

**HR Sub Group  
22<sup>nd</sup> June, 2015  
HQ Board Room  
Agenda**

		<b>Attachments</b>	<b>Lead</b>
1.	Apologies		SD
2.	Minutes of last meeting		GB
3.	Matters Arising		SD
4.	Management Standards	 Discussion Paper for CMT.docx	JR
5.	Discretions Policy	 SCRA - LGPS 2015 - Discretions.doc	SD
6.	SCRA updated Application Form (Recruitment & Selection Policy to go to next meeting.)	 SCRA Application Form June 2015.doc	NM
7.	Job Description Update -Support Assistant (Reception) - IPOD -Head of IT -Head of Strategy and Organisational Development	 Head of IT 2015.doc   Improvement Projects Officer v0 1.   Support Assistant (Reception) June 15.1	SD
8.	Workforce Plan – regular item		SD
9.	VER/VR Update		SD
10.	Any Other Business		
11.	Date of next meeting – 4 <sup>th</sup> August 2015		

**SCOTTISH CHILDREN'S REPORTER ADMINISTRATION**

**ORGANISATIONAL DEVELOPMENT STRATEGY – TOWARDS CLEARER MANAGEMENT STANDARDS IN SCRA**

**Accountable Director:** Principle Reporter/Chief Executive Officer      **Date:**

**Recommendation:**

1. EMT to consider and agree to the establishment of a set of management standards and a way forward for consultation and implementation.

**Reason for Report:** For EMT review/approval

**Resource Implications:** No financial implications within the proposed actions.

**Strategy:** Organisational Development Strategy  
Workforce Plan

**Consultation:** Principal Reporter/CEO  
Organisational Development Manager

**Document Classification:** Internal Use Only

## 1. Introduction

- 1.1 There has been a desire in SCRA for some time to further develop our core framework for supporting and assisting managers in delivering the organisations future direction and priorities. This discussion was given further impetus in 2013/14 via the joint SCRA/UNISON Health and Well Being Group which identified the need for more explicit expectations of managers in managing and supporting people. The SCRA workforce plan, approved by the SCRA Board in December 2014 also places emphasis in developing the management cohort. Latterly the SCRA Organisational Development Strategy, supported by EMT and the National Partnership Forum committed the organisation to further leadership and management development.
- 1.2 This paper brings these strands of work together and outlines the need for establishing Management Standards for SCRA (with middle management as a priority) and suggests a set of 18 core standards derived from the National Occupational Standards developed by the Management Standards Centre.
- 1.2 The paper also explores a prioritised skill set for SCRA managers and suggests the next steps for further development and implementation of the standards.
- 1.3 EMT are asked to consider these proposals and endorse/enhance suggestions for the way forward.

## 2. Background

- 2.1 Clear standards of management competence are a potentially crucial element of effective performance management as they can help provide an adequate source of answers to the following critical questions.

**Recruitment:** What values and competencies should we seek when recruiting into management positions?

**Learning & Development:** What are the essential skills and knowledge that managers need to develop in the role?

**Succession Planning:** What are the essential competencies we are seeking, or what do we need to develop, in the managers of the future?

**Staff Support & Wellbeing:** What special skills do managers need to develop in order to provide adequate support for staff, particularly in times of change?

**Capability:** What is an acceptable level of competence in a management role?

- 2.2 To date SCRA has not had a definitive set of standards or competencies aimed at management roles yet the need for such a framework remains, or arguably becomes even more important, as we continue to embed a devolved and empowered decision-making structure. Management standards are important demarcation lines within which managers are expected to operate,

they state minimum expectations and represent a solid footing against which managers can express their creativity and flair.

- 2.3 At this stage middle management standards would be the first priority for SCRA since this would cover the vast majority of the management roles that we have.
- 2.4 Accepting that we need to generate a set of management standards appropriate for SCRA, the obvious starting point is the National Occupational Standards produced by the Management Standards Centre.

### **3. National Occupational Standards & The Management Standards Centre**

- 3.1 The Management Standards Centre is the Government recognised standards setting body for the management and leadership areas. The Management Standards Centre has been responsible for developing the National Occupational Standards for management and leadership.
- 3.2 The National Occupational Standards for management and leadership are statements of best practice which outline the performance criteria, related skills, knowledge and understanding required to effectively carry out various management and leadership functions.
- 3.3 The standards describe the activities/functions of management and leadership at various levels of responsibility and complexity. Therefore, they are relevant to anyone for whom management and leadership is, to a greater or lesser extent, part of their work. This applies to managers and leaders in all sizes and types of organisation, and in all industries and sectors.
- 3.4 The National Occupational Standards (NOS) are revised periodically (the latest revision being in 2008). They are used for many purposes including as the basis for management qualifications, competencies for recruitment and selection, as a platform for development etc.
- 3.5 The NOS are divided into 74 units and these units are grouped into six functional areas which are as follows.



Source: Management Standards Centre

3.6 Each Unit of the Standards is fully described on an information sheet under the headings: Unit Summary; Outcomes of Effective Performance; Behaviours Which Underpin Effective Performance and Knowledge & Understanding. A snapshot of one of the Units is shown in Appendix 1.

#### 4. SCRA Standards

4.1 The 74 units of the Management Standards are designed to cover as many different eventualities as possible, they will not all be equally applicable to SCRA. The Management Standards Centre helps to make things more manageable by grouping the list into those applicable to different levels of management – team leader, first line, middle and senior. If we choose just the middle manager units we can reduce the number to 47 units.

4.2 Once the number is down to this level it is difficult to eliminate more on the basis that they are irrelevant – other than the one or two particularly commercial units such as “F18 – Prepare sales proposals and deliver sales presentations”. However we can further rationalise the list by categorising the units into those which are core to the role, those which are secondary and those which are peripheral. To some extent this categorisation will have an element of subjectivity behind it. Nonetheless this process does produce a much more usable hierarchy of standards which is illustrated at Appendix 2.

