

# SCRA Board Meeting

## A G E N D A

Wednesday 29 January 2020 at 10.30 a.m.  
Ochil House, Stirling

		<i>Papers</i>	
1.1	Apologies		
1.2	AOB		
2.1	Minute of Meeting held on 18 December 2019		
2.2	Board Action Log		
2.3	Workplan		
3.	<b>Finance and Resources</b>		
3.1	Budget Planning 2020/21		ED
3.2	VER Business Case		SD
4.	<b>Strategy and Planning</b>		LB
4.1	Draft Corporate Plan 2020/23		
4.2	Draft Business Plan 2020/21		
5.	<b>Annual Workforce Plan</b>		SD
6.	<b>New Risks</b>		
	<b>Next Meeting</b>		
	Wednesday 25 March 2020 at Ochil House, Stirling		

### Present:

Michelle Miller (Chair),  
Jim Edgar,  
Catherine Robertson,  
Martin Toye,  
Sam Anderson,  
Susanne Vestri,  
Tam Baillie,  
Anela Anwar (By VC)

### In Attendance:

Neil Hunter (Principal Reporter/Chief Executive),  
Ed Morrison (Head of Finance & Resources),  
Alistair Hogg (Head of Practice and Policy),  
Tom Philliben (Senior Operational Manager),  
Helen Etchells (Senior Operational Manager),  
Paul Mulvanny ((Senior Operational Manager),  
Pamela Armstrong (Governance Officer, Minutes),  
Donald Lamb (Data Manager, Item 6)

		Timescale	Action
1.1	<b>Apologies</b> Susan Deery (Head of Human Resources) Lisa Bennett (Head of Strategy & OD) Monica Sweeney (UNISON Branch Secretary)		
1.2	<b>AOB</b> None		
2.	<b>Declarations of Interest</b> None		
3.	<b>Board member Updates</b> <b>Michelle Miller</b> <ul style="list-style-type: none"> <li>Attended OHOV Parliamentary Reception with the PR/CE</li> <li>Visited SCRA Offices including Dundee, Glenrothes, Paisley and Hamilton.</li> <li>Met with Michael Chalmers, Director of Children and Families.</li> <li>Attended Equalities Network and Woman into Leadership event.</li> <li>Chaired Board Development Day</li> </ul>		

		Timescale	Action
	<p><b>Suzie Vestri</b></p> <ul style="list-style-type: none"> <li>• Visited the Hamilton Office</li> <li>• Attended Board Development Day</li> </ul> <p><b>Jim Edgar</b></p> <ul style="list-style-type: none"> <li>• Chaired the November 10 Audit &amp; Risk Committee</li> <li>• Co-Chaired the DDOC</li> <li>• Visited the Paisley Office</li> <li>• Attended Board Development Day</li> </ul> <p><b>Martin Teye</b></p> <ul style="list-style-type: none"> <li>• Attended Audit &amp; Risk Committee</li> <li>• Visited the Dundee Office</li> <li>• Attended the Board Locality Day</li> <li>• Joined the Scottish Government Governance Hub</li> </ul> <p><b>Cathy Robertson</b></p> <ul style="list-style-type: none"> <li>• Attended the Audit &amp; Risk Committee</li> <li>• Attended the Board Development Day</li> </ul> <p><b>Tam Baillie</b></p> <ul style="list-style-type: none"> <li>• Regular contact with Offices in Aberdeen, Orkney and Shetland.</li> </ul>		
	<b>Minutes/Committees</b>		
<b>4.1</b>	<b>Minute of Board Meeting held 26 September 2019</b> Agreed as accurate		
<b>4.2</b>	<b>Board Action Log Board</b> Reviewed and agreed		
<b>4.3</b>	<b>Work plan</b> Reviewed and agreed		
<b>4.4</b>	<b>Matters Arising</b> None		
<b>4.5</b>	<b>Board Committee Membership</b> To be reviewed at a future Board Development Day		
<b>5.</b>	<p><b>Audit &amp; Risk Committee</b></p> <p><b>Draft Minute of Meeting held on 19 November 2019</b></p> <p>Jim Edgar, Chair of the Audit and Risk Committee and Board Member updated the Board in the following areas:</p> <ul style="list-style-type: none"> <li>• Quality Assurance &amp; Performance <ul style="list-style-type: none"> <li>○ Case sampling on reporter decision making</li> <li>○ Annual report on Joint Inspections of Children's Services</li> </ul> </li> </ul>		

