

Scottish Children's Reporter Administration People Strategy 2020- 2023



Care



Protect



Connect



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1. Introduction

Our People Strategy describes the journey for our workforce over the next three years, in support of the 2020- 2023 Corporate Plan, to become the best organisation we can be for our people and the children, young people and families that we serve.

Our People Strategy is divided into six themes, which represent our key people management priorities. Related policies will be reviewed to make sure they sufficiently support each of the themes as the Strategy takes shape.



The aims of our People Strategy are:-

- **Recruitment:** We want SCRA to be a great place to work
- **Reward:** We want to be an organisation that people are proud to be part of.
- **Equalisation:** We will ensure that workloads are fair and manageable
- **Wellbeing:** We want to empower our people to make choices about their work, health and wellbeing.
- **Development:** We want to develop and grow our people
- **Engagement:** We will listen to staff and act on feedback

We have developed the People Strategy in line with SCRA's Corporate Plan 2020 – 2023 to support the delivery of our strategic objectives. We recognise that offering an effective programme of development, getting our recruitment right, reviewing and seeking the views of our employees, and putting measures in place to support their wellbeing is crucial to our success.

In delivering the People Strategy, we acknowledge the strong delivery approach outlined in the Corporate Plan of Care, Connect and Protect. We will align our ambitious programme with this delivery model so that we can track the achievements across all strategies for the benefit of our workforce and our service delivery.

CARE Delivering a service that feels right for each child, young person and family that experiences it.

CONNECT Working together to receive the right referrals, for the right children, at the right time.

PROTECT Making high quality and timely decisions for children and young people, using the right information that is relevant, clear and secure.

SCRA's commitments to our Corporate Parenting and Diversity and Inclusion strategies fully inform the development of the People Strategy, and its achievements will further strengthen our commitments to those important aspects of our roles. The Vision, Aims and Values described in the Corporate Plan also underpin the content of our People Strategy.

Our People Strategy has been developed in consultation with the Executive Management Team, the wider management group and UNISON.

For each year of the Strategy, an Annual Workforce Plan will be developed to meet our commitments detailed in the People Strategy. The Plan will outline the detail of the objectives and activity for that year. We will take the opportunity at that time to review the People Strategy to ensure it continues to meet our aspirations. The Board will be asked to approve each Annual Workforce Plan. It is envisaged that Locality Plans will consider the Annual Workforce Plan in their own development.

In delivering the People Strategy, we recognise the need for it to be flexible and scalable in response to the financial and system challenges that are expected during its lifetime.

The Human Resources Team are committed to working with Locality Management and Head office Teams to deliver a service that reflects the aims of this People Strategy which is ambitious, has people at the centre of what it does, supports the achievement of the Corporate Plan objectives, aligns with other organisational strategies and inspires our staff to meet their full potential.

2. Strategy Aims

1. Recruitment

We aim to be an employer of choice, with a workforce that is representative of the communities we serve. We will ensure that our approach to Recruitment and Selection reflects our belief that recruitment should take account of not only skills and experience, but also attitude, behaviour, commitment and a demonstrable alignment to SCRA's core values.

2. Reward

We aim to provide the best total rewards package we can to staff, including both pay and non-pay benefits, keeping this constantly under review. We will strive to understand morale at work and through good and meaningful local conversations strive to increase this for staff.

3. Workload Equalisation

We will ensure that our workloads are fair and equitable across the organisation through agreed processes for workload and resource allocations. We will be able to respond flexibly to competing demands by ensuring a supportive network across Localities/Teams.

4. Wellbeing

The health and wellbeing of our staff is a primary focus of the People Strategy, which aims to promote a healthy workplace and work-life balance. In doing this, it is important to us that our staff feel engaged, included, informed, self-aware and resilient and have the appropriate organisational tools available to them when they need support, for whatever reason.