4.3 From this process we arrive at just 18 units which are core to SCRA middle management roles. These are as follows (the colours denote the functional area that the units belong to).

<b>SCRA Core Management Standards</b>
---------------------------------------

- A1 - Manage your own resources.
- B1 - Develop and implement operational plans for your area of responsibility.
- B6 - Provide leadership in your area of responsibility.
- B8 - Ensure compliance with legal, regulatory, ethical and social requirements.
- C2 - Encourage innovation in your area of responsibility.
- C4 - Lead change.
- D2 - Develop productive working relationships with colleagues and stakeholders.
- D6 - Allocate and monitor the progress and quality of work in your area of responsibility.
- D8 - Help team members address problems affecting their performance.
- D9 - Build and manage teams.
- D11 - Lead meetings.
- D13 - Support individuals to develop and maintain their performance.
- E2 - Manage finance for your area of responsibility.
- E10 - Take effective decisions.
- E11 - Communicate information and knowledge.
- F3 - Manage business processes.
- F8 - Work with others to improve customer service.
- F14 - Prepare for and participate in quality audits.

4.4 We can now consult on these standards to ensure that there is a general consensus that these are indeed core to the role of SCRA managers – changes and adjustments can be made as necessary.

## 5. Further Work On Skills

- 5.1 Each of the Units of the Management Standards contains a list of the skills associated with that particular unit. Often a skill associated with one unit is associated with other units as well e.g. the skill of “communication” is common to a number of units. We can produce a picture of the most commonly required skills by processing the lists of skills through a word cloud generator (this is a simple program freely available on the internet). The word cloud generator makes a picture of the words giving more emphasis to a particular word the more often it is repeated in the list. By putting the amalgamated list of skills associated with each of the core units through the word cloud generator we arrive at the picture shown in Appendix 3.
- 5.2 The word “communicating” clearly dominates this picture, closely followed by the word “feedback”. This demonstrates that “communicating” and “providing feedback” are critical skills for SCRA managers. From the word cloud, a list of

the most significant skills associated with management in SCRA looks like this:

- Communicating
- Providing feedback
- Decision-making
- Monitoring
- Motivating
- Leadership
- Problem-solving
- Valuing
- Objective setting
- Planning
- Supporting
- Prioritising
- Involving
- Analysing
- Reviewing
- Presenting
- Consulting
- Assessing

## **6. Next Steps**

- 6.1 EMT are asked to consider the contents of this paper and to endorse the approach making any changes and/or recommendations as necessary.
- 6.2 It is recommended that The Standards be presented to the National Partnership forum for consultation.
- 6.3 It is recommended that the Organisational Development Manager lead a small working/consultation group to consider how the standards should be used and implemented – the findings to be presented to EMT and the National Partnership Forum for further consideration and endorsement.

A  
1Managing self and personal skills  
Manage your own resources

## UNIT SUMMARY

**What is the unit about?**

This unit is mainly about making sure you have the personal resources (particularly knowledge, understanding, skills and time) to undertake your work role, and reviewing your performance against agreed objectives. It also covers identifying and undertaking understanding where gaps have been identified.

**Who is the unit for?**

The unit is recommended for team leaders.

**Links to other units**

This unit is linked to unit **A2. Manage your own resources and professional development** in the overall suite of National Occupational Standards for Management and Leadership.

**Skills**

Listed below are the main generic 'skills' that need to be applied in managing your own resources. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Setting objectives
- Communicating
- Planning
- Time management
- Evaluating
- Reviewing
- Learning
- Obtaining feedback
- Self-assessment

## OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Identify and agree the requirements of your work role with those you report to.
2. Discuss and agree personal work objectives with those you report to and how you will measure progress.
3. Identify any gaps between the requirements of your work role and your current knowledge, understanding and skills.
4. Discuss and agree, with those you report to, a development plan to address any identified gaps in your current knowledge, understanding and skills.
5. Undertake the activities identified in your development plan and discuss, with those you report to, how they have contributed to your performance.
6. Get regular and useful feedback on your performance from those who are in a good position to judge it and provide you with objective and valid feedback.

7. Discuss and agree, with those you report to, any changes to your personal work objectives and development plan in the light of performance, feedback received, any development activities undertaken and any wider changes.
8. Check, on a regular basis, how you are using your time at work and identify possible improvements.
9. Ensure that your performance consistently meets or goes beyond agreed requirements.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
2. You prioritise objectives and plan work to make best use of time and resources.
3. You take personal responsibility for making things happen.
4. You take pride in delivering high quality work.
5. You agree achievable objectives for yourself and give a consistent and reliable performance.
6. You find practical ways to overcome barriers.
7. You make best use of available resources and seek new sources of support when necessary.

## KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

**General knowledge and understanding**

1. Why managing your resources (particularly knowledge, understanding, skills and time) is important.
2. How to identify the requirements of a work role.
3. How to set work objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound).
4. How to measure progress against work objectives.
5. How to identify development needs to address any identified gaps between the requirements of your work role and your current knowledge, understanding and skills.
6. What an effective development plan should contain.
7. The type of development activities that can be undertaken to address identified gaps in knowledge, understanding and skills.
8. How to identify whether/how development activities have contributed to your performance.
9. How to get and make effective use of feedback on your performance.

10. How to update work objectives and development plans in the light of performance, feedback received, any development activities undertaken and any wider changes.