		Timescale	Action
	<ul style="list-style-type: none"> <li>• External Audit <ul style="list-style-type: none"> <li>○ Annual Accounts Performance and Governance Reports: alignment with best practice</li> <li>○ General Update</li> </ul> </li> <li>• Internal Audit <ul style="list-style-type: none"> <li>○ Payroll and Expenses Strategic Planning Internal Audit Report</li> <li>○ Progress Report 2018-19</li> </ul> </li> <li>• Digital Strategy Joint Committee Update</li> <li>• Strategic &amp; Operational Risk Registers</li> <li>• Annual Fraud Report 2018/19</li> <li>• Governance Report From an NHS Body</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• Two locality audits are on hold due to the Digital Strategy. The Head of Finance and Resource and BOD are discussing what will replace these audits. The Audit and Risk Committee wish to be involved in this decision along with Board Members. Current items for consideration include: <ul style="list-style-type: none"> <li>○ Sustainability</li> <li>○ Board Governance</li> <li>○ Executive Leadership</li> <li>○ Approach to wellbeing</li> </ul> </li> <li>• The Head of Finance and Recourses will send the options and the terms of reference for the scope, offline to all members for their consideration and feedback.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• The Board Chair acknowledged the high levels of detailed assurance provided by the Committee.</li> </ul>		
	<b>Reports</b>		
6.	<p><b>Chief Executive's Report</b></p> <p>The Principal Reporter/Chief Executive spoke to the update report, which detailed a wide range of activity across the organisation.</p> <p><b>Noted:</b></p> <p>Updates were given on the following areas.</p> <ul style="list-style-type: none"> <li>• National Partnership Forum</li> <li>• Strategic Partnerships</li> <li>• Press and Communications Team update</li> <li>• Equality, Diversity and Inclusion</li> <li>• Staff Survey 2019</li> </ul>		

		Timescale	Action
	<p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• There was some discussion around the Staff Survey, particularly in relation to the following; <ul style="list-style-type: none"> <li>○ What is driving the mistrust around EMT Communications?</li> <li>○ What is different about staff feeling stressed at work and those talking about it?</li> <li>○ Is demographics data captured?</li> </ul> </li> <li>• The PR/CE advised the Board the issue of mistrust is being looked into further. Pay and Digital transformation seem to be the main issues with a degree of mistrust around redundancy and job security.</li> <li>• The issues around stress need to be explored further, possibly breaking down the questions relating to stress in future surveys.</li> <li>• The Board were advised demographics data is not captured to allow anonymity and avoid creating a barrier.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• The Board thanked the PR/CE for a comprehensive report providing information on an impressive array of activities.</li> </ul>		
7.	<p><b>Budget Monitoring 2017/18</b></p> <p>The Head of Finance &amp; Resources introduced the report, which provides a summary of SCRA's financial position for year to October 2019.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• This report provides a summary of SCRA's financial position for year to October 2019 and forecast (based on October results) for the full year 2019/20.</li> <li>• Board members approved the updated Financial Plan in June 2019, which covered the period to 2024/25. The Principal Reporter and Head of Finance &amp; Resources are in regular dialogue with Sponsor Team to ensure the Scottish Government have the information they need for 2020/21 budget planning.</li> <li>• Forecast revenue expenditure is £244k under-budget, although there remains uncertainty around some lines, particularly the achievability of voluntary severance spend and the spend on the Supreme Court Case. The forecast for legal expenses does not allow for any costs should the Supreme Court find against SCRA and award expenses to the other</li> </ul>		

		Timescale	Action
	<p>party, these costs could be as high as £50-£75k. There will be a need to allocate some of the 2019/20 forecast underspend to provide budget cover next year for the substantial commitments around staffing support through the implementation phases of CSAS. The forecast capital spend will be managed as the timelines of projects are confirmed, in order to minimise any deviation from budget.</p> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>The Board noted the revenue and capital positions for the year to October 2019, acknowledged and thanked the finance team for their work.</li> </ul>		
8.	<p><b>Organisational Performance Report</b></p> <p>The Data Manager introduced the report, which detailed the Q2 organisational performance for the period 01 July 2019 – 30 September 2019. The Senior Operational Manager's gave additional information from an operational perspective.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>This report uses a balanced scorecard approach which attributes measures within the organisation into four quadrants; service to children and young people, workload, resources and corporate governance.</li> <li>Overall, six of the ten indicators were met and rated as green, with a further four nearly met (amber). Two of the amber areas were operational around referrals, with decision making and Hearing scheduling both missing the target. Decision-making has though improved in the quarter while Hearings scheduling is showing an increasing trend.</li> <li>Notification of Hearing outcomes improved after the quarter one drop.</li> <li>The number of data breaches continues to give concern with the national figure this quarter being affected by a higher number within Central locality.</li> <li>Long-term sickness absence (N 3.5) continues to have an impact on operational performance in South East and Tayside &amp; Fife localities. Managers have plans in place to address the dip but there may be a lag before performance improves.</li> <li>The court environment continues to be challenging, particularly in relation to appeals with Hearing decisions upheld at appeal (N 1.9) just above 50% and four localities seeing more successful appeals</li> </ul>		