5. Development

To develop as a learning organisation with a workforce who are flexible, adaptable and strive for continuous improvement, coaching and challenging each other and taking responsibility for solutions and achieving our Values. Our roles will reflect and respond to our service delivery needs and provide challenge, job satisfaction and clarity on what is expected to our talented workforce.

6. Engagement

We will engage staff in decisions that affect them and the services they provide, through better individual and organisational communications and partnership working. We will also empower staff to help shape the way we deliver our services by listening and applying their skills and talents locally to achieve better outcomes for children, young people and their families.

3. People Strategy Objectives

Strategy Aim 1: Recruitment					
Strategy Objectives		Strategic Objective Ref. No.	Care	Connect	Protect
1.1	Inclusive leadership standards will be embedded in our recruitment and selection processes, initially focussed at Senior Manager level. We will develop these standards to shape our talent management programme and support our succession plans.	3.4			✓
1.2	We will take appropriate action to attract a diverse range of applicants for each of our vacant roles in seeking to reflect the communities we serve in our own demographics.	3.4			✓
1.3	We will develop e-recruitment to support end to end recruitment from application to new start within the organisation.	3.4			✓
1.4	We will provide staff who are involved in recruitment with training, good practice guidance and support throughout the decision-making process, ensuring that the right selection process is developed for each vacancy.	3.4			✓
1.5	We will review our Youth Employment Strategy that will provide broader opportunities for work experience, graduate and voluntary placements as well as ensuring our Modern Apprenticeship Programme continues to meet the needs of both SCRA and the Apprentice.	3.4			✓
1.6	We will implement a probationary period of employment for all new starts to the organisation.	3.4			✓

Strategy Aim 2: Reward					
Strategy Objectives		Strategic Objective Ref. No.	Care	Connect	Protect
2.1	We will ensure that our managers have the appropriate skills to hold meaningful and constructive conversations in supervision and other related meetings with staff to support personal development and performance management, wellbeing and support as well as leading and chairing team meetings and local leadership events.	3.4			✓
2.2	We will review and develop our Management Standards to appropriately reflect our leadership values and beliefs to create a comprehensive and connected set of leadership and management standards to support and equip our leaders and managers to inclusively lead our people to meet our corporate outcomes.	2.5		✓	
2.3	We will benchmark SCRA against other key bodies to ensure that our pay and rewards are competitive, attractive and meet the key needs of our workforce. We will continue to protect our good terms and conditions of employment as far as possible, whilst aiming to secure longer-term agreements on pay.	2.5		✓	
2.4	Staff supervision sessions will be frequent, consistent and underpinned by a meaningful conversation between the line manager and the individual member of staff. A clear framework will be relaunched which broadens the conversation and encourages openness and transparency in casework management, personal and wellbeing issues as well as progression and development.	2.5		✓	
2.5	We will consider throughout the lifetime of this strategy, the efficacy of the current Annual Appraisal scheme against the strengthening reach of the supervision framework.	2.5		✓	

Strategy Aim 3: Workload Equalisation					
Strategy Objectives		Strategic Objective Ref. No.	Care	Connect	Protect
3.1	We will review the resource allocation across Localities and align with our workload data and local information to ensure that our resources are in the right place at the right time. This may result in some decisions to move resources but this will be managed in a way that has a minimal impact on staff.	2.4		✓	
3.2	We will seek to ensure that people feel that their workload is fair and manageable by developing cross-Locality working practices that provide an agile and responsive approach to workload management.	2.4		✓	
3.3	We will seek to protect our resources in the face of challenging external environmental changes/factors. However, where appropriate and in partnership with UNISON, SCRA may take the opportunity to enable staff to voluntarily leave SCRA through small, affordable and managed voluntary exit schemes.	3.2			✓