11. How to record the use of your time and identify possible improvements.

**Industry/sector specific knowledge and understanding**

1. Industry/sector requirements for the development or maintenance of knowledge, understanding and skills.

**Context specific knowledge and understanding**

1. The agreed requirements of your work role including the limits of your responsibilities.

2. Your agreed personal work objectives.

3. The reporting lines in your organisation.

4. Your current knowledge, understanding and skills.

5. Identified gaps in your current knowledge, understanding and skills.

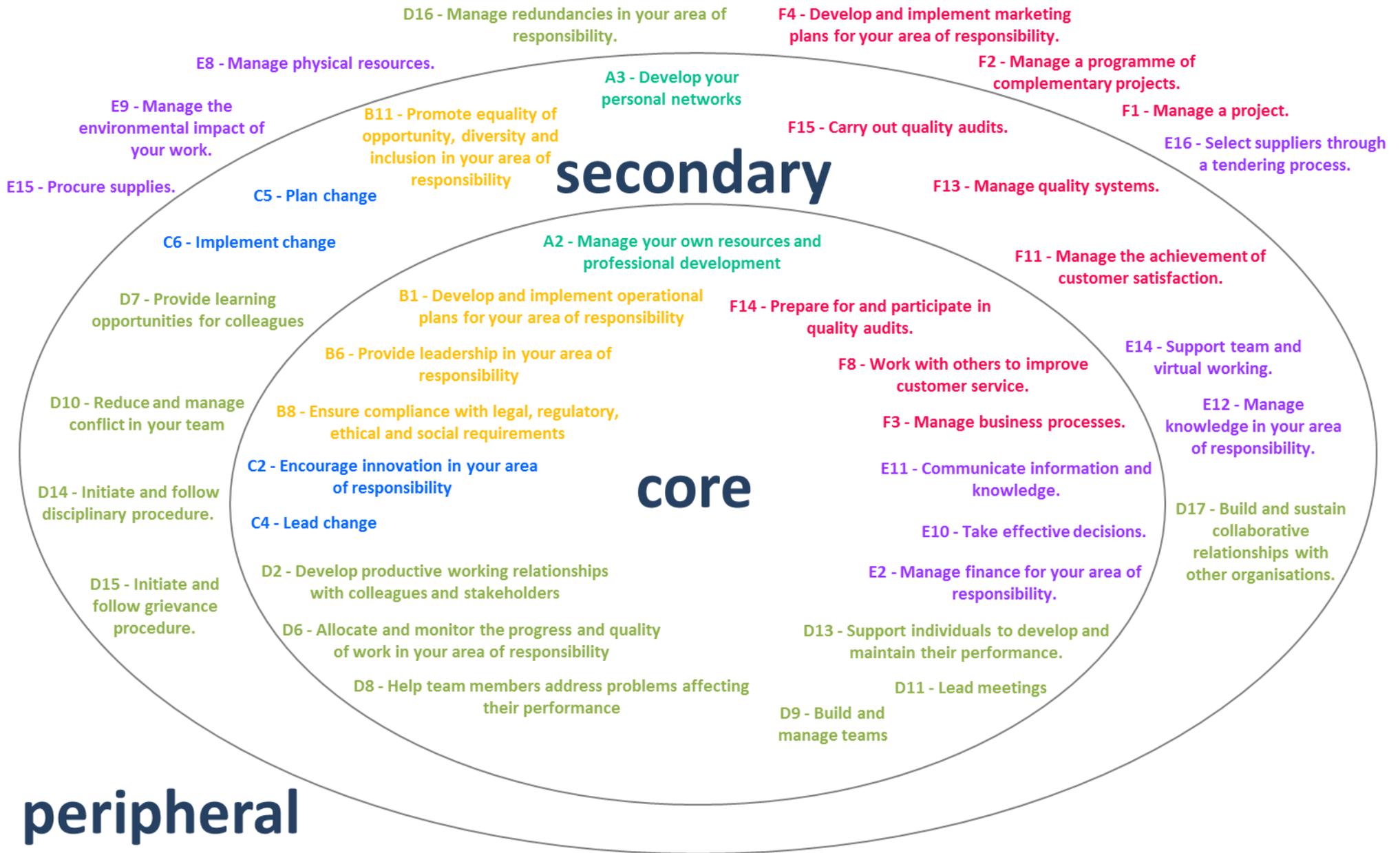
6. Your personal development plan.

7. Your organisation's policy and procedures in terms of personal development.

8. Available development opportunities and resources in your organisation.

9. Possible sources of feedback in your organisation.

# SCRA Management Standards Hierarchy







SCOTTISH  
**CHILDREN'S REPORTER**  
ADMINISTRATION

**LOCAL GOVERNMENT PENSION SCHEME - 2015**

**JUNE 2015**

## **1. Introduction**

- 1.1 Following the implementation of the recently amended Local Government Pension Scheme (LGPS) on 1<sup>st</sup> April, 2015, SCRA is required to provide a statement on how it will manage a number of discretionary powers within the Scheme.
- 1.2 Falkirk Council administers the LGPS on behalf of SCRA and these arrangements will apply to all existing active members on 1<sup>st</sup> April, 2015 and to all new members joining the scheme thereafter.
- 1.3 The main areas of discretion that SCRA are required to consider are detailed in Section 2 – SCRA Policy. The Policy section will summarise the Discretion and SCRA's policy decision.
- 1.4 SCRA may still consider awarding Compensatory Added Years to pensions, up to a maximum of 10 added years, where it can be demonstrated to be in the interests of efficiency of SCRA. This consideration can be made under the Discretionary Payments Regulations which are separate to the Discretions considered under the LGPS 2015 Regulations.

## **2. SCRA Policy**

### **2.1 Awarding Additional Pension**

#### **Summary of Discretion:**

Consider whether to grant extra annual pension of up to £5,000 (as increased annually by CPI from April, 2015) to an active scheme member or, within 6 months of them leaving, to a member whose employment was terminated on the grounds of redundancy or business efficiency

#### **SCRA Policy**

SCRA will not consider awarding additional scheme pension on early retirement from the service of SCRA.

### **2.2 Funding of Additional Pension**

#### **Summary of Discretion:**

Where an active scheme member wishes to purchase extra annual pension of up to £6,500 by making Additional Pension Contributions (APCs), consider whether to contribute towards the cost of purchasing that extra pension via a Shared Cost Additional Pension Contribution.

