



children's
hearings
scotland

The Children's Panel – life changing.

ANNUAL REPORT AND ACCOUNTS



Performance Overview

CHS at a glance

The Children's Hearings System is Scotland's unique care and justice system for children and young people. It exists to ensure the safety and wellbeing of vulnerable children and young people through a decision making lay tribunal called the Children's Panel. The Children's Panel is the largest bespoke tribunal in Scotland and is made up of specially trained volunteer Panel Members from local communities.

The Children's Hearings (Scotland) Act 2011 introduced a single national Children's Panel where volunteer Panel Members receive accredited national training which helps them to make the best possible decisions for children and young people in the Children's Hearings System. The Act also strengthened the Children's Hearings System by ensuring Panel Members have local and national support and advice on best practice through one organisation – Children's Hearings Scotland (CHS). The Act created the role of the National Convener to lead this work supported by CHS.

Approximately 35,000 children's hearings take place each year across Scotland and around 15,000 decisions are made to improve the lives of children and young people. Our volunteer community contributes around 360,000 hours annually to enable this vital work.

Through the National Convener, CHS' role is to support our 22 Area Support Teams (ASTs) and to recruit, train and support approx. 2,500 skilled volunteer Panel Members who sit on children's hearings. There are in addition approx. 400 AST volunteers nationally, led by 22 volunteer Area Conveners, who support Panel Members in their local areas.

Head Office is based in Edinburgh and the National Team consists of 24 members of staff, including the National Convener/Chief Executive. CHS is governed by a Board of non-executive members, which meets formally at least four times a year to set the strategic direction for the organisation.

CHS is financed by grant-in-aid from the Scottish Government as approved by the Scottish Parliament. The budget for 2017/18 was £3.7 million. The Scottish Government also provided additional dedicated funding to CHS and the Scottish Children's Reporters Administration (SCRA) in support of our Digital Strategy.

2,500 Children's Panel members

400 Area Support Team members

24 CHS National Team

National Convener and CEO

6 CHS Board members

CHS is founded on the commitment and dedication of our volunteers members who work with the CHS National Team to deliver against our Mission and Vision. The National Convener delegates some of his functions to the 22 ASTs to exercise on his behalf at a local level, and allocates devolved funding to each AST to support this work. Our volunteer community is also supported locally by local authorities.

The work of CHS contributes towards almost half of the outcomes under the Scottish Government's National Performance Framework¹, including:

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

We work with our partners in the Children's Hearings System through groups such as the Children's Hearings Improvement Partnership (CHIP) to drive forward improvements for children, young people and their families.

Key risks

The key strategic risks identified and monitored during 2017/18 included meeting the legal requirements of the General Data Protection Regulation, inconsistent administrative services to ASTs leading to inconsistent AST operations across Scotland, CHS' ability to provide secure and sustainable Digital systems across CHS community, reduction of services in 2017 and beyond following Spending Review settlement, statutory reporting on the Feedback Loop, lack of or weak cyber resilience, failing to positively influence partners and transitioning to a new training contract.

Our vision, mission and values

Our Vision

Our vision is of a Children's Hearings System where everyone works together, making sure that all children and young people are cared for and protected and their views are heard, respected and valued.

Our Mission

Our mission is to improve outcomes for vulnerable children and young people in Scotland by making high quality decisions about their future.

¹ As at March 2018

Our Values

Child centred – making sure everything we do is in the best interests of children and young people.

Respectful – treating children, young people, their families, partners and each other with care and consideration.



Fair – making sure that everyone is treated with dignity and according to their individual needs; that our information and services are accessible to all; that we provide a consistent level of service to all.

Creative – considering innovative and imaginative ways of approaching the issues we face in the work we do.

Challenging – not being complacent, but questioning ourselves and others to help us improve.

Open – listening, responding to and learning from feedback; acting honestly; ensuring processes are transparent; sharing information and being accountable for our actions and decisions.

Core Functions

The primary function of Children’s Hearings Scotland (CHS), as defined under section 11 of the 2011 Act, is to provide assistance with the exercise of the National Convener’s functions. Our 2017/18 Business Plan structured these functions under the headings - recruit, train and support. This report covers activities undertaken between 1 April 2017 and 31 March 2018. Some activities outlined may have started in 2016/17 or are still ongoing in 2018/19.