		Timescale	Action
	<p>than appeals refused. The outcome of appeals is not all within our control. We continue to engage with Children's Hearings Scotland in relation to what Panel Members can do to improve this.</p> <ul style="list-style-type: none"> <li>The key measure around corporate governance is performance against the business plan. Overall, 78% of actions are currently on target with a further 22% rated as amber, indicating that a slight delay has been identified but actions are still on target to be completed within the year. One is off a continuous improvement nature and will continue into next year and another has been put on hold due to resourcing.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>Concerning Better Hearings Standards, the Board asked if there is a better way of measuring those standards. There is an example where tensions represent positive application of an attempt to arrange bespoke hearings for children and young people.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>To approve the Q2 Organisational Performance Report 2019/20, covering the period 1 July to 30 September 2019.</li> </ul>		
9.	<p><b>Locality Performance Report</b></p> <p>The Senior Operational Managers introduced the report asking the Board to note the outcome of the latest round of Locality Performance Reviews.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>This report is intended to provide an update to the Board on the performance of Localities via the established cycle of Locality Performance Reviews (LPRs) held twice per year. The scope of the reviews is wide ranging, covering all aspects of operations, including formal performance against targets and plans, partnership arrangements, budget and staffing. The report sets out the approach and the findings of the latest round of reviews conducted between September and October 2019</li> <li>The report addressed the following; <ul style="list-style-type: none"> <li>Corporate Parenting and Better Hearings</li> <li>Case Sampling Outcomes</li> <li>Data integrity and breaches</li> <li>Formal Performance</li> <li>Locality Integration and re-design</li> </ul> </li> </ul>		

		Timescale	Action
	<ul style="list-style-type: none"> <li>○ Cross Locality working</li> <li>○ CSAS Readiness</li> <li>○ Resource Management</li> </ul> <ul style="list-style-type: none"> <li>• The SOM led locality performance reviews continue to be a useful approach to ensuring that Localities are working through their agreed plans, that the plans are sufficiently flexible to adapt to changing circumstances across the year and provide a good degree of assurance to the SOMs and Principal Reporter that they are aligned to corporate objectives The reviews also help maintain a focus on how to tackle issues from our case sampling/ quality improvement programme.</li> <li>• This latest review created an opportunity to recognise success, to thank staff for their continued efforts and reinforce the need to keep the focus on improvement in business as usual activities but also in relation to Better Hearings, corporate parenting, and incorporating the views of young people. Most notably, we were able to review in detail the locality planning activity to support training and roll out of CSAS. We expect this preparation and engagement on CSAS to ramp up over the coming weeks and we plan to use the next round of LPR's, due in March/April 2020 to assess and review success and lessons learned.</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• While the performance reviews can be challenging meetings for localities, there is the opportunity to identify good areas and exchange and share ideas and good practice.</li> </ul>		
10.	<p><b>Policy &amp; Influencing Report</b></p> <p>The Head of Practice &amp; Policy introduced the report, which detailed key areas where SCRA had been able to be influential and apply its professional expertise, data and research to particular issues at national level.</p> <p><b>Noted:</b></p> <p>The report provided updates in the following areas;</p> <ul style="list-style-type: none"> <li>• Pending legislation &amp; Parliamentary Work</li> <li>• Other Consultation Responses</li> <li>• Current partnership &amp; collaborative work</li> <li>• Research</li> <li>• Additional Work</li> <li>• Horizon Scanning</li> <li>• Other Influencing Work &amp; Training</li> </ul>		



		Timescale	Action
	<p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The report reflects the high standing of SCRA. People want to know what SCRA thinks.</li> <li>• Is there an opportunity to survey MSP's about the standing of the policy work?</li> <li>• This report is seen as extremely helpful and allows Board Members access to a number of levels of varying detail.</li> </ul>		
11.	<p><b>Research Plans 2020/21</b></p> <p>The Head of Practice and Policy introduced the report recommending the Board approved the following 2020/21 research Plans;</p> <ul style="list-style-type: none"> <li>• Test of change to develop practice within Children's Panels to promote and support sibling relationships</li> <li>• Children under 12 years old in residential care</li> <li>• Children aged 12 to 15 years involved in offending</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To approve SCRA's plans for research in 2020-21.</li> <li>• The Board noted the continued high quality and impact of SCRA's research in children's policy and practice in Scotland.</li> <li>• The Board acknowledged the resource challenges faced by the team in 2019 and expressed their thanks for the continued progress made in such difficult circumstances.</li> </ul>		
12.	<p><b>Overview of Policies Annual Report</b></p> <p>The Governance Officer spoke to the report detailing the programme of policy reviews undertaken in 2019.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The Board agreed at its September 2013 meeting that an annual overview report on policies be presented for noting by the Board.</li> <li>• The policies are available to staff via Connect (SCRA's intranet).</li> <li>• All SCRA policies are routed via the Partnership Forum for consultation.</li> <li>• The Board agreed in 2013 that policies which set direction, require specific high-level scrutiny and governance arrangements or are of a novel/controversial, public interest nature will be routed via the Board – for example: <ul style="list-style-type: none"> <li>○ Whistleblowing, Risk Management, Fraud</li> </ul> </li> </ul>		