#### **SCRA Policy**

Where an active scheme member wishes to purchase extra annual pension of up to £6,500 (figure at 1 April 2015) by making APCs, the SCRA will not contribute towards the cost of purchasing that extra pension.

### **2.3 Flexible Retirement**

#### **Summary of Discretion**

Consider whether to permit the release of benefits on flexible retirement grounds for staff aged 55 or over who, with the agreement of the employer, reduce their working hours or grade.

### **SCRA Policy**

The Head of Finance and Resources and the HR Manager will consider all relevant factors including costs (and where actuarial reduction is being waived (2.4) this cost should be recoverable within one year of the efficiency) and changes to the employee's contract of employment, and only where it can be demonstrated to be in the best interests of SCRA will benefits be released.

Any flexible retirement request will only be approved where the aggregate of pension and new salary does not exceed the former salary. Any application to reduce hours must be reasonable and not merely a token or cosmetic reduction to allow scheme benefits to be activated.

Where a flexible retirement request has been approved, the employee will be required to take all accrued benefits in relation to that employment.

## **2.4 Early Release of Scheme Benefits – Waiving of Actuarial Reduction**

### **Summary of Discretion**

Members whose benefits are released prior to the Normal Pension Age (including those released on flexible retirement grounds) may incur an early payment penalty.

Consideration has therefore to be given to the circumstances in which the early payment penalty would be waived and the costs borne by the employer.

### **SCRA Policy**

The Head of Finance and Resources and the HR Manager will consider all relevant factors and only where it can be demonstrated to be in the interests of SCRA or where exceptional compassionate circumstances exist will any early payment penalty be waived.

## **2.5 Rule of 85 Protection**

### **Summary of Discretion**

Scheme members who joined before 1<sup>st</sup> April, 2015 and who are granted retirement between age 55 and 60 are protected in varying degrees against the early payment penalty that would normally apply to a retirement before Normal Pension Age. This is known as Rule of 85 protection. The existence of rule of 85 protection means that if retirement is authorised an employer is required to make a strain payment to the Pension Fund to compensate it for the cost of additional pension payments and the loss of future contributions and investment returns. In some cases, the strain cost may result in the retirement application being refused. Under the new scheme, the option now exists for employers to set aside the rule of 85 protection, in which case the member would receive a lesser benefit but the strain cost to the employer would either be reduced or eliminated. This new flexibility may increase the affordability of such retirements. Consideration has therefore to be given to the circumstances in which the rule of 85 protection would be set aside.

### **SCRA Policy**

The Head of Finance and Resources and the HR Manager will consider all relevant factors and only where it can be demonstrated to be in the interests of SCRA will the rule of 85 protection be set aside either in full or in part.

## 2.6 Early Payment of Pension

### **Summary of Discretion**

Consider whether to agree to a request for early voluntary payment of benefits on or after age 55 and before age 60.

### **SCRA Policy**

The Head of Finance and Resources and the HR Manager will consider all relevant factors and only where it can be demonstrated that exceptional compassionate circumstances exist will benefits be authorised for release on or after age 55 and before age 60. In determining compassionate grounds, financial reasons alone will not be considered sufficient to justify the release of benefits.

## 2.7 Members' Contribution Rates

### **Summary of Discretion**

Consider whether member's contribution rates will be reassessed where there is a permanent material change to a member's employment. Notwithstanding any material change in the member's employment, rates require to be reassessed every 1<sup>st</sup> April.

### **SCRA Policy**

A member's contribution rate will be reassessed where there is a permanent material change to a member's employment e.g. on promotion, demotion, re-grading or a part-time member's contractual hours change.

## 2.8 Internal Disputes Procedure

### **Summary of Discretion**

The Local Government Pension Scheme contains its own disputes resolution procedure. For the Falkirk Fund, this involves appeals being heard by the Principal Pensions Officer of Strathclyde Pension Fund with whom the Falkirk Council Pension Fund has a reciprocal arrangement. Some appeals require to be considered by the employer in question (e.g. a dispute over the member's rate of pension contribution or the failure of the employer to grant ill health retirement). Consequently, consideration should be given as to who should be responsible for adjudicating on such "employer related" disagreements.

### **SCRA Policy**

Where the appeal concerns "employer related disagreements" the specified person to hear an appeal they should write in the first instance to the HR Manager who will make arrangements for an appropriate person to hear and consider their appeal.

## 2.9 Acceptance of Late Transfer Payments

### **Summary of Discretion**

Consider whether to extend the normal time limit for acceptance of a transfer value beyond 12 months from joining the LGPS.

### **SCRA Policy**

Unless there have been administrative delays or omissions as determined by the Chief Finance Officer of Falkirk Council, belated transfer payments will only be

accepted where the request to transfer has been made within 12 months of participating in the Falkirk Council Pension Fund.

## **2.10 Extension of 30 Day Deadline for Shared Cost APCs**

### **Summary of Discretion**

Consider whether to extend the 30 day deadline for a member to elect for a shared cost APC upon return from an unpaid authorised period of absence from work (n.b. does not apply to authorised leave relating to illness or injury, relevant child-related leave or reserve force service leave as separate rules apply).

### **SCRA Policy**

In the event of unpaid authorised leave of absence as described above, the scheme member will be allowed to elect to buy-back the amount of "lost" pension within three months of returning from that leave of absence or within one month of them having received details of the costs of the buy-back from the employer, whichever is the later.

## **3. Financial Implications**

- 3.1 By utilising any of these discretions will have a financial impact on SCRA. Each case will be considered on its own merits and the funding sources identified appropriately with the Head of Finance and Resources prior to any final decisions being made. As an employer in the public sector SCRA must ensure that all financial implications in exercising these discretions are fully considered before any commitment is made.

# How to Complete your Application Form

Thank you for your interest in SCRA!