Performance against 2017/18 Business Objectives:

Business objective one – Recruit, appoint and reappoint

Volunteer panel and Area Support Team members are recruited and appointed by the National Convener to sit on children’s hearings and make decisions for vulnerable children and young people.

CHS are required to ensure there are sufficient trained Panel Members to support the approximately 35,000 hearings that take place annually. We do this via a national recruitment campaign which runs from August to end September. Following a local selection process, appointment to the Children's Panel is dependent on completion of pre-service training which takes place from January, with formal appointments being made in mid-May. ASTs provide us with recruitment targets annually and national recruitment requirements are normally around 500 new Panel Members. Panel Members are re-appointed every 3 years and re-appointment is subject to completion of mandatory training and continuing to meet the National Standards and demonstrating the values of the Children's Hearings System.

Our key achievements:

2017 Recruitment Activity

- Following the recruitment campaign in autumn 2016, 444 prospective Panel Members completed their pre-service training and were appointed to the Children's Panel by the National Convener in May 2017.
- Of these new appointments, 29% were male, enabling us to deliver on our statutory requirements regarding panel gender balance and demonstrating progress towards a panel representative of our communities.
- In September 2017 we conducted a nationwide Panel Member recruitment campaign which was delivered locally by ASTs and LA Clerks. The campaign attracted 1592 applications from which we selected 512 prospective Panel Members to undertake pre-service training starting in January 2018.
- 422 new Panel Members completed pre-service training by April 2018 and were due to be appointed in May 2018.
- In line with our statutory requirement to involve children and young people in our recruitment activity, ASTs shared best practice through the Recruitment and Retention Reference Group to develop local approaches to involving children and young people in the recruitment process.
- Throughout the year and supported by ASTs, we recruited around 100 new AST members to provide support to Panel Members at a local level.

Re-appointment and Retention

- Over the course of the year we successfully reappointed 101 CHS Community members (Panel Members and AST Members) for a further 3 years, retaining vital expertise within our Panel Member community.
- We appointed a Recruitment and Retention Lead to enable us to better support the recruitment and develop strategies to enable retention of high quality, committed volunteers within our Children's Hearings community.

2018 Recruitment Campaign

Our recruitment campaign 'Barrier' has been in use for 4 years. The campaign has served CHS well, appointing 1724 new Panel Members since its launch. We embarked on a refresh for the 2018 campaign in partnership with our marketing partner, consulting widely with our Area Conveners, the Recruitment and Retention Reference Group, local authority Clerks and care experienced children and young people to create a new innovative and volunteer focussed

advertising campaign. The 'Force for Good' campaign will be utilised for national Panel Member recruitment from 2018 onwards.

Business objective two – Training

CHS provides high quality training for Panel Members to ensure that they are well trained to obtain the views of children and young people and make decisions in their best interests.

CHS Training Unit (CHSTU) operates through West Lothian College and is responsible for delivering an extensive programme of core, mandatory and pre-service training on behalf of CHS. This includes our Panel Member Professional Development Award (PDA); an SQA accredited professional qualification which volunteers are required to complete. National Training is supported locally by AST training events which are tailored to meet local needs and co-ordinated by our volunteer Learning and Development Co-ordinators.

In 2017/18 and 94% of those undertaking national training described it as 'very good' or 'good'.

Our key achievements

- Between January 2018 and April 2018, 422 prospective Panel Members successfully completed seven days of pre-service training within a 12-14 week period, covering a range of topics including *Common grounds for referring children to a hearing*, *Decisions and reasons* and *Permanence planning*, in preparation for them to sit on children's hearings.
- We involved care or hearings experienced children and young people in Panel Member pre-service training by sharing their experiences of the children's hearings system with trainee Panel Members. Their involvement enriches the programme and enables prospective Panel Members' critical insight into the importance of the role they play in supporting vulnerable children and young people.
- 174 Panel Members achieved their Professional Development Award, coming to the end of a two year journey which required them to complete pre-service, review and revision and management of hearings training.
- 77% of Panel Members attended core training delivered by CHSTU, which focussed on further developing Panel Members skills and knowledge through the following topics:
 - Effectively communicating with children and families
 - Managing conflict within hearings
 - Attachment and resilience in looked after children
 - Revisiting decisions and reasons
 - The 2014 Act and GIRFEC
- Over the year our ASTs delivered 266 bespoke learning and development events for panel and AST members in their local areas.
- We developed and delivered online GDPR compliant Information Governance course for our volunteer community. Passing the course is a mandatory requirement for continuing to undertake hearings. 92% of the CHS Community who were required to complete the report did so within the timescales set out and those who did not were removed from the rota until training was completed satisfactorily.