		Timescale	Action
	<p>Policies</p> <ul style="list-style-type: none"> <li>○ Complaints</li> <li>○ Media Handling</li> <li>○ Organisational Change, Voluntary Severance/Redundancy Policy and other major revisions to SCRA terms and conditions</li> <li>○ Overall Health &amp; Safety Policy Statement</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• To agree that the current approach remains in line with Board requirements and agreements on policy development</li> <li>• To agree the schedule planned for 2020 and the proposed delegations for approval.</li> </ul>		
13.	<p><b>Digital Strategy Update</b></p> <p>The PR/CE introduced the report recommending the Board note the content of this report and progress towards delivery of CSAS and agree the continued effective governance of the Digital Delivery Oversight Committee and Digital Delivery Board, jointly with CHS.</p> <p><b>Noted</b></p> <ul style="list-style-type: none"> <li>• Core Systems and Applications – product development</li> <li>• Programme Directors assessment</li> <li>• Internal Delivery Team – update</li> <li>• Budget and Timeline</li> <li>• Data Migration</li> <li>• Security and Information Governance</li> <li>• Go Live and Organisational Readiness</li> <li>• Transition to Live</li> <li>• Support and Maintenance</li> <li>• Scottish Government engagement</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>• The programme is in good shape and on track to be delivered in Q1/Q2 of 2020.</li> <li>• Extended testing will commence 06 January with a further release in the New Year for further testing. Training plans are ramping up across all localities.</li> <li>• Contingency resources have been deployed and at this stage, any anticipated fixes are estimated to be within budget.</li> <li>• There will be a further decision point in February to determine if a June/July go live is achievable.</li> <li>• Technical testing of migration is about to start.</li> </ul>		

		Timescale	Action
	<ul style="list-style-type: none"> <li>Security developments and system accreditation is underway</li> </ul> <p><b>Agreed</b></p> <ul style="list-style-type: none"> <li>To agree the continued effective governance of the Digital Delivery Oversight Committee and Digital Delivery Board, jointly with CHS.</li> </ul>		
14.	<p><b>Strategic &amp; Operational Risk Registers</b> The PR/CE spoke to the report on the updated Strategic and Operational Risk Registers.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>SCRA's Revised Risk Management Policy was approved by the Board at its meeting in June 2019. The Board has responsibility for the system of internal control and risk management within SCRA.</li> <li>The Risk Management Policy will next be reviewed by the Audit and Risk Committee in February 2022 and taken to the March 2022 Board for approval. The Board charges the Audit and Risk Committee with overseeing the operation of the system of internal control and with ensuring robust risk management arrangements within SCRA, including reviewing the Strategic and Operational Risk Registers six-monthly</li> <li>The Risk Registers were last reviewed by the Audit and Risk Committee at its 21<sup>st</sup> November 2019 meeting and the Board at its meeting on 04<sup>th</sup> December 2019</li> </ul> <p><b>Issues arising during discussion:</b></p> <ul style="list-style-type: none"> <li>There is potential for a late budget due to the General Election.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>Ongoing dialogue with ICO, ongoing monitoring with LA'a in terms of application of threshold tests, the introduction of a Code of Practice on Information Sharing for Hearings system and ongoing staff training (online/e-learning) has reduced the residual risk score close to target risk score.</li> </ul>		

		<b>Timescale</b>	<b>Action</b>
<b>15.</b>	<b>New Risks</b> While no new risks were identified, it was agreed the Independent Care Review would be kept under assessment.		
	<b>Date of Next Meeting</b> Wednesday 29 January 2020 at Ochil House, Stirling		

## SCRA Board Meeting Workplan 2020

Business Item	Wed 18/12/19	Wed 29/01/20	Wed 20/3/20	Wed 24/6/20	Wednesday 23/9/20
<b>Strategic/Corporate</b>					
Policy & Influencing Report	✓			✓	
Research Programme	✓				
Risk Register	✓			✓	
Communications Plan			✓		
<b>Governance</b>					
Audit Committee Minutes	✓		✓	✓	✓
Development Day Minutes				✓	
Committee Annual Reports				✓	
Nominations Committee Minutes			✓	✓	
Board Committee Membership	✓				
SCRA Standing Orders Review				✓	
<b>Finance</b>					
Budget Monitoring Report	✓		✓	✓	✓
Draft Budget		✓	✓		
Annual Report & Accounts					✓
Financial Strategy				✓	
<b>Planning</b>					
Draft Corporate, Corporate Parenting & Business Plan		✓	✓	✓	✓
Draft Annual Report					✓
Annual Workforce Planning Report		✓	✓		
<b>Performance</b>					
Organisational Performance Report	✓		✓	✓	✓
<b>Operational</b>					
Locality Performance Reviews	✓				
Chief Executive's Report	✓		✓	✓	✓

<b>Business Item</b>	<b>Wed 18/12/19</b>	<b>Wed 29/01/20</b>	<b>Wed 20/3/20</b>	<b>Wed 24/6/20</b>	<b>Wednesday 23/9/20</b>
Complaints Review				✓	
Equalities Annual Report				✓	
Environmental Annual Report			✓		
Overview of Policies Annual Report	✓				
Health & Safety Annual Report			✓		
Efficiency Report				✓	
Procurement Report				✓	
Property Strategy				✓	
Digital Strategy update	✓		✓	✓	✓
Review of Risk Policy				✓	

### Board Action Log as at January 2020

Meeting/ Item	Action	Timescale	Owner	Comments	Status
<b>June 19</b> <b>Equalities</b> <b>Network</b> <b>Annual</b> <b>Report</b>	Action plan to be updated to show priorities set along equalities outcomes	Jun 20	KW	Underway	Not yet due
<b>Sep 19</b> <b>SCRA Annual</b> <b>Report</b>	Annual Report 20/21 to ensure that areas and scope for improvement are highlighted alongside achievements	Sep 20	LB		Not yet due

