

CORPORATE PLAN 2011-14



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Changing for Children



Our vision | values | standards | outcomes | priorities

About this report...

This report is our Corporate Plan for 2011-14. It sets out our priorities for the next three years.

It also contains our vision, values, service standards and outcomes.

We hope you find this report informative. You can find more in-depth information about SCRA, including detailed statistics, on our website – please visit www.scra.gov.uk

So, how does everything in this report fit together?

Our vision, values and service standards tell you how we will go about delivering our service.

Our outcomes and dreams for Scotland will keep us moving in the right direction. They will help us stay focused on why the work we do is important.

Our priorities will guide our decisions over the next three years to help us determine what we need to do to achieve all we want.

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Foreword by SCRA Chair



This Corporate Plan will support SCRA to deliver the changes outlined in the Children's Hearings (Scotland) Act 2011, which will bring about a strengthened and improved Children's Hearings System.

SCRA has revised its vision and outcomes as part of setting the strategic direction for the next three years, to reflect the changes and challenges that lie ahead.

The new Act brings with it opportunities to work with the Chair and the Convener of Children's Hearings Scotland to deliver better outcomes for children and young people.

SCRA is also committed to working with our partners to ensure we build on our achievements delivered during the period of the previous Corporate Plan. This will not be easy in a demanding financial climate.

We also want to make sure, with our partners, that we make the most of the information we gather and the research we undertake. This activity needs to be used to generate discussion, inform practice, influence policy and bring about the required improvements.

The Scottish Children's Hearings System is entering a major period of change, the most extensive since its inception. We are determined to work with the Scottish Government, Children's Hearings Scotland, our wider partners and most importantly children, young people and their families, to achieve the aspirations of the new Act.

A handwritten signature in black ink, which reads "Carole Wilkinson".

Carole Wilkinson

SCRA Chair



Our vision | values | service standards

Our vision

What we want the world to be like for children and young people of Scotland?

“Our vision is that vulnerable children and young people in Scotland are safe, protected and offered positive futures.”

Our values

How we will behave as we work towards our vision.

- The voice of the child must be heard.
- Our hopes and dreams for the children of Scotland are what unite us.
- Children and young people’s experiences and opinions guide us.
- We are approachable and open.
- We bring the best of the past with us into the future to meet new challenges.

Our service standards

The promises we make to the children, young people and families we serve about how we will treat them, and what they can expect from us.

Prepared: We are open, approachable and prepared to live up to the standards we have set out.

Listening: We listen to concerns children and young people have, as well as concerns about them.

Learning: We will find out more to understand what is going on in the lives of children and young people.

Outcomes: We will be honest and decide what the right thing is to do, even though at times the child or young person may not want help.

Hearings: We will help to keep Hearings fair, but we are not involved in decision making.

Court: We will help make court easier to understand for children and young people.

Performing: We will share how we are meeting these standards.

Improving: It will be easy to share comments and complaints and we will respond.

Our outcomes and priorities

Our outcomes



Our decisions are proportionate, timely and make a positive impact on the welfare, safety and protection of children, young people and communities.

Our work with partners ensures children and young people are only subject to compulsory supervision if required and only for as long as it benefits them.

Our service is efficient, responsive, inclusive and continually improving.

Scottish Government's outcomes



- Young people are successful learners confident individuals, effective, contributors and responsible citizens.
- Our children have the best start in life and are ready to succeed.
- We have improved the life chances for children, young people and families at risk.
- We live our lives safe from crime, disorder and danger.
- We have strong resilient and supportive communities where people take responsibility for their own actions and how they affect others.
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Our priorities for 2011-2014