CHS Learning Academy

Following a 5 year partnership, our CHSTU contract with West Lothian College was re-tendered in April 2018. To inform tender requirements we consulted with our volunteer community. This engagement helped to develop a national training strategy and created the concept of the CHS Learning Academy. The CHS Learning Academy will enable CHS, in partnership with an expert training provider, to deliver the Panel Member PDA and a range of flexible national core training covering a broader range of topics. The programme will be delivered through a blended learning approach and embrace online learning to drive quality and consistency of content. A blended learning approach will also enable our volunteer community to access some course content flexibly to fit around their work and family commitments.

Business objective three – Support

Our volunteers are well supported to deliver the key contribution which they make to the lives of children and young people across Scotland

2017/18 marks 4 years of operation for CHS and during this time the environment in which we operate has undergone significant changes. The National Team had a headcount of 20 at the start of 2017/18 to support our 3000 strong volunteer community.

In order to enable the National Team to better support our volunteer community, CHS undertook a workforce review. All National Team roles were reviewed and evaluated and the team was restructured. New senior management roles of Operations Manager and Business Manager were created and the positions of Volunteer Recruitment and Retention Lead and Community Projects Lead were established.

Within our limited financial resources providing robust support to the community remains challenging, however this new structure has enabled a greater national team presence in the community, particularly amongst ASTs and feedback to date has been positive and the change welcomed.

Our key achievements:

Continuous Improvement

- We carried out a Community Survey in June 2017 asking volunteers about their experiences of volunteering with CHS which received a response rate of 55% (1,550 responses). Some key statistics include:
 - 95% of respondents were proud to tell others that they were part of CHS
 - 93% of respondents would recommend CHS as a great way to volunteer
 - 98% of respondents have the skills to carry out their role
 - 89% of Panel Members feel well trained to carry out their role
- The role of Community Projects Lead was created to support improvement projects which were highlighted through the CHS Community Survey or engagement with the Area Conveners Liaison Group.

- The Community Projects Lead carried out significant engagement with the Panel Practice Advisor (PPA) community to examine how the role of the PPA can be better defined, supported and developed. We have 190 PPAs nationally and the role is critical in ensuring and maintaining the high quality of our Children's Panel.
- We continued to work with the Scottish Children's Reporters Administration (SCRA) to establish a Young Person's Board with SCRA and care experienced children and young people, called Our Hearings, Our Voice (OHOV). The Board will 'commisison' agencies within the Children's Hearings System to undertake projects to improve the experiences of children and young people. An OHOV Development Worker is now in post and recruitment of the board will take place in 2018/19.
- ASTs began implementing the Better Hearings recommendations through partnership working with external agencies at local level.
- We carried out a pilot of Panel Member profiles in hearing centres in Aberdeen to improve the experience of children and young people attending hearings, where 75% of children, young people and their families found the profiles helpful. We have started to roll out Panel Member profiles nationally.
- We published two 'feedback loop' reports under section 180 and 181 of the Children's Hearings (Scotland) Act 2011 about the implementation of compulsory supervision orders by local authorities.

Recognition and Development

- In a challenging financial climate we maintained devolved funding at 2016/17 levels, making £66k available between 22 ASTs to support them to deliver local volunteer recognition and learning and development events. This enabled our ASTs to hold 266 local learning events and 23 local recognition events many of which were also supported by Local Authorities.
- We held 4 Area Convener Liaison Group leadership meetings to support our volunteer leaders. These events enable the National Convener to work directly with his volunteer leadership team, best practice to be shared, policy and practice to be discussed and peer networking to take place.
- We recognised our volunteers' contributions through a national campaign for Volunteer's Week thanking our volunteers for their contribution to the Children's Hearings System.
- We provided practice support for the CHS community and 83% of Panel Members felt that they received information which helped them keep their practice current.