Strategy Aim 4: Wellbeing					
Strategy Objectives		Strategic Objective Ref. No.	Care	Connect	Protect
4.1	We recognise that the implementation of our new case management system, CSAS, will bring about change in how we organise and manage our work. We will ensure our people are informed and equipped to lead and support change so that the changes add value to the services we provide to children, young people and their families whilst at the same time improve the working environment for our staff.	1.6	✓		
4.2	We will continue to develop opportunities within the workplace for wellbeing activities that can be accessed by all staff fairly across the organisation and that will improve resilience and ability to manage competing and complex pressures in the workplace.	3.2			✓
4.3	We will seek to achieve the Mental Health at Work Standards that will strengthen our commitment to supporting good mental health in the workplace, encourage a culture where our people can talk about mental health and wellbeing, and we will bring together in a more meaningful way, all our strands of support into one accessible forum.	3.2			✓
4.4	Our working environments will be assessed, and invested in, to ensure that they provide staff with different options in how they deliver their role. To support this, we will seek to implement, in partnership with staff and UNISON, the Scottish Government's Smarter Working approach to our workplaces.	2.5		✓	
4.5	We recognise the high value staff place in being able to work flexibly to balance responsibilities within and out with work. SCRA takes pride in being able to support a flexible approach and will continue to do so where it can align with operational service delivery and the aims of the Operational Strategy.	2.5		✓	

Strategy Aim 5: Development					
Strategy Objectives		Strategic Objective Ref. No.	Care	Connect	Protect
5.1	SCRA will develop Inclusive Leadership Standards to underpin an inclusive organisational culture which values and develops our people, providing them with the tools and support they need to be skilled, confident, valued, respected and cared for in maximising their potential. The standards will reflect our leadership values and beliefs describing leadership characteristics and indicative behaviours in line with our organisational values and beliefs and will complement our current Management Standards.	2.4		✓	
5.2	We will encourage staff to take responsibility for their own learning and development, seeking opportunities to learn within and out with SCRA, through a variety of mediums and ensuring that they fully record their learning requirements and achievements on their personal learning on Itrent. Having this information recorded enables SCRA to understand the talent within SCRA and how best to use that talent.	3.4			✓
5.3	Following the implementation of our new case management system, CSAS, we will, in partnership, assess the impact on our roles and where change is necessary, consult with postholders, amend job descriptions and provide appropriate role based training to post holders.	1.6	✓		
5.4	We will implement an Assistant Reporter working model of 1:4 Reporters in each Locality to increase support around the key role of Reporter and provide Localities with a broader capacity to manage hearings and court.	3.4			✓
5.5	We will further develop our approach to Succession Planning, the aim of which will be to develop our talent and offer clarity on career paths through the organisation. We will	3.3			✓

	provide opportunities to develop, shadow and be mentored as part of the succession planning approach.				
5.6	Through the development of an annual Training Plan, we will ensure that all staff have access to good quality training that meets their individual and team/role based needs.	3.3			✓
5.7	We recognise the good quality Practice Training that is offered to Reporter roles. Whilst we will broaden our offering of training to all staff, we will particularly focus on seeking to increase and improve the availability of good quality training to support and head office roles that do not benefit from practice training.	3.3			✓
5.8	We will continue, to conclusion, the review of the shape of our resources and associated structures under the Sustainability Work being led by EMT to ensure that the key role of Reporter is appropriately resourced and supported.	3.4			✓
5.9	We will ensure that our front line staff feel able and supported to deliver a customer value based service to those children, young people and families that are part of our service and in line with SCRA's Customer Service Excellence Charter	3.4			✓

Strategy Aim 6: Engagement					
Strategy Objectives		Strategic Objective Ref. No.	Care	Connect	Protect
6.1	We will listen to staff through the mediums of networks and surveys on what improvements and initiatives would improve the SCRA community and act appropriately on the feedback we receive.	2.5		✓	
6.2	We will support the Operational Strategy to ensure that our Localities can connect better within the communities they serve, through increasing awareness of our services with key partners and encouraging contact from children, young people and their families prior to any hearing activity.	2.1		✓	
6.3	We will support UNISON, where we can, to increase representation and membership of UNISON's SCRA Branch so that staff's views are more fully represented during partnership and pay negotiations.	2.5		✓	
6.4	We will work to the principles of the Scottish Government's Fair Work in Public Bodies Principles which will see SCRA invest in skills and training, take action on our gender pay gap, genuine staff engagement through our strong partnership working model with UNISON and continue to support and promote Scotland's Living Wage.	2.5		✓	
6.5	We will seek to broaden our organisational Ambassador roles, similar to our Inclusion Ambassadors and Mental Health Ambassadors, into areas such as Environmental Ambassadors and Learning Ambassadors. We will provide appropriate capacity to support Ambassadors in their roles.	2.4		✓	