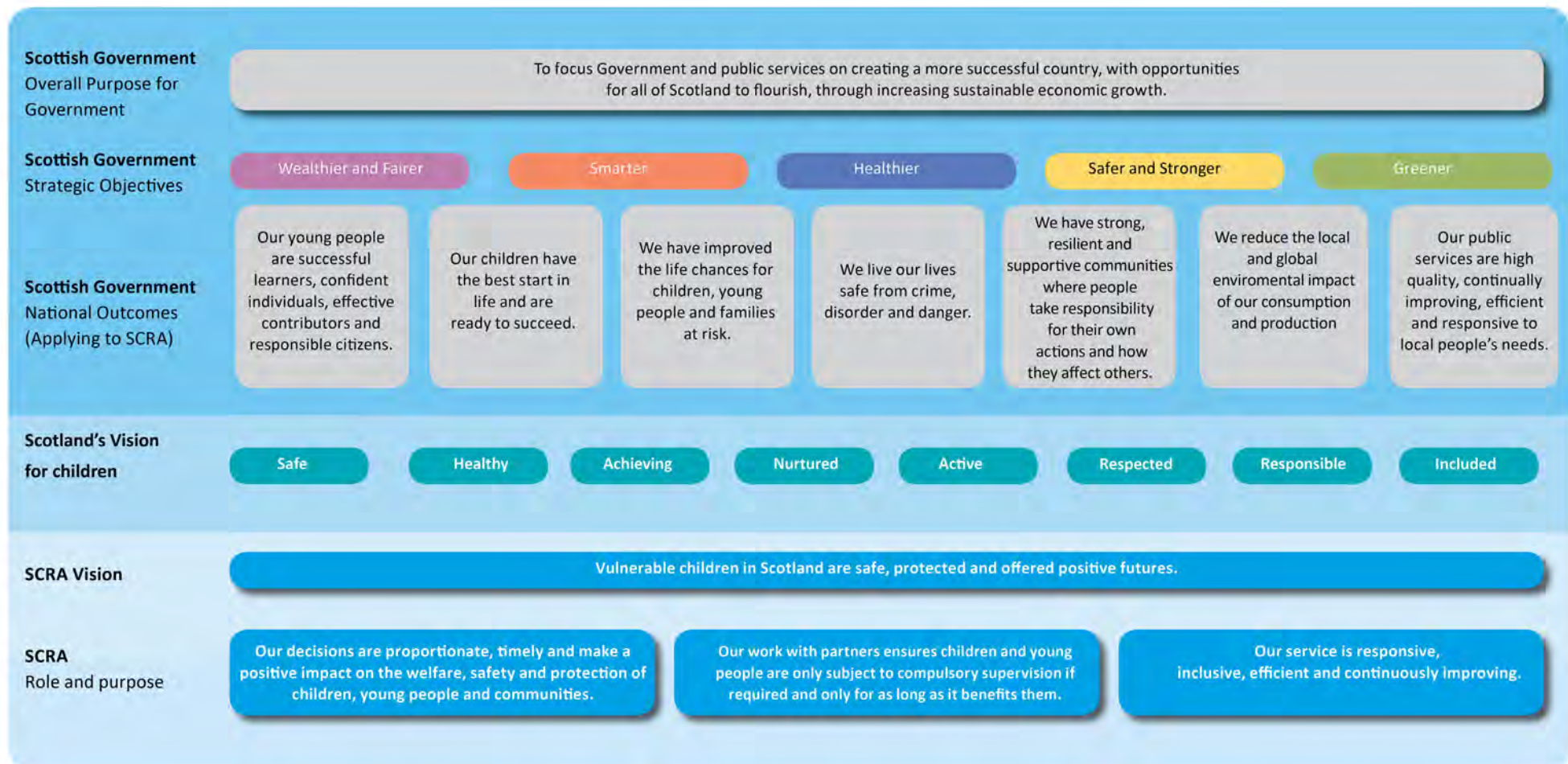



- The Children's Hearings (Scotland) Act 2011
- Reporter decision making
- Voice of the child
- Community confidence
- Quality assurance
- Partnership working
- Influencing and informing
- Information sharing
- Integrating support services
- Shared services
- Workforce planning
- New ways of working

SCRA's contribution to the 'Purpose for Government' and national outcomes

SCRA works as part of the public service in Scotland to deliver the overall 'Purpose for Government' and the strategic objectives set out by the Scottish Government. In our role of helping to protect children at risk we contribute to five of the 15 national outcomes as well as two which apply to all public bodies.