## **SCOTTISH CHILDREN'S REPORTER ADMINISTRATION**

### **ANNUAL WORKFORCE PLAN**

**Accountable Lead:** Head of Human  
Resources

**Date:** 29<sup>th</sup> January, 2020

#### **Recommendations:**

- 1. To note the composition of the current workforce**
- 2. Approve the workforce plan for 2020/21 in line with Year 1 of the 2020/2023 People Strategy.**

**Reason for Report:** For Board discussion

**Resource Implications:** Within approved budgets

**Strategy:** Corporate Plan  
People Strategy

**Consultation:** Executive Management Team  
UNISON at a forthcoming HR Sub Group

**Equalities Duties** Draft EHIRA completed

**Document Classification:** Not Protectively Marked

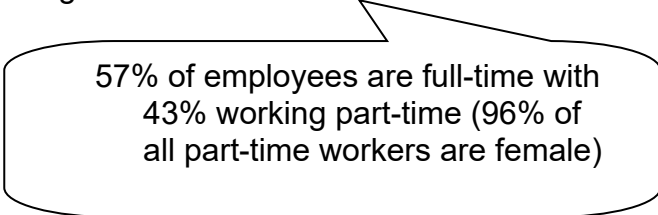
## **1. Introduction**



- 1.1 SCRA's three year People Strategy sets the strategic direction for our workforce until 2023. The Annual Workforce Plan for 2020/21 aims to meet the first year of the Strategy, which is an underpinning pillar of SCRA's Corporate Plan. Some of the planned activities highlighted in this report, albeit dependent on the Financial Settlement for 2020/21, will also form part of the 2020/21 Business Plan.
- 1.2 This Workforce Plan highlights the aims we want to achieve in 2020/21, particularly focusing on wellbeing, sustainability and development, recognising that workforce planning has a significant role to play in this by considering the internal pressures of staff capacity and capability in the context of external pressures.
- 1.3 The particular challenge for workforce planning in 2020/21, is achieving the balance of meeting our aims outlined in this plan and ensuring that we have good, robust supports and opportunities for our people whilst managing the impact of implementing a new case management system/hearing system IT platform and the opportunities for transformational changes for service delivery, corporate parenting and better hearings that come with that. We will therefore ensure that the plan is achievable in a year of considerable change and impact on staff.
- 1.4 Workforce planning has been embedded within Locality and Head Office arrangements for a number of years. Detailed local management information on the demographics and workforce trends is fully considered as part of the Locality Planning processes and is supported by the HR Business Partners. This provides for a longer-term vision when considering the needs of the Locality/team
- 1.5 The following Objectives will be used in this plan to capture the proposed activity and align with the People Strategy:-:
  - Recruitment
  - Reward
  - Workload Equalisation
  - Wellbeing
  - Development
  - Engagement
- 1.5 The outcome of the 2020/21 Financial Settlement may have an impact on how we approach our service delivery and associated plans and therefore this workforce plan has to be flexible and agile to respond the challenges ahead. It will be reviewed regularly, in partnership, to ensure its continued fit with the business, purpose and functions of SCRA.
- 1.6 The completed actions from the 2019/20 Workforce Plan are highlighted in Appendix 1 and the planned actions for 2020/21 are detailed at Appendix 2.

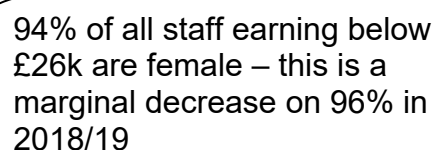
## 2. Our Workforce Data

- 2.1 To help us plan our workforce requirements for 2020/21, it is firstly important to recognise the composition of our workforce, and how that meets current operational requirements.
- 2.2 In 2019 we undertook further work on developing our sustainable service delivery model, which will see planned changes within the operational management structure by the summer of 2020. We also delivered a small VR/VER exercise in preparation for those management changes although overall we maintained our headcount in 2019/20 for a fourth year. We hope to continue this approach, which we will review annually, but this will be dependent on future financial settlements.
- 2.3 Staff continue to benefit from an extensive range of opportunities for flexible working including full-time, part-time, job share, term-time, compressed hours and secondments. We saw an increase in part-time working by 1% in 2019/20. Whilst SCRA is committed to supporting and promoting flexible working for all roles across SCRA, we must fully consider the impact on service delivery to ensure that our high service standards are not affected.



57% of employees are full-time with  
43% working part-time (96% of  
all part-time workers are female)

- 2.4 88% of our employees are female and 12% are male – a small increase in female employees from 87% in 2018/19. The majority of our support roles are undertaken by female employees, which in itself has a significant impact on SCRA's reported gender pay gap. The high percentage of female employees has a direct correlation on the level of part-time working across the organisation.



94% of all staff earning below  
£26k are female – this is a  
marginal decrease on 96% in  
2018/19

The average length of service is 12.98 years – a marginal increase of 0.07 from 2018/19 data

- 2.5 The average age of staff is 46.9 years of age, which is an increase of 0.1 years on 2018/19. 42.4% of staff are currently over the age of 50, a decrease of 0.2% on 2018/19. The age profile of our staff remains as a strategic risk in terms of succession planning, loss of skills and experience.