SCRA's application form has been designed to ensure compliance **with legislation and best practice**. The processing of all information will be in accordance with the requirement of the Data Protection Act 1998. **If any part of the form is unclear please contact us via: [recruitment@scra.gsi.gov.uk](mailto:recruitment@scra.gsi.gov.uk)** We are an equal opportunities employer who aims to have a diverse workforce which is representative of the population we serve. **If you wish to find out more about our commitment to diversity and equality please visit: [http://www.scra.gov.uk/children\\_s\\_hearings\\_system/about\\_scra/equality\\_and\\_diversity.cfm](http://www.scra.gov.uk/children_s_hearings_system/about_scra/equality_and_diversity.cfm)**.

The information you provide on your application form will only be used as part of the selection procedure and for any subsequent employment administration if your application is successful.

Employees of SCRA are required to adhere to a detailed Staff Code Of Conduct. Key principles in this are that staff:

- Act in the best interests of SCRA,
- Are Honest,
- Are Selfless,
- Have Integrity and Respect.

For senior management posts only: If shortlisted for interview and only where deemed appropriate, SCRA may use information available on-line i.e. through internet searches to assess:

- a) how suitable a candidate is for a role based on their personal capabilities and skills, education and experience;
- b) if there is something which may run counter to the principles of SCRA's Staff Code of Conduct. E.g. There was an issue with a previous employer we need to discuss and consider.

Prior to employment, all applicants will undergo pre-employment background checks in line with the Scottish Government's Baseline Personnel Security Standards. We may contact previous employers, educational providers, fraud prevention bodies, local authorities and government agencies as part of this process. We may also use background screening companies.

**Please complete the form as fully as you can. If you are writing on it, use black or dark blue ink to assist in scanning/photocopying. If you are filling in the form electronically, please ensure this is in a format which is compatible with Microsoft Office 2010. If you need additional space for any section, continue on a separate A4 sheet or separate text page. Please ensure that any separate sheets are clearly marked with the section to which they refer and your initials and surname.**



# How to Complete your Application Form

## Section A

- Please note that only your surname is required in full. Give only the initials of your first name(s).

## Section B

- This section asks about your education and job related training. Please give us enough details to assess your attainments in relation to the post for which you are applying. Continue on a separate sheet if necessary. We need a minimum 3 years job related/education history.

## Section C

- This section asks about your work experience. Again, please give as much detail as you feel gives us an accurate picture, both about the type of work you are/were doing and the responsibilities you have had. Please start with the most recent, supplying exact dates where possible. Continue on a separate sheet if necessary.

## Section D

- **Supplementary Information:** Please detail any further experience or information relevant to the post for which you are applying, bearing in mind the information you have been given about the post i.e. the job description, person specification etc. **Try to ensure you are clear about how you meet the essential criteria listed.** Continue on a separate sheet if necessary.
- **References:** References will only be taken up if you are short listed. Please indicate if you do not wish your referee(s) to be contacted at this stage, however, please note that no unconditional offer of employment will be made until satisfactory references have been received.
- **General Information:** If you are the successful candidate for the post you will be asked to complete a pre-employment health questionnaire. This questionnaire will be screened by SCRA's Occupational Health Provider, who may ask you to attend for consultation. Formal offers of employment will be made once SCRA's Occupational Health Provider has assessed the individual as "Fit to work" and where appropriate any reasonable adjustments have been implemented.
- You are asked to tell us if you are related to any member of SCRA's staff or Board. This is to ensure compliance with SCRA's Code of Conduct Policy.
- You are asked to tell us if you are currently eligible for employment in the UK. This is so that we can ensure compliance **with the Immigration Act 2014**, Asylum and Immigration Act 1996 and Immigration, Asylum and Nationality Act 2006 which requires organisations to ensure individuals, to whom they are offering employment, have permission to work in the UK – **please visit: <https://www.gov.uk/check-uk-visa> if you are unsure of your status.** If you are invited to interview you will be required to produce such evidence.
- **SCRA works with vulnerable persons under the age of 18 and we are required by law (the Protection of Vulnerable Groups (Scotland) Act 2007) to ensure all the staff we employ are suitable to work with persons under 18 or with their data.** SCRA is also an exempted body for the purposes of the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975. SCRA is required to take into account, prior to offering employment, **any information**, any spent and unspent convictions that may be relevant to the post for which you are applying. No unconditional offer of employment will be



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# How to Complete your Application Form

made until a satisfactory **Protecting Vulnerable Groups (PVG) clearance has been received.**

- SCRA will only consider former staff of SCRA, who left the service with an enhanced Voluntary Early Retirement/Voluntary Redundancy package, for sessional employment (up to 6 weeks work at a time) in a different role to that of their previous substantive employment.

## For Disabled Applicants Only – Guaranteed Interview Scheme

**To encourage a more diverse staff group and to assist people with disabilities into employment,** SCRA operates a scheme which provides a guaranteed interview where a disabled\* applicant formally requests this at the Guaranteed Interview section on the form. **Applicants are only** guaranteed an interview if they meet the minimum and essential criteria for the job for which they applied.



## How to Apply

If you have a disability you have two options when applying for a vacancy with SCRA as set out below

1. You may complete an application form without identifying yourself as disabled on the application form.
2. You may ask to be included in the Guaranteed Interview Scheme by ticking the GIS box on the Application Form.

## Further Advice for Disabled Applicants

If you wish to discuss the Guaranteed Interview Scheme in confidence or enquire about any other matter related to the application you should contact the Human Resources Team on 0300 200 1575.

\* The Equality Act 2010 defines disability in the following way: "A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities"



SCRA is an equal opportunities employer



POST APPLIED FOR: ..... LOCATION: .....