We have agreed SCRA outcomes which highlight our specific contribution to the National Performance Framework. We use these outcomes to focus our activities and ensure that we make a positive difference in the lives of children and young people across Scotland.





Outcome 1 - Our decisions are proportionate, timely and make a positive impact on the welfare, safety and protection of children, young people and communities.

This outcome describes the impact of our core service on children and young people, as well as on the communities in which they live. It is about ensuring the day-to-day work of our frontline teams focus on services to children, young people and families.

It is about making sure that all staff embed Getting it Right and utilise the tools and support available to make timely decisions that promote the individual needs of the child or young person on all referrals.

SCRA drives high standards of Reporter practice, quality and consistency that enable us, together with our partners, to make the right decisions at the right time to protect children and young people, and to improve their opportunities to succeed growing up.

This outcome is also about promoting greater understanding of what we do to inspire community confidence in SCRA and the Children's Hearings System.

This outcome directly contributes to the Scottish Government's national outcomes 4,5,8,9 and 11.

SCRA Priority - 1.1 Children's Hearings (Scotland) Act 2011

Practice instruction will need to be revised to respond to the changes in legislation contained within the Children's Hearings (Scotland) Act 2011.

Reporter practice and all the processes around our practice will need to reflect these legislative changes so that we are delivering our services in line with the new Act.

The transition to this new legislation must be timely, effective and seamless in the eyes of children, young people and partners. This will ensure the safety and security of children and young people as we transform our service.

In the next three years we will ...

- Positively influence the content of secondary legislation.
- Support the implementation of both primary and secondary legislation.
- Prepare and deliver practice instruction for SCRA in relation to the new Act.
- Prepare and deliver practice training in relation to the new Act.
- Develop good working relationships with the National Convener and Children's Hearings Scotland.
- Plan operationally to ensure we make the best use of internal resources until the new Case Management System is introduced.

We will know we have succeeded if by 2014 ...

- Training on the new Act has been delivered to all SCRA operational staff.
- Secondary legislation is regarded by SCRA as comprehensive and workable.
- SCRA shares with partners a common understanding of both primary and secondary legislation and this is reflected in training and practice across the Hearings System.
- New practice instruction reflecting the terms of the new Act is embedded within SCRA.
- Our working relationship with the National Convener recognises our respective responsibilities, yet allows us to speak with a united voice when promoting the Children's Hearings System.
- Working relationships have been developed with Children's Hearings Scotland which enable effective co-operation on operational and systemic issues.
- All aspects of the Act that relate to SCRA have been successfully implemented.



SCRA Priority - 1.2 Reporter decision making

The quality of Reporter decision making is fundamental to the service we provide to children and young people. Decisions must be proportionate and timely, so that children and young people get the help they need, when they need it.

The introduction of a new Case Management System and the electronic exchange of reports will give us a more effective, holistic review of the child or young person's needs. This will help ensure decisions are based on the very best information about a child or young person's situation.

Children and young people on supervision should only remain so for as long as necessary. If children and young people's needs are not met after a period on supervision, it is likely other actions need to be taken to give them the best life chances and to improve their situations. Only by working with our partners in the best interests of the child or young person can we do this effectively.

In the next three years we will ...

- Continue to work with partners to ensure that referrals are appropriate and timely in line with Getting it Right principles.
- Reduce the burden of process on Reporters through the introduction of enabling new tools and new roles through change.
- Ensure that our decision making is effectively audited, quality assured and in line with Getting it Right and early intervention principles.
- Publish research on decision making, interventions and outcomes for children and young people.

We will know we have succeeded if by 2014 ...

- Referrals received are for those children and young people who need compulsory measures of supervision.
- New roles and tools to support decision making are effectively embedded within teams across Scotland.
- Results of self-assessment, case sampling and external inspections evidence high quality decision making by Reporters.
- Reporters feel they have the tools and support they need to help them make good decisions.
- Reporters have more time and space to undertake complex work, supported by new tools which enable them to take a holistic view of the child or young person.



SCRA Priority - 1.3 Voice of the child

In order to have a smart, learning, and proactive organisation, focused on delivering a quality service for children and young people, we must listen to, learn from and, where possible and appropriate, act on what they tell us.

