key development in our Enabling Strategies & Plans approach will be the creation of an Operational Strategy, providing an enhanced focus on front line service delivery through a centrally led strategy that provides clarity on operational priorities and expectations, for locality teams to address in their plans.

5 Proposed Next Steps

- 5.1 We have been careful to accommodate recent Audit recommendations in our approach, which only identified 2 low priority areas for improvement in our strategic planning. One of these was to include our Vision and Values in the Corporate Plan, as detailed above. The other was to widen the breadth of our consultation, our approach to this having been outlined in the June Board paper. Further consultation has yet to take place as outlined below.
- 5.2 The views of children, young people and families will be identified from a number of sources; relevant and up to date research such as the 1000 Voices Report, further consultation around Corporate Parenting with local champions boards, our work with the Care Review and, through research that we are currently carrying out with Who Care? Scotland that is seeking to speak to over 200 children and young people across a number of themes.
- 5.3 Although we have yet to carry out a formal exercise to summarise these views, there is nothing that we are aware of at this point that contradicts the outcomes from staff consultation.
- 5.4 We have been working closely with Our Hearings our voice as they have been setting their priorities for the change and improvement that they would like to see within the hearings system and through our corporate parenting plan will be responding to the direction that they set when they have completed their research and analysis.
- 5.3 We are meeting with colleagues from Scottish Government at the start of October and will be meeting with Partners following that.
- 5.4 We are holding sessions throughout September with the strategic leads to allow the enabling strategies and plans to be developed and fully aligned directed by the strategic outcomes and with inclusion of the cross cutting themes.
- 5.4 We recognise that the Board has a key role in setting organisational direction. We consider that that can best be done from a position that is as fully informed as possible so to enable this, we have prepared this paper providing insight into the staff consultation, our analysis of the emerging themes and early draft proposals of the content and structure of the Corporate Plan 2020/23, for consideration, input and reflection by the Board

6. Recommendations:

The Board are asked:

- 1. To consider and provide input and/or reflection on the key themes emerging from staff consultation and the way in which we propose to progress these,
- 2. To consider the proposed content of the 2020/23 Corporate Plan