Are you currently eligible for employment in the UK?  Yes  No

Posts are suitable for job sharing unless otherwise stated. Do you wish to be considered for job share working?  Yes  No

	<p><b>If you are a disabled applicant, do you wish to be interviewed under the Guaranteed Interview Scheme?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
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**Section A - Personal Details**

<b>Initials:</b>	<b>Surname:</b>
<b>Address:</b>	
<b>Postcode:</b>	
<b>E-mail address:</b>	
<b>Telephone No. (Home):</b>	
<b>Mobile No./Work Number:</b>	
<b>Do you hold a current driving licence?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Do you have access to a car for work?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No

**Section B – Education and Training**

<b>Secondary Education Subjects Studied</b>	<b>SQA Qualification Gained &amp; Grades</b>	<b>Date Obtained</b>

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Further and Higher Education <b>Course Provider</b>	Course Details (State method of study and qualification gained <b>e.g. SVQ, Ordinary degree</b> )	Date Obtained

Other Training (relevant to this application) <b>Name of Course</b>	Provided by	Duration/Date

Professional Qualification(s) <b>Name of Professional Body</b>	Grade of Membership	Date Obtained

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**Section C – Employment Record**

**Present or Most Recent Employment:**

**Name and Address of Employer:**

**Nature of Business:**

**Post Held:**

**Date Appointed:**

**Date Left:**

**Salary Scale: Present Salary:**

**Notice Period:**

**Reason for leaving/wishing to leave:**

**Please give a brief outline of your duties and responsibilities:**

<b>Previous Employment</b> <b>Name &amp; Address of Employer and Nature of Business</b>	<b>Dates</b> <b>From To</b>		<b>Post Title and Brief Details of Main Duties</b>	<b>Reasons for Leaving</b>

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**Section D – Supplementary Information** Please indicate why you have applied for this post, outline the contribution you would seek to make if appointed, and supply any other details relevant to your application. Continue on a separate sheet if necessary, clearly numbering all appendices.

[Empty box for supplementary information]



## References

Please supply full details of two referees, one of whom should be your present employer normally your line manager and the other a previous employer. If you have been employed for less than 3 years please provide a list of other **suitable referees**.

You are required to give your specific consent to contact these referees by signing the appropriate section immediately below the details of your referees. **References will be taken up prior to interview, unless you specify otherwise. (Please use block capitals)**

<b>Name:</b>		<b>Name:</b>	
<b>Occupation:</b>		<b>Occupation:</b>	
<b>Address:</b>		<b>Address:</b>	
<b>Postcode:</b>		<b>Postcode:</b>	
<b>Telephone No:</b>		<b>Telephone No:</b>	
<b>Email:</b>		<b>Email:</b>	
<b>Contact Prior to Interview:</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No	<b>Contact Prior to Interview:</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No

**General Information**

If you are related to any member of SCRA's staff or Board, please give details:

Have you previously worked for or recently applied for any other posts with SCRA?

If so, please give details:

**SCRA is a regulated body under the Protection of Vulnerable Groups (Scotland) Act 2007 and an exempted body for the purposes of the Rehabilitation of Offenders Act 1974. Prior to any offer of employment being made, you will be asked to complete a Protecting Vulnerable Groups Application Form, the results of which will inform SCRA of any spent and/or unspent convictions that may be relevant to the post for which you are applying.**

**DECLARATION PLEASE SIGN THIS DECLARATION AFTER YOU HAVE COMPLETED ALL PARTS OF THE APPLICATION FORM. You need only sign with your initials and surname.**

**I declare that the information given in this form and in any accompanying documentation is true to the best of my knowledge and belief and give my permission for enquiries to be made to confirm qualifications, experience, dates of employment, right to work in the UK and for the release by other people or organisations of necessary information to verify the content. I understand my application may be rejected and/or I may be dismissed following appointment if I have given any false or misleading information or have withheld any relevant details.**

**I consent for my references to be sought if I am shortlisted either prior to interview or after if the preferred candidate (depends on what has been specified).**

Signed: ..... Date: .....

**Internal Secondment Applicants only:**

I declare I have discussed and obtained agreement for a secondment from my line manager:

Signed: ..... Date: .....

**PLEASE NOTE THAT THIS FORM IS ALWAYS REMOVED PRIOR TO SHORTLISTING**

Where did you see this vacancy advertised? .....

**DIVERSITY MONITORING**

SCRA is committed to embedding a culture of equality and diversity into our organisation and ensuring that all employees are treated fairly, without discrimination because of age, disability, gender reassignment, marriage or civil partnership status, pregnancy and maternity, race, religion or belief, sex, sexual orientation or any other factor. The following equal opportunities monitoring questions are intended to assist SCRA in maintaining equal opportunities best practice and in identifying barriers to workforce equality and diversity. This work is being carried out as part of our responsibilities under the Equality Act 2010.

**The information on this form will be used for monitoring purposes only. All questions are optional. You are not obliged to answer any of these questions but the more information you supply, the more effective our monitoring/responses will be.**

All information supplied will be non-attributable, completely anonymous and will be treated in the strictest confidence, in line with the principles of the Data Protection Act 1998. It will not be placed on your personnel file. Details on what we use it for can be found on our website: [http://www.scra.gov.uk/children\\_s\\_hearings\\_system/about\\_scra/equality\\_and\\_diversity.cfm](http://www.scra.gov.uk/children_s_hearings_system/about_scra/equality_and_diversity.cfm)

<b>Age</b>	<input type="checkbox"/> Under 24 <input type="checkbox"/> 24-34 <input type="checkbox"/> 35-44 <input type="checkbox"/> 45-54	<input type="checkbox"/> 55-64 <input type="checkbox"/> 64 or above <input type="checkbox"/> Prefer not to say
<b>What do you consider your national identity to be?</b>	<input type="checkbox"/> Scottish <input type="checkbox"/> English <input type="checkbox"/> Welsh <input type="checkbox"/> Irish	<input type="checkbox"/> British <input type="checkbox"/> Other <input type="checkbox"/> Prefer not to say
<b>Marital Status</b> <input type="checkbox"/> Married/civil partnership <input type="checkbox"/> Partnership <input type="checkbox"/> Seperated/divorced	<input type="checkbox"/> Single <input type="checkbox"/> Widowed <input type="checkbox"/> Prefer not to say	