Only by listening to the voice of the child or young person, particularly through their individual participation in the Hearing, can we really improve service delivery.

We need to continue to develop the mechanisms which help children and young people to be heard by the organisation, and for them to be part of the organisation's development and continuous improvement.

Therefore, arrangements and mechanisms must be further developed to enhance participation, engagement and consultation with children and young people. This must result in hearing the voice of the child and enabling children and young people to influence key operational or strategic decisions affecting them.

In the next three years we will ...

- Introduce a customer care role focused on supporting individual children and young people (including pre-Hearing visits offered to all children and young people referred to a Hearing).
- Introduce and implement policy and procedures to involve children and young people in the recruitment of key posts within SCRA.
- Introduce further improved electronic communications with children and young people, and improve our general communications with young children.
- Investigate new and creative ways of holding Hearings that better meet the individual needs of children and young people.
- Support our Modern Apprentices (MAs) through the SVQ3 in Youth Work.
- Improve our facilities based on the recommendations from young people's inspections of Children's Hearings Centres across Scotland.
- Undertake a consultation on the views of children and young people on the decisions and interventions they received.

We will know we have succeeded if by 2014 ...

- Children and young people feel listened to by the organisation and by individual members of staff.
- The range of methods available for children and young people to participate in individual Hearings has increased.
- Pre-Hearing visits take place and children and young people feel supported through our customer care focus.
- Our Modern Apprentices successfully complete the SVQ3 in Youth Work.
- More children and young people are aware of the Children's Hearings System, what it is about and their rights within it.
- Children and young people's views on the impact of Hearings decisions are recognised by all those involved in the Children's Hearings System and are reflected in training and guidance for Reporters and Panel Members.
- Children's Hearings Centres meet the expectations and needs of children and young people.

SCRA Priority - 1.4 Community confidence

Children and young people should know that we are here to help improve their lives. The general public often have a misconception about what the Children's Hearings System is and how it works.

By working with our partners, we want to improve the public knowledge and perception of the Children's Hearings System.

We want our service to victims of offending behaviour to be linked to victim support provided by our partners and focused on those victims most in need of information and/or support.

Sometimes our services do not meet the expectations of those who use them. We need to find ways of making it clear how people can give us feedback on their experiences. This will help inspire confidence that SCRA is an open, approachable and responsive organisation.

In the next three years we will ...

- Work with the National Convener to, where appropriate, provide a coherent voice for the Children's Hearings System.
- Agree common outcome measures for the Children's Hearings System via the Children's Hearings Improvement Partnership (CHIP) in order to evidence the System's effectiveness.
- Develop our Victim Information Service (VIS) to provide opt-in availability across Scotland.
- Ensure that information on the operation of the Hearings System is provided proactively to new social workers, police officers, teachers, nurses and health visitors.
- Implement a revised complaints system.
- Provide Community Planning Partnerships with bespoke information to help them focus specifically on their needs.

We will know we have succeeded if by 2014 ...

- We are able to report with partners on agreed outcome measures across the Children's Hearings System.
- Our working relationship with the National Convener recognises our respective responsibilities, yet allows us to speak with a united voice when promoting the Children's Hearings System.
- All responses to Freedom of Information (FOI) requests and complaints are processed within statutory timescales.
- Victims of youth crime are satisfied with the service they receive from SCRA via our Victim Information Service (VIS).
- Key partners and the general public will have a greater awareness of what we do.



SCRA Priority - 1.5 Quality assurance

The quality of our services to children and young people must be measured and evidenced.

We want SCRA to be an organisation which bases its improvements on learning from self-assessment and audit. Reporter practice must continuously improve as a result of learning from case sampling and peer assessment, support and training.

Our service standards set out what children, young people and families can expect from SCRA. All SCRA staff must recognise their role and contribution to the standards and work together to achieve them.

We must be able to evidence that we are living up to these promises and that our service delivers everything we want it to.


In the next three years we will ...