There were 84 internal recruitment exercises which lead to 38 external recruitment exercises

Composition of staff over the age of 50  
Frontline Support Staff – 38.6%  
Frontline Reporter Staff – 30.7%  
Head Office/Management – 30.7%

- 2.6 Turnover for 2019/20 was 4.7% which maintains a low level of turnover being experienced across the organisation.

- 2.7 The agreed establishment at 6<sup>th</sup> November, 2019 is broken down as follows:-

Role	2019	2018	2017	2016
Caretaker/Security	1.2	1.6	1.6	3
Support Assistant (Reception)	33.91	33.17	31.73	30.03
Support Administrator	97.7	97.1	97.07	97.4
Locality Support Manager	21.89	22.53	23.1	23.1
Assistant Reporter	24.37	23.88	22.10	21.14
Reporter	116	115.8	115.64	115.64
Senior Practitioner	15.18	15.18	15.11	15.11
Locality Reporter Manager	21.86	21.91	21.91	22.91
Business Manager	2	2	2	2
Area Assistant	1	1	1	1
EMT (including PR/CE )	7.5	7.5	7.5	7
Head Office roles (management)	53.44 (Mgt 15.4)	54.01 (mgt 14.5)	53.26 (mgt 13.5)	52.96 (mgt 17.27)
<b>Total</b>	<b>396.05</b>	<b>395.68</b>	<b>392.02</b>	<b>391.29</b>

The core establishment is further supported by two Modern Apprentices/Trainee Support Administrators. SCRA are also hosting the Our Hearings Our Voice project with a Project Lead, a Development Worker and a Development

Assistant. Management roles make up 16.8% of all posts across the organisation. Head Office represents 15% of the establishment which is an increase of 1.4% compared to 2018/19, however, a significant percentage of those staff are front facing business partners and data providers who support statutory requirements such as production of accounts, property provision and procurement, or transactional staff for example payroll and IT systems management.

Fixed term contracts usage has significantly decreased over the past five years and at this point make up 6.28% of all employment contracts. These are generally used for cover and backfill arrangements to support secondments within and outwith the organisation and some absence. This equates to approximately 25.9 fte temporary positions and although we see a small increase in temporary working, would suggest this remains at an acceptable level of temporary staff. Although acceptable, this number is slightly higher than we would normally carry as we have extended a number of fixed term contracts to support the training and implementation of CSAS, providing a level of stability for Localities during this period.

- 2.8 Sickness absence for 2019/20 saw a decrease from 5.9% in 2018/19 to 4.4% (inclusive of both long and short term). While this remains above the key organisational performance indicator of 4%, this demonstrates that the dedicated support provided to managers from HR has had an impact on the absence rates to date. This dedicated support to Localities was part of multi-factorial approach to managing attendance at work which the Board approved two years ago. This reduction was achieved in a year where there were six staff with long-term absences retiring on the grounds of ill health. This absence rate is the equivalent of 9.66 days per employee (down by 3.5 days) which is 1.26% above the average days lost per employee for public sector workers in 2019 of 8.4 days<sup>1</sup>.

To help us understand the ongoing nature of our absence we continue to report long and short-term absence separately, at a target of 2% respectively. For 2019/20, short-term absence was 1.8% which is lower than our KPI. Long-term absence was recorded at 2.6%. The highest recorded reason in 2019/20 of 32.36% of all long-term absence was attributed to Psychological absences, which include stress symptoms, anxiety, depression etc.. This is a 14.62% increase on the previous years' figure of 17.74%. The table below shows the %age of long-term absences for psychological reasons across the staff groups which shows Reporter Staff as having the highest number of absences in this category. The CIPD Health and Wellbeing Report also reports that mental ill health and stress are the two most common long-term absences across the public sector. This year we have introduced Mental Health First Aiders, Mindfulness Champions and provided training to managers on how to recognise and support staff experiencing secondary trauma in the workplace.

	<b>Psychological Absences</b>	
	2019/20	2018/19
Head Office	4.15%	3.31%

<sup>1</sup> CIPD Health & Wellbeing at Work Report 2019

Manager	2.04%	14.04%
Reporter	53.52%	38.17%
Support	40.28%	44.49%

- 2.9 Our ambitious equalities agenda underpins the development of the workforce plan and this plan should be read in conjunction with the Equalities Strategy's aims and objectives. As a result of an equalities monitoring campaign we saw an increase in the recording of protected characteristics which gives us a slightly clearer picture on the composition of our organisation.. The Equalities Data for 2019/20 is as follows:-

**Disability:** we are a "Disability Confident" employer with 4% of our staff having declared a disability although we believe the actual figure covered by the Equality Act 2010 will be higher. This is an increase of 2.1% on 2018/19

**Ethnic Origin:** Racial/ethnicity data shows the majority of our staff are white (74.5%), BAME 2.3% and 23.2% of staff have chosen not to declare. The %age of staff recording BAME has increased by 0.2% and the %age who have chosen not to declare has decreased.

**Marriage and Civil Partnership:** The majority of our staff are married/in a civil partnership/living with a partner/are widowers/in relationships (53.3%), with 13.5% being single, 3.16% divorced and 23.75% of staff choosing not to declare or recording 'other'.