**What is your ethnic group?**

**A White**

- Scottish
- English
- Welsh
- Irish
- Any other White background Please specify: \_\_\_\_\_

**B Mixed**

- Any Mixed or multiple ethnic group background Please specify: \_\_\_\_\_

**C Asian, Asian Scottish or Asian British**

- Indian, Indian Scottish or Indian British
- Pakistani, Pakistani Scottish or Pakistani British
- Bangladeshi, Bangladeshi Scottish or Bangladeshi British
- Chinese, Chinese Scottish or Chinese British
- Any other Asian background. Please specify: \_\_\_\_\_

**D African**

- African, African Scottish or African British
- Any other African background. Please specify: \_\_\_\_\_

**E Carribean or Black**

- Caribbean, Carribean Scottish or Carribean British
- Black, Black Scottish or Black British
- Any other Carribean or Black background. Please specify: \_\_\_\_\_

**F Other ethnic group**

- Please specify. Please specify: \_\_\_\_\_

**Prefer not to say**

**Which religion, religious denomination or belief do you belong to?**

- Buddhist
- Church of
- Hindu
- Jewish
- Muslim
- No Religion/

- No Religion/belief
- Other Christian
- Other Religion or Belief
- Roman Catholic
- Sikh
- Prefer not to say

**If other, please state:**

<p>The Equality Act 2010 defines disability in the following way: "A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities"</p>	
<p><b>Having read the above, do you consider yourself to have a disability?</b></p>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Prefer not to say
<p><b>Does this have an adverse effect on your day-to-day activities?</b></p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<p><b>The following category(ies) best describes the nature of the health condition/disability:</b></p> <input type="checkbox"/> Blindness or partial sight loss <input type="checkbox"/> Deafness or partial hearing loss <input type="checkbox"/> Developmental disorder <input type="checkbox"/> Learning difficulty	<input type="checkbox"/> Learning disability <input type="checkbox"/> Long term illness, disease or condition <input type="checkbox"/> Mental health condition <input type="checkbox"/> Physical disability <input type="checkbox"/> Other condition <input type="checkbox"/> Prefer not to say
<p><b>If other, please state</b></p>	
<p><b>Please describe your gender identity:</b></p> <input type="checkbox"/> Male (including female-to-male trans men) <input type="checkbox"/> Female (including male-to-female trans women) <input type="checkbox"/> Non-binary (for example, androgyne people) <input type="checkbox"/> Prefer not to say	
<p><b>Is your gender identity different to the sex you were assumed to be at birth?</b></p> <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Prefer not to say	
<p><b>Have you ever identified as a transgender or trans person?</b></p> <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Prefer not to say	
<p><b>Which of the following options best describes how you think of yourself?</b></p> <input type="checkbox"/> Bi-sexual <input type="checkbox"/> Gay/lesbian	<input type="checkbox"/> Heterosexual/straight <input type="checkbox"/> Other <input type="checkbox"/> Prefer not to say

Thank you for your co-operation - UNISON and SCRA's Equality Network.

SCRA is an equal opportunities employer





## **JOB DESCRIPTION**

**1. JOB TITLE** **Head of Information Technology  
Children's Hearings System**

**2. JOB PURPOSE**

Lead the development, implementation and use of technology across the Children's Hearing System to support the achievement of strategic objectives in relation to the Scottish Government's digital and ICT vision whilst meeting the needs of staff, children, young people and families and all volunteers. Lead and develop the Digital and ICT strategy for both SCRA and CHS to achieve common objectives as well as ensuring the provision of bespoke services for each organisation.

**3. ORGANISATIONAL POSITION**

**Immediate Line Manager:** Depute Chief Executive (CHS) in addition to reporting directly to the Joint SCRA/CHS ICT Strategy Board and working alongside Head of Finance and Resources (SCRA)

**Peers:** Head of Planning and Strategy (SCRA)

**Management Responsibilities:** IT Officers in CHS  
Technical Manager (SCRA)  
Service Delivery Manager (SCRA)

**4. DIMENSIONS**

Accountable for Digital and ICT Budget of £1.5 m revenue and 350k Capital with an organisational impact across CHS and SCRA  
Manages CHS and SCRA's primary outsourced service providers

**5. PRINCIPAL ACCOUNTABILITIES**

- Develop and manage the implementation of effective and sustainable infrastructures to enhance and improve the quality and effectiveness of case management and volunteer management systems as other business critical electronic processes across the Children's Hearings System.
- Lead the development of the Children's Hearings System information technology and digital strategies and implementation plans, including contributing to cross-organisational strategies, policies and projects with functional teams and key external partners.
- Provide high quality advice and information to Joint SCRA/CHS ICT Strategy Board on all ICT matters including the budgeting and implementation of major business change programmes and projects.
- Manage and allocate financial resources within agreed budgets and monitor their effectiveness in contributing to the provision of effective services to staff, pall volunteers, children, young people and families and key partners.

- Develop, promote and sustain positive and productive working relationships and partnerships to ensure that SCRA and CHS strategies are responsive, effective and appropriate for the needs of the Children's Hearings System whilst obtaining best value in the resourcing of their ICT requirements.
- Ensure that an appropriate ICT service management regime is established (e.g. ITIL) across CHS and SCRA and that contractors and appropriate stakeholders are involved as appropriate.
- Lead on all major ICT procurements and monitor and review the performance of all ICT contracts to ensure that agreed standards and performance criteria are met, taking appropriate remedial action where necessary.
- Continuously improve and manage key ICT functions, including strategy, solution development and implementation, user and network support, business consultancy and programme management.
- Manage the IT teams across both SCRA and CHS providing leadership, performance management and personal development in line with organisational policies and procedures.