- Embed the Quality Assurance Framework across the organisation.
- Tell children, young people and our partners exactly what standards they can expect from their engagement with us.
- Build networks across our localities which support the frontline in Improving the quality of service through self-assessment and case sampling/peer assessment.
- Work together with the Social Care and Social Work Improvement Service (SCSWIS) and our partners to improve our services for children and young people.
- Achieve 'Recognised for Excellence' accreditation from Quality Scotland against the European Foundation for Quality Management (EFQM) framework.

We will know we have succeeded if by 2014 ...

- We can evidence that an integrated and effective programme of Quality Assurance is present across the organisation.
- We can demonstrate that improvement is based on our learning from self-assessment.
- We can publish evidence that we are delivering a more effective service to children and young people.
- Our Standards are recognised by external inspection agencies as adding value to the way we deliver our services.
- We have been accredited as a 'Recognised for Excellence' organisation against the EFQM framework.





Outcome 2 - Our work with partners ensures children and young people are only subject to compulsory supervision if required and only for as long as it benefits them.

We must work closely with our partners at both local and national level to make sure we improve outcomes for children and young people. This outcome describes the impact on the lives of children and young people of our collaborative actions in the Children's Hearings System.

This outcome is about making sure compulsory interventions are effective and about being clear that if supervision has not worked after several years other alternatives should be sought to provide a child or young person with a positive future.

It is also about our contribution to community planning and engagement, about improving information and data management, and using it to inform, influence and challenge.

This outcome directly contributes to the Scottish Government's national outcomes 4,5,8,9 and 11.

SCRA Priority - 2.1 Partnership working

We must work closely with our partners at both local and national levels to make sure we improve outcomes for children and young people.

Only by acting together can we positively impact on the lives of children and young people in the Children's Hearings System.

We must share our data and use it to inform, influence and challenge so that services to children and young people are improved across the Children's Hearings System.

Joint solutions will need to be agreed and delivered to address the impact of likely budget reductions across the public sector.

Pre-referral screening, early intervention initiatives and key partnership priority groups will be critical to ensuring services are not negatively affected by these reductions.

In the next three years we will ...

- Work with partners to ensure that children and young people are only subject to compulsory supervision for as long as it benefits them.
- Build stronger alliances with our community planning partners and reinforce our contributions locally and nationally in line with Getting it Right principles.
- Systematically seek the views and opinions of our partners on how we can improve.
- Work as part of the Children's Hearings Improvement Partnership to design and implement new outcomes and performance measures across the Children's Hearings System.
- Undertake joint research with our key partners to help improve our services and inform public policy.
- Collaborate with Children's Hearings Scotland on research on Panel Members' decision-making and the support provided to them by SCRA and other agencies.

We will know we have succeeded if by 2014 ...

- All partners across the children's services community are contributing towards a dedicated set of outcomes and performance measures for the Children's Hearings System.
- Local Authorities consistently recognise the contribution of SCRA at operational and strategic levels.
- Our research demonstrably informs improvement and policy decisions internally and externally.
- Decisions and decision-making are more transparent and better documented.
- There are sufficient resources across the Children's Hearings System to carry out the work we need to do.



SCRA Priority - 2.2 Influencing and informing

We want to be recognised as an authoritative voice in the Children's Hearings System.

To do this our research programme will need to deliver sound information on priority areas identified by SCRA and our partners, in order to influence and inform both policy and practice affecting children in Scotland.

We will share our information and data to inform local and national decisions and support the development of a national policy agenda relating to children and young people.

In the next three years we will ...

- Publish research that will positively influence policy-making and practice for children and young people at both local and national levels.
- Carry out a national survey of children, young people and families attending Children's Hearings.
- Engage with key partners and decision makers at both local and national levels to positively influence policy development and legislation across the range of issues that impact on the Hearings System.
- Raise awareness of the role of SCRA and the operation of the Children's Hearings System amongst key partners, including MSPs.
- Establish SCRA as an authoritative voice by developing a proactive media handling strategy which publicises key events and milestones.
- Develop a suite of information material which targets key groups, including trainee social workers and health workers, about the role of the Reporter and SCRA.

We will know we have succeeded if by 2014 ...