Partnership Working

- In partnership with SOLACE and COSLA, we began a review of our established local authority partnership agreements to identify the future services to be delivered to support Children's Panel volunteering at a local level. This support is critical in supporting the contribution of our volunteers.
- CHS played an active role in many multi-agency groups, including the Children's Hearings Improvement Partnership (CHIP), the Secure Care Strategic Board, the Youth Justice Improvement Board and the Hearings Management Group to represent our volunteer community. We also contributed to the work of the Independent Care Review.
- ASTs and the Panel Member community contribute widely in their local areas engaging with social work, SCRA and local partner organisations in both sharing practice, discussing trends and supports available in their local areas.

- We welcomed 2 new members to the Board in July 2017, appointed by Scottish Ministers.

Statutory Functions

The National Convener carried out the following statutory duties set out Children's Hearings (Scotland) Act 2011:

- We received 473 requests for Panel Member continuity and authorised 95% of these
- We received 16 requests for independent reports and authorised 12 of these
- We received no requests for written advice under section 8 of the Children's Hearings (Scotland) Act 2011
- No requests to serve notice on the implementation authority of their failure to implement the terms of a Compulsory Supervision Orders were made under sections 146 & 147 of the Children's Hearings (Scotland) Act 2011
- No applications were made to the Lord President of the Court of Session to remove a Panel Member under para 1(6) of Schedule 2 of the Children's Hearings (Scotland) Act 2011
- No referrals were received about excluded pupils under section 127 of the Children's Hearings (Scotland) Act 2011

Digital

CHS is transforming how we engage, support and interact with our volunteer community, children and families and our partners. Working with the Scottish Children's Reporter Administration we began to deliver our digital strategy. Our vision is to embed a child centred Children's Hearings System with digitally enabled volunteers and employees, who confidently use digital tools and technologies to improve outcomes for children and young people in Scotland.

A significant scoping exercise was undertaken to determine the requirements for the digital programme enabling a robust Invitation to Tender to be put out to the market. This enabled us to secure a digital partner for the transformation project.

A programme of discovery commenced with engagement from the CHS Community and National Team, developing user stories to capture the full functional requirements of the new digital system and to allow all parties to determine that the scope of the project had been robustly identified and was achievable within the contract limits. This was confirmed and specification for the Minimum Viable Product (MVP) was agreed. The alpha stage development, a series of technology sprints to begin product functional development, began in February 2018.

A robust joint governance structure was put in place across both CHS and SCRA and Workstream Leads were identified to progress the project: Programme Management; Product Delivery; Technical Delivery; Business Readiness and Workforce Development.

Our key achievements

In order to ensure our systems and our volunteer community are ready for digital transformation we:

- improved hosting of our current knowledge portal and database including development of a single sign on facility to simplify access for our volunteer community
- began work to consolidate training records and create a system which would enable migration of historical data to our new systems
- built and launched a 'User Management' function on CHIRP to help us onboard, offboard and manage CHIRP users more efficiently, quickly and accurately
- consulted with the Digital Consultation Bank to determine specification requirements for a Digital Hearing Room concept designed to improve hearings experiences of children and young people
- engaged with our volunteer community to expand the Digital Consultation Bank which enabled the successful completion of our discovery phase and the beginnings of our alpha development stage
- worked with the Digital Transformation Service conducted research into the options available to ensure that the CHS Community have access to devices in the future. These options will be considered during 2018/19.
- identified from the CHS Community survey the need to provide better quality and more consistent IT support so we worked with our technology partner to provide extended hours helpdesk support using expert call handlers to the CHS Community
- developed a series of infomercials to raise awareness with our volunteer community about the new e-learning modules and our Digital Strategy.
- worked with a technology training partner and the Children's Hearings Training Unit to develop a series of e-learning modules to support our community to use the PanelPal system we have in place. In 2018/19 we will host these e-learning modules online.

Performance analysis

We monitor how we are performing to meet our objectives and key performance indicators (KPIs) set out in our business plan on a regular basis through quarterly reports to the Children’s Hearings Scotland Senior Management Team and Board. Over the course of 2017/18 we met 65% of our KPIs as set out below. We achieved or made good progress on 85% (28 out of 33) of our business plan activities, made some progress on 12% (4) of activities and did not achieve 3% (1) activity.