## **6. QUALIFICATIONS, TRAINING, EXPERIENCE, KNOWLEDGE AND SKILLS**

- A relevant degree
- ITIL qualified and/or practice experience in applying formal project management methodologies (e.g. Prince2)
- Experience of managing multi-disciplinary, cross service working teams
- Capable of developing a vision of how technology can transform services
- Experience of managing information technology teams including service and project management, staff and contract management
- Experience in managing significant process improvement projects including electronic information sharing, telecommunications technology and case management
- Experience in conducting business analysis in a complex organisation
- Excellent communication and interpersonal skills including the ability to influence, engage and motivate both internal and external customers
- Effective problem solver
- Leadership and strategic decision making skills
- Planning and analytical skills
- Flexible and adaptable approach

## **7. COMMUNICATIONS**

### **Internal:**

Senior managers and all staff across SCRA and CHS

### **External:**

Scottish Government, ISIS, other key contractors/suppliers, partners across the Children's Hearings System, IT professionals.

## **8. PRINCIPAL CHALLENGE**

To effectively deliver innovative and sustainable information systems across the Children's Hearings System realising significant organisational and service delivery benefits.



- Oversee and monitor the budget for projects and report any concerns to the relevant Programme Manager.
- Manage the closure of projects including the handover to the appropriate owner and undertaking a lessons learned review.
- Deputise for relevant Programme Managers and lead on specific project elements as required.
- This description is indicative of the nature and level of responsibilities associated with this job. It is not exhaustive and the job holder will be required to undertake other duties and responsibilities commensurate with the grade.

## **6. QUALIFICATIONS, TRAINING, EXPERIENCE, KNOWLEDGE AND SKILLS**

- Degree level qualification in a relevant subject
- Sound knowledge of the operating environment of the Children's Hearing System, the wider Public Sector, the Justice Sector and the issues affecting them
- Experience and knowledge of current digital technologies and their applications within organisations
- Demonstrable skills in the project management of complex tasks and conflicting priorities
- Awareness in improvement techniques such as LEAN, the Scottish Governments 3-Step Improvement Framework, EFQM
- Strategic thinker with the ability to translate corporate strategy and policies into project plans with measureable operational outcomes.
- Sensitivity and ability to handle difficult or challenging situations
- Experience of budgetary control
- Excellent communication and interpersonal skills
- Good negotiation and influencing skills
- Self-motivation, direction and commitment to developing national operating systems with ability to plan and act on own initiative with minimum of supervision.
- Good planning and analytical skills with ability to propose creative solutions in areas of casework processing
- Time management skills
- Team worker able to support and motivate others
- Flexible and adaptable approach

## **7. COMMUNICATIONS**

### **Internal:**

All Staff in SCRA

### **External:**

SCOTS, other contractors/suppliers, IT professionals, Scottish Government and all SCRA partners including CHS, Social Work Scotland and Police Scotland.

## **8. PRINCIPAL CHALLENGE**

The principal challenge is to implement improvement projects, primarily within the scope of the digital strategy, efficiently and effectively that deliver measurable benefits to the organisation and across the Children's Hearing System.



## **JOB DESCRIPTION**

**1. JOB TITLE SUPPORT ASSISTANT (RECEPTION)**

**2. JOB PURPOSE**

To provide a comprehensive reception and clerical service to the Locality Team, including ensuring high standards of customer service and support in relation to the processing of referrals and copying of papers.

**3. ORGANISATIONAL POSITION**

**Immediate Line Manager:** Locality Support Manager

**Peers:** Support Administrators

**Management Responsibilities:** None

**4. DIMENSIONS**

**Offices covered:** Up to 2 offices and up to 6 outlying hearing centres

**Cash handling:** Potentially petty cash of up to £1,500

**5. PRINCIPAL ACCOUNTABILITIES**

- Provide a comprehensive Reception service to all visitors attending at SCRA ensuring a high standard of customer care and where required, undertake customer care sampling exercises to maintain and improve services to children, young people, families and partners.
- Ensure that all hearing rooms are maintained and ready for hearings and other meetings, including the availability of laptops for panel members where appropriate, maintaining appropriate records of attendance at hearings and co-ordinating any other tasks as required by the Locality Team in providing a front line reception service.
- In liaison with the Reporter, ensure appropriate security arrangements are made in relation to hearings and respond to issues arising in line with local procedures.
- Administer payment of expenses to attendees at hearings and accurately record and maintain appropriate records in line with SCRA's financial procedures.

- Provide a general clerical service to the Locality Support Manager and Support Administrators including importing, indexing, scanning and distributing all incoming mail and documents, processing of external mail, photocopying and electronic filing to support the administration of referrals and the hearings process, in line with practice guidance
- Where required, assist Locality teams by accurately maintaining and updating electronic list and records e.g. GIRFEC, EEI for multi-agency meetings.
- Deal efficiently and effectively with telephone calls to SCRA at all times complying with SCRA's guidance on customer care.
- Assist in ensuring the completion of accident/incident reports in relation to hearings.

## **6. QUALIFICATIONS, TRAINING, EXPERIENCE, KNOWLEDGE AND SKILLS**

- Good general standard of education
- Ability to deal with people in stressful situations with sensitivity to the needs of children and young people
- Good clerical/admin skills
- Competent in the use of Microsoft Office applications
- Good communication skills
- Good interpersonal skills
- Numerate
- Ability to work as part of a team
- Flexible and adaptable
- Ability to service outlying hearing centres as required

## **7. COMMUNICATIONS**

**Internal:** Area and Locality Team Staff

**External:** Children and families, panel members, staff in other agencies, visitors to the office

## **8. PRINCIPAL CHALLENGE**

To provide a comprehensive, customer focused reception service in the context of potentially volatile situations, balanced with a general clerical service to the Locality