- Issues raised by SCRA's research result in public debate and changes to legislation and practice.
- SCRA is seen as a constructive contributor to policy and legislation and as a valued source of professional expertise on the Children's Hearings System and related issues.
- Our working relationship with the National Convener recognises our respective responsibilities yet allows us to speak with a united voice in promoting the Children's Hearings System.
- Partners value SCRA staff as highly skilled specialists, and the source of useful information to inform their activities and policies.

SCRA Priority - 2.3 Information sharing

Supported by our new Case Management System, SCRA will establish a range of appropriate electronic information exchanges, through which information on children and young people can be shared securely and efficiently.

The appropriate sharing of information will ensure key partners in the Children's Hearings System are working with up-to-date, accurate information which supports effective, integrated service delivery to children and young people. Children, young people and families are able to contact the Reporter quickly and easily.


In the next three years we will ...

- Establish a secure electronic information exchange gateway with partners which is fully integrated with the Case Management System.
- Work with partners to establish the core information required when referring a child or a young person to the Reporter.
- Work with partners to improve the quality and consistency of reports made available to the Reporter and Children's Hearings.
- Develop a range of safe, secure, electronic information sharing methods with children, young people and families.
- Work with partners to establish a repository of information in relation to children and young people who enter the Hearings System, which supports service delivery and development across partner agencies.

We will know we have succeeded if by 2014 ...

- More than 80% of our information exchanges with partners are routinely completed through electronic routes.
- Referral details support an appropriate, quick and efficient response by the Reporter to the identified needs of the child or young person.
- Reporter and Children's Hearings decision making is supported by provision of the right information at the right time by partners working with children and young people who have entered the Hearings System.
- Children, young people and families are able to communicate easily and effectively with the Reporter.
- Information exchanges with partners have led to service delivery improvements.





Outcome 3 - Our service is efficient, responsive, inclusive and continually improving.

This outcome describes the impact of our continued effort to be the best organisation we can be.

It is about putting children and young people at the centre of everything we do and listening to our stakeholders in order to improve the way we run our organisation.

This includes modernising the way we do things to become more efficient and effective. It is also about supporting and recognising the contribution of our staff as they are the key to delivering an excellent service to children and young people.

This outcome directly contributes to the Scottish Government's national outcomes 11,14 and 15.

SCRA Priority - 3.1 Integrating support services

We want to be the best organisation we can be.

The way we run our organisation must put services to children and young people at the heart of everything we do. By having well integrated Head Office functions, we enable frontline colleagues to deliver their services effectively and efficiently.

To be the best we can be, SCRA's Board and leadership team need to be well supported in fulfilling their statutory responsibilities, achieving their strategic priorities and delivering good governance.

In the next three years we will ...

- Reconfigure our services and customer interface to deliver improved support services to the frontline.
- Implement a framework to measure our contribution and success of support services in the localities.
- Broaden out the skills base of support services to provide more resilience across the organisation.
- Improve our performance through benchmarking with other organisations across the public sector.
- Build creative support networks across localities to share information, identify best practice and learn from each other.
- Build systems around localities that are flexible and enable the efficient exchange of information with minimum bureaucracy.

We will know we have succeeded if by 2014 ...

- We can evidence that we have delivered customer satisfaction across a range of performance measures and service level agreements.
- We have improved our performance across a range of benchmarking results (from the 2009/10 baseline figures).
- The skills profile across support services has increased and we have built capacity to do more.
- Feedback from localities shows that the supports in place (including networks and service level agreements) are helping them improve their delivery of services to children and young people.



SCRA Priority - 3.2 Shared services

Shared services is a key element of the Scottish Government's efficiency agenda.

Sharing support services between Children's Hearings Scotland and SCRA will ensure back office functions are delivered as effectively and efficiently as possible to both organisations, presenting the opportunity to drive down costs while delivering high quality professional services to both bodies.

A high level review by SCRA and the Scottish Government has concluded that, given the good strategic fit between Children's Hearings Scotland and SCRA, a collaborative arrangement could deliver all these benefits and more.

SCRA will work together with the Scottish Government to explore further shared services opportunities in the wider public sector.

In the next three years we will ...