	Key performance indicators (KPIs)	Target	Achieved
1	% of the 2017/18 new Panel Members appointed are under 25	8%	8%
2	% of the 2017/18 new Panel Members recommended for appointment are male	33%	36%
3	% of Panel Members who are appointed, are reappointed 3 years later	55%	83%
4	% of AST vacancies are advertised within 7 working days of notification	95%	100%
5	% of applicants recommended for appointment successfully complete the required 7-day pre-service training	93%	89%
6	% of ASTs are notified by the CHSTU on a monthly basis of attendance rates at training organised by the CHSTU	100%	100%
7	% of Panel Members complete core training by the end of the calendar year	75%	77%
8	% of evaluation forms completed at the end of national training rate the training as “of good quality” or above	80%	94%
9	% of the CHS community respond to the Community Survey	50%	55%
10	% of AST Management Information Reports are issued by the 14 th of the month	100%	75%
11	% of practice newsletters are issued by the 28 th day of first month of each quarter	100%	Not achieved*
12	% of (EIR, SAR, and FOISA) information requests are responded to within statutory timescales	100%	100%
13	% of subject access requests (SARs) are responded to within one month (NEW)	66%	100%
14	% of complaints dealt with by the national team are responded to within SPSO timescales	95%	100%
15	% of supplier invoices not in dispute paid within 10 working days	95%	80%
16	% of audit actions implemented within agreed timescales	90%	87%
17	% CHS employee attendance	97%	96%

* Due to resource issues only one practice newsletter was released in 2017/18

Financial performance

In the year ended 31 March 2018, CHS reported an excess of Scottish Government funding over net expenditure of £0.11m (31 March 2017: £0.344m) with revenue grant-in-aid of £4.053m (31 March 2017: £3.88m). The General Fund has a surplus of £0.495m as at 31 March 2018 (£0.39m as at 31 March 2017).

In accordance with *IAS 19 (revised) 'Employee Benefits'*, the financial statements reflect at fair value the assets and liabilities arising from CHS' retirement benefit obligations. As a result, CHS has a deficit of £0.62m on its pension reserve at 31 March 2018 (£0.99m as at 31 March 2017). Further details of pension liabilities are provided in the Remuneration Report and Notes to the Financial Statements.

The Board of CHS has no reason to believe that the Scottish Government's future sponsorship and future Ministerial approval will not be forthcoming or will only provide a reduced support to CHS. Given the above it is considered appropriate to adopt a going concern basis for the preparation of these financial statements.

In line with Scottish Government guidance, CHS' policy is to pay all invoices, not in dispute, within the lesser of 10 working days and the agreed contractual terms. During the year ended 31 March 2018, CHS paid 80% (31 March 2017: 75%) of invoices within the terms of its payment policy, falling short of its target of 95%.

CHS' Senior Management Team and Board have taken steps to ensure CHS has policies in place to guard against corruption and bribery, including CHS' procurement policy, Financial Regulations and Fraud and Corruption Policy.

Human resources performance

Organisational Review

As part of an extensive organisational review, CHS began a major programme of consultation with our national team on an individual basis and with our AST members, concluding in June 2017. One of the most significant positive actions resulting from this 'root and branch' review was the creation of a new organisation structure with a 70:30 focus towards our volunteer community and the creation of new roles. By September 2017, we had successfully appointed two new managers (Operations Manager and Business Manager) to join our Senior Management team. Also as part of this organisational review, we undertook a major exercise in reviewing all job descriptions. These were thoroughly consulted upon with individual post holders and once finalised were then processed through job evaluation. A resourcing plan for the newly created posts followed soon after and we successfully appointed to all of our new roles.

Employee engagement

The views of all individual national team members were gathered as part of the aforementioned organisational review, including from all individuals on long term leave such as maternity or sickness absence. The annual Staff Survey was given a critical overhaul to

ensure that it was fit-for-purpose and asked questions that were particularly pertinent for an organisation the size of CHS. Many of the positive changes to how we manage and support our staff have been as a direct result of listening to their feedback in this survey. These include the creation of two management posts, one supporting the operations/volunteer-facing side of the national team and the other support the business and support side.