**Pregnancy and Maternity:** SCRA currently has eight staff on maternity/adoption leave. For many years now, we have had 100% of our staff returning to work following adoption/maternity/ paternity leave.

**Religion and Belief:** The majority of SCRA staff (73.5%) have not declared their religion. Of the religions/beliefs we know about, Christianity has the most followers (18.5%) and we have small numbers of Buddhist, Muslim, Jewish, Atheist and Agnostic staff.

**Sexual Orientation:** We know that in terms of sexual orientation: 74.3% of staff have chosen not to declare, 24% are heterosexual and 1.7% are LGBT.

A second equalities monitoring campaign is currently underway to further improve the quality of the data which tells us about the composition of our workforce. Like many organisations, our current data is limited and it is important that our policy development and supports can be informed by this data and best fit the needs of SCRA and its staff.

# ANNUAL WORKFORCE PLAN

## 3. Recruitment

- 3.1 SCRA's revised recruitment and selection policy was agreed on 1st December, 2019. There are some significant enhancements to our new approach and we will fully implement these over the course of 2020/21. The main revisions are the inclusion of an Internal Transfer Scheme, a Probationary Period for all new members of staff and a clear consistent approach and guidance for all recruiting managers. SCRA e-learning modules are being developed for all staff involved in recruitment and selection and there will be a requirement to complete these in year and thereafter every 3 years.
- 3.2 The Human Resources Team will audit the implementation of the policy in partnership with UNISON, having a standing item on the roll-out in the HR Sub Group for the first 12 months, as well as seeking views on the application from recruiting managers and internal and external applicants. This data will form a baseline on continued developments to our recruitment and selection approach.
- 3.3. The Corporate Plan includes refreshed organisational values that we want our staff, new and existing, to live and practice as an employee of SCRA. We will therefore develop a values based approach to our selection processes to align with our values, and assess these in the selection process alongside competency to undertake the role. This will involve changing our recruitment adverts, application form and the development of a bank of values based question that recruiting managers can use. We anticipate this will have two-fold benefits, not only attracting the best fit candidates but also increasing the diversity of our workforce. Values based selection will form part of the training for recruiting managers.
- 3.4 In addition to values based recruitment, Inclusive Leadership Standards and Behaviours (see para 7.7) will be explored and embedded in our recruitment and selection for managers, initially focussed at Senior Manager level. We will develop these standards to shape our talent management programme and support our succession plan.
- 3.5 Our e-hr system has the capability to electronically manage the application, shortlisting, communications and successful/unsuccessful processes of recruitment and selection. This will be developed in-house and piloted within the HR Team in the first instance throughout 2020/21 for wider roll-out in future years to managers. Significant process efficiencies are expected from this further development of the e-hr system.
- 3.6 We will develop a process that can track career progression by protected characteristic within SCRA, from organisation entry over a number of years, so that we can inform our approach to talent management and succession planning but also inform our inclusion and equalities monitoring and actions.

## 4. Reward

- 4.1 The outcome of the 2019 staff survey tells us that staff continue to welcome the good terms and conditions of employment that SCRA offers. These include generous leave policies, flexible working opportunities and significant support during times of personal and work related difficulties. It is thought that this is reflected in our low staff turnover as a high premium is put on these elements of the employment environment.
- 4.2 The staff survey also tells us that pay offers in SCRA continue to cause staff some concern. The parameters set out by the Scottish Government are expected to continue for the next year. We do however want to ensure that our staff pay offers remain competitive across the public sector and recognise the commitment and value that we place on our staff. For 2020/21, we will undertake a transparent benchmarking exercise and aim to respond as best we can within the limited flexibilities available to us. Our aim again in 2020/21 will be to resolve pay negotiations earlier for staff than in previous years.
- 4.3 One of the areas we will seek to resolve in the 2020/21 pay offer is the long ongoing issue of paying allowances to Senior Practitioners in addition to the Reporter grade rather than a recognised substantive grade for the role of SP. This will require the development of a new grade within SCRA's pay and grading structure and will be fully aligned with SCRA's job evaluation structures.
- 4.4 The development of SCRA's pay offer will also recognise the high gender pay gap that SCRA is currently reporting. This is principally because of the composition of the workforce. However, considerations of improving pay for the lower paid across the organisation, who in the main are women, may have a positive impact on the pay gap.
- 4.5 Reward is not always about financial reward but can also be about receiving good and constructive feedback and support. In 2020/21 we will see the re-launch of SCRA's revised Supervision Framework which sets a clear framework in terms of regular, open and ongoing discussions with staff on an individual and group basis, broadening out the opportunities for discussing case and court work, personal wellbeing and development as well as providing the basis for good performance management. Our leadership/management development programme over the lifetime of the People Strategy, which includes a review of our management standards alongside our new Inclusive Leadership Behaviours, will focus on improved and consistent delivery of supervision. An array of supports for managers in improving their supervision practice are described at section 7 of this report for this workforce plan.