- Develop a shared services offering which meets the requirements of the National Convener of Children's Hearings Scotland.
- Build an integrated support service model capable of delivering support services to third parties.
- Work with the Efficiency and Transformational Government Division of Scottish Government to ensure SCRA's full participation in the shared service arena.
- Invest in technology to ensure delivery of shared services is as efficient as possible.

We will know we have succeeded if by 2014 ...

- SCRA has met the needs of Children's Hearings Scotland by delivering requested services to agreed levels set out in the Service Level Agreement.
- SCRA has developed and implemented an integrated support service model capable of delivering efficient and effective support services within SCRA and to third parties.
- SCRA is recognised as a provider of high quality, effective and efficient shared services.



SCRA Priority - 3.3 Workforce planning

Workforce planning needs to be managed effectively so that we can ensure service delivery to children and young people.

The knowledge and skills of our staff need to be developed so that where there is a reduction or change in the workforce, these changes do not negatively impact upon our services to children and young people.

We will also need to introduce new roles so that we can operate effectively, and so that the flexibility of how we deploy staff is maximised.

Developing our workforce in this way will help maintain good attendance and improve morale across the organisation.

In the next three years we will ...

- Implement a suite of new roles to support the needs of the new organisational structure.
- Continue to develop the knowledge and skills of the workforce through training and development activities.
- Develop and implement a new Resource Management Allocation model.
- Implement a new self-service electronic HR management system.
- Work with teams to develop a culture and behaviours which fully support our vision, values and new business operating model.

We will know we have succeeded if by 2014 ...

- Our workforce has the skills and capacity to meet the new needs of the service.
- We are able to work flexibly between roles and locations.
- We have a workforce which is able to take advantage of succession and career development opportunities.
- The impact of reductions in workforce on service delivery is minimised.
- We have achieved accreditation against the Investors in People standard.



SCRA Priority - 3.4 New ways of working

Over the next three years, SCRA's business operating model will be transformed through a range of new ways of working.

The core service will be delivered from nine localities reaching out to improved local Hearings Centres which better meet the needs of children, young people and families attending Hearings.

All roles within localities will contribute directly to securing the best possible outcomes for children and young people. Our new Case Management System will enable efficient, flexible service delivery. Increased automation and electronic case files will help ensure that resources are focused on the child or young person.

In the next three years we will ...

- Transition our current service delivery units to a locality business operating model, which provides more individualised support to children and young people on their journey through the Hearings System.
- Establish new roles which ensure a range of skills are clustered around the child or young person.
- Implement the Case Management System, maximising the opportunities which technology brings in order to reduce costs.
- Improve our Hearings Centres in response to the needs of children, young people and families.

We will know we have succeeded if by 2014 ...

- Our new business operating model improves the child or young person's journey through the Children's Hearings System.
- The core tasks of all service delivery roles are clear and their value as part of the business operating model is established.
- The Case Management System facilitates multi-role collaborative working across SCRA and with partners, and saves us money by doing so.
- Savings from reduction in the property estate and Case Management System efficiencies have been used to improve Hearings Centres for children, young people and families.



SCRA resources

SCRA has prepared a four year Financial Strategy for 2011/12 to 2014/15 based on an assumption of a reducing Revenue Budget compared to the 2010/11 baseline, and standstill capital investment. The Financial Strategy will be updated in the autumn of 2011 when the outcomes of the next Scottish Spending Review are known.

Over the period of this Corporate Plan there are a number of strategic and operational risks facing SCRA including the impact of spending plans on SCRA and partners, driving service quality whilst implementing an extensive internal change programme, and adapting to the new arrangements for the Children’s Hearings System.

The 2011/12 Revenue and Capital Budgets are shown below and are aligned with the budget provided by the Scottish Government. The revenue plans are based on the new organisation structure and workforce and incorporate a 2% savings target. The capital plans include resources for implementation of the Case Management System, completion of the Fife Property Project and initial rollout of new Hearing Centres.

Although the resource levels are only known for 2011/12, it is assumed that this three year Corporate Plan can be delivered with a similar level of resources to 2011/12.