Both new managers introduced new monthly team meetings and reinstated 6 weekly structured 1:1 supervisory meetings with their direct reports in November 2017. We know that both of these initiatives are effectively used to disseminate information from senior management and Board to employees and vice —versa. The supervisory meetings also mean that individual employees are given the regular opportunity to discuss their performance, development, well-being and other matters directly with their line manager.

Mental health, well-being and resilience training was rolled out to the national team over December 2017, again as a result of feedback from the staff survey. Other informal well-being initiatives have sprung up since, steered by the employee group themselves and any cases of persistent or long term absence are closely managed to ensure that there is early intervention and appropriate support is offered.

Equalities

CHS published its first Equal Pay Statement and Gender Pay Gap figure at the end of March 2018. This was the consolidation of an extensive exercise of work to ensure that we were fully compliant with all the legislative requirements. CHS' evidence is that we do not have a significant gender pay gap but will continue to work to ensure that all employees are treated fairly have access to the same opportunities to develop and achieve. We will publish our Gender Pay Gap figure again in two years' time.

One of our Equality Outcomes in our 2016-2018 Equality Outcomes and Mainstreaming report focused on running refresher training for all employees and Board members at CHS. We ran our first Equality, Diversity and Inclusion training session for our Board and Senior Management team in March 2018 using an external Equalities organisation. The training to be rolled out to the wider national team in May 2018 and will be followed up with on-going programme 'bite-sized' refresher training.

CHS published a set of equalities outcomes that meet the Equalities and Humans Rights Commission's requirements and have the following key elements:

- **Transparency** over whom we consulted for our evidence, how each activity (output) will contribute to an outcome, who it affects, who is accountable for each output and the timescale for this output
- **Proportionality** over what we can achieve
- **Relevance** to children, young people, families, employees and volunteers
- **Measurability** (outputs are specific and we have detailed how we will measure them)
- **Clarity** over how the equality outcomes will further the needs of the general duty

Environmental performance

CHS is committed to meeting the Public Bodies duties set out in part 4 of the Climate Change (Scotland) Act 2009.

CHS does not have a property footprint beyond its Head Office. CHS is based within Ladywell House which is 4,208 square metres. CHS' office space, which is let from National Records Scotland (NRS), is 229 square metres, or 5.4% of the total building space. Overall figures for waste, gas, electricity and water usage were supplied by NRS and CHS has calculated the figures below taking into consideration our square footage².

	2018/19	
	Carbon Footprint (tCO2e)	Cost (£)
Grid Electricity (kWh)	11	2,625
Natural Gas (kWh)	6	634
Water - Supply (m3)	0	95
Water - Treatment (m3)	0	163
Car - Petrol - Average - unknown engine size (km)	4	10,183
Mixed recycling (tonnes)	0	12
Total	21	13,713

These figures have been generated using the Carbon Footprint and Project Register Tool (CFPR Tool).

Opportunities to promote biodiversity are kept under review however these are restricted given the limited property footprint comprising one small office base with no external space which could be adapted to promote biodiversity

Continuous improvement

CHS operates a cycle of three-year Corporate Plans and one-year Business Plans. CHS' medium to long term outcomes, as set out in our new Corporate Plan 2018-2021, are:

1. Children's hearings are centred around the child or young person and their views and experiences are heard, considered and respected.
2. Panel Members make reasoned and evidence based decisions for children and young people who attend a children's hearing.
3. Our community of skilled volunteers feel supported to carry out their roles and their contribution to the Children's Hearings System is valued in their communities

*This includes gas and electricity usage.

**Car emissions are generated by using the mileage claimed by CHS National Team and Board members through the online expenses system. The expenses system doesn't currently capture either the fuel type or the engine size of the vehicle used and as such the average petrol car consumption has been used for this measure.

To work towards achieving these longer term goals, our business objectives for the 2018/19 year are:

1. To recruit committed volunteers that reflect Scotland's communities to make decisions in the best interests of children and young people.
2. To deliver high quality training to equip our volunteers with the skills and knowledge they need to carry out their roles.
3. To invest in our CHS Community and staff to deliver sustainable national and local volunteering support
4. To prepare our systems and communities, in partnership with SCRA, for our joint digital future

Boyd McAdam
Accountable Officer
18 September 2018