## 5. Workload Equalisation

- 5.1 SCRA acknowledges the importance of ensuring that there are fair and equitable workloads across the organisation, whilst recognising the need to be able to respond flexibly to variations in demands of work. The Senior Management Team, in support of the Operational Strategy, will work with operational management to review the data and what it tells us about the shape of current workloads and how that is affecting localities. Where required, we will take positive action to reshape our resources to better meet the needs of local workloads. In normal circumstances, this will be managed through natural turnover and resource management.
- 5.2 At the same time, and in partnership with Localities, we will develop a procedure that empowers Localities to respond appropriately and timeously in support of Localities who, and for whatever reason, face 'crisis points' in terms of workload. In these instances, we will maximise the use of our technology, utilise available resources and encourage cross locality working.
- 5.3 As part of the Sustainability Programme of work and following the implementation of CSAS we will consider the composition and structure of what a high performing and enabled Locality looks like. This will involve seeking local views and considering the number, shape and potential for new roles that Localities will require to function in a changing children's hearings environment. This action is likely to cross into Year 2 of the People Strategy and the 2021/22 workforce Plan.

## 6. Wellbeing

- 6.1 Health and wellbeing of staff is a key focus for SCRA, and whilst we might be deprioritising other areas of work whilst we implement our new case management system, wellbeing remains high on our priority list. We saw at para 2.8, that we are experiencing an increase in long-term mental health absences – which are averaging at around 25% of all **long-term** absence. Across society, 39% of all employees have experienced poor mental health where work has been a contributing factor. If SCRA added short-term absence, to the long-term average, it is likely that SCRA could potentially reach a similar percentage. We, therefore, aim to provide a working environment, tools and supports that increase the opportunity for staff to experience good/better, mental health.
- 6.2 The Health and Wellbeing Group, has established a working group to achieve the Mental Health at Work Commitment and Standards. The Commitment provides a framework for employers who recognise the importance of promoting staff wellbeing. This framework sets out six clear standards based on what best practice has shown is needed to make a difference and better equip employers to create an environment where employees can thrive. The six standards are:



- Prioritise mental health in the workplace by developing and delivering a systematic programme of activity
  - Proactively ensure that work design and organisational culture drive positive mental health outcomes
  - Promote an open culture around mental health
  - Increase organisational confidence and capability
  - Provide mental health tools and support
  - Increase transparency and accountability through internal and external reporting.
- 6.3. One of the first tools to be delivered to staff, and which fall from our work on recognising and understanding secondary trauma, will be the implementation of a new individual Wellness Action Plan. These are individually agreed plans between a member of staff and their line manager that considers what both parties need to consider so that the member of staff can stay well at work. These will be reviewed in supervision and will move with the employee if they transfer to new roles within SCRA.
- 6.4 The implementation of trained Mindfulness Champions and Mental Health First Aiders has received positive feedback from those staff who have had the opportunity to attend sessions or use the experience and knowledge of our MHFA and from those who deliver these supports to our workforce. We, therefore, intend to increase the numbers of trained employees over the next 12 months to ensure that there is more ready access for staff across all offices/Localities.
- 6.5 SCRA is starting a journey towards meeting the Scottish Government's Smarter Working Principles, which is an approach to organising work that aims to drive greater efficiency and effectiveness, enhancing personal and organisational outcomes through a combination of flexibility, autonomy and collaboration, utilising a range of practices, technologies and working environments. Our vision for smarter working is to support flexibility and collaboration through the working spaces and culture that we create. We acknowledge that this will take time and will form part of each annual workforce plan for the next 3 years. We will seek to create bright, welcoming and democratic workspaces which remove symbols of hierarchy, environments that promote open discussion and decision-making as well as supporting flexibility and choice, ensuring that our spaces are trauma sensitive and support the wellbeing of all our staff.
- 6.6 Following the training of managers on secondary trauma and trauma awareness, this will be rolled out to all staff in our second tranche of trauma awareness training. This will highlight that SCRA staff involved in children or young people's casework will often be witness to, or read or hear stories of traumatic events that have happened to children, young people and their families that they work with. This may make them vicariously vulnerable to trauma. The training will provide them with information and tools to recognise and manage this.

## 7. Development

- 7.1 We will implement the outcome of the Assistant Reporter role review over the next two years, so will likely feature in the workforce plan for 2021/22. The recommendations of the review are as follows:
- A working model of 1 Assistant Reporter to 4 Reporters. Where additional roles are required, these are likely to be converted from Support Assistant vacancies and from within current allocated budgets.
  - Guidance on the number of hearing sessions to be undertaken in each week
  - Recommendation that the postholder fulfils all aspects of their role including supporting the Reporter in court work
  - Access to all appropriate Practice Training so that succession planning can be supported and a knowledge of the delegated role of Reporter is available to them.
- 7.2 Following the implementation of CSAS and the potential change to roles and processes, we will review the impact of CSAS and, in consultation with UNISON and postholders, reflect accurately the role descriptor for each role, assess where other opportunities exist to deliver our commitment to better hearings and corporate parenting if capacity is available and aim to ensure that wellbeing and job satisfaction is evident across all roles within SCRA.
- 7.3 We will also review the roles and structure of the IT Team to prepare for the next stage of IT developments and services to both SCRA and CHS as the joint digital programme continues beyond the implementation of the MVP core systems.
- 7.4 We will continue to progress the Sustainability Programme of work that has seen an agreed change in shape to the Senior Management Team. Recruitment to the new senior roles of Head of Operations and Operational