4. Action Plan 2020-2021

In addition to our Annual Action Plan, we have developed a specific recovery planning objective to anticipate the impact of the pandemic.

Recovery Planning Objective	Work in partnership with UNISON and the Head of Operations to support recovery plans for the workforce and phasing out of any Covid-19 restrictions, taking into account evaluated learning and best practice.
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People Strategy Objective No.	Action Plan No.	Action	Timeline	
			Start	End
1.1 & 5.1	1.1.1 & 5.1.1	We will explore and develop Inclusive Leadership Standards for Managers and will pilot these in senior management recruitment in the first instance.	April 2020	March 2021
1.2	1.2.1	We will develop a values based approach to recruitment and selection.	April 2020	March 2021
1.3	1.3.1	We will pilot e-recruitment and selection prior to broader organisational implementation.	September 2020	December 2020
1.4 & 1.6	1.4.1 & 1.6.1	Implement the revised recruitment and selection policy, including probationary policy and e-learning training for all interview panel member. We will also audit the implementation and review the new elements of approach.	April 2020	March 2021

2.3	2.3.1	We will undertake a pay and benefits benchmarking exercise to inform pay offer development.	January 2021	January 2021
	2.3.2	We will implement a new grade within the grading structure for the role of Senior Practitioner.	September 2020	December 2020
2.4	2.4.1	We will relaunch SCRA's Supervision Framework to ensure that all aspects of supervision are included e.g. wellbeing, case and court work etc.	May 2020	May 2020
3.1	3.1.1	We will review workload data and take positive action to ensure fair, transparent and equitable workloads across SCRA.	April 2020	July 2020
3.2	3.2.1	We will develop a process that enables and empowers Localities to flexibly support each other in times of workload peaks.	October 2020	March 2021
	3.2.2	We will begin to explore the composition of Localities to support high performance and flexibility to meet workloads.	October 2020	March 2021
4.2	4.2.1	We will increase the number of trained Mindfulness Champions and Mental Health First Aiders.	October 2020	December 2020
	4.2.2	We will roll out secondary trauma and trauma awareness training to all staff.	April 2020	March 2021
4.3	4.3.1	We will work towards achieving the Mental Health at Work Commitment and Standards.	April 2020	March 2021
	4.3.2	We will introduce individual and personal Wellness Action Plans.	May 2020	June 2020
5.1	5.1.1	We will explore and develop Inclusive Leadership Standards.	April 2020	October 2020
5.2	5.2.1	We will work with managers on the management development programme.	April 2020	June 2020
5.2 & 5.6	5.2.2 & 5.6.1	We will develop an annual training plan and encourage staff to take responsibility for their own learning and development.	April 2020	June 2020
5.3	5.3.1	We will review the impact of CSAS implementation on roles.	January 2020	March 2021
	5.3.2	We will review the structure of the IT Team post CSAS development and implementation.	May 2020	July 2020

5.4	5.4.1	We will implement the outcome of the Assistant Reporter role review.	May 2020	March 2021
5.8	5.8.1	We will recruit to the new senior roles of Head of Operations and Operational Managers and further consider the sustainable structure of SCRA.	September 2020	March 2021
6.1	6.1.1	We will commence a series of local organisational conversations.	January 2021	March 2021
	6.1.2	We will review the Staff Survey.	August 2020	August 2020
6.5	6.5.1	We will broaden our network of Ambassadors across SCRA to include Digital and Learning.	January 2021	March 2021

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