Revenue Budget 2011/12

	£000
Staff Costs	15,838
Property Costs	3,113
Travel & Subsistence	264
Supplies & Services	2,909
Unfunded Pensions	114
Revenue Implications of Capital Projects	-25
Income	-290
Total	21,923

Capital Budget 2011/12

	£000
Change Programme Provision	360
Technological Programme	1,060
Structural Programme	1,565
Property Disposals	-225
Total	2,760



Measuring our contribution and performance

We have a suite of performance indicators which measures the service SCRA provides. We are committed to working with partners to improve performance and to develop outcome-focused indicators which clearly demonstrate the success of the Children’s Hearings System and how it contributes to the achievement of the Scottish Government’s National Performance Framework.

Our performance is monitored using both internal and external auditing mechanisms. A quarterly Organisational Performance Report (OPR) is presented to SCRA’s Board which gives detailed information on the progress made against agreed activities set out in the Corporate Plan. This report also provides a suite of other qualitative and quantitative measures ensuring a balanced view across all of SCRA’s business.

Outcome measures	SCRA outcome	Scottish Government National Outcome
<p><i>Our decisions are proportionate, timely and make a positive impact on the welfare, safety and protection of children, young people and communities.</i></p> <ul style="list-style-type: none"> ▪ <i>Decisions made by Reporters are timely and appropriate</i> ▪ <i>Service quality ensures the safety and security of children and young people</i> ▪ <i>Children and young people are listened to and are engaged in policy development and improvement planning</i> 	1	4,5,8,9,11
<p><i>Our work with partners ensures children and young people are only subject to compulsory supervision if required and only for as long as it benefits them.</i></p> <ul style="list-style-type: none"> ▪ <i>Partnership working improves the perception of the Children’s Hearings System</i> ▪ <i>Our research, information and data supports, influences and informs the national policy agenda for children and young people</i> ▪ <i>Information about children and young people is up-to-date and shared securely and aids effective decision making</i> 	2	4,5,8,9,11
<p><i>Our service is efficient, responsive, inclusive and continually improving.</i></p> <ul style="list-style-type: none"> ▪ <i>Our workforce is highly motivated and is committed to continuous improvement</i> ▪ <i>We deliver our services according to our published values</i> ▪ <i>Our service standards are recognised as delivering improved services to children, young people and our partners</i> 	3	11,14,15



Performance measures	2010/11 target	Estimated 2010/11 outturn	2011/12 target*	2012/13 target	2013/14 target	SCRA outcome	Scottish Government National Outcome
The percentage of Hearings scheduled to take place within 20 working days.	72%	76%	72%	73%	74%	1	8,9
The percentage of written notifications of referral outcomes sent to children and families from the Reporter within 5 working days.	85%	77%	75%***	85%	90%	1	5
The percentage of written notifications of Hearing decisions sent to children and families from the Reporter within 5 working days.	93%	93%	93%	95%	98%	1	8,9
The percentage of decisions on referrals made within 50 working days of receipt.	70%	77%	70%	72%	75%	1,2	5,8,9
The percentage of initial Hearings proceeding to disposal.	75%	76%	75%	76%	77%	2	8,9
The percentage of SCRA core properties which comply with SCRA property standards.	80%	82%	84%	85%	86%	3	11,14
Variance in annual revenue spends as a percentage of the available revenue budget.	Within 5%	Within 5%	Within 5%	Within 5%	Within 5%	3	15
Variance in annual capital spends as a percentage of the available capital budget.	Within 10%	>10%	Within 10%	Within 10%	Within 10%	3	15
The Scottish Government efficiency savings target will be met**.	Meet target	Target met	Meet target	Meet target	Meet target	3	15
The percentage of revenue savings achieved in the year.	2.0%	4.8%	2.0%	2.0%	2.0%	3	15

* SCRA will transition to a new Case Management System during 2011/12 and as such, the targets contained above will be reviewed annually and contained within each annual Business Plan.

** Exact targets have still to be agreed.

*** This target has been lowered for 2011/12 due to the forecast impact of the transition to the new Case Management System. The target will return to current levels in 2012/13 before increasing in 2013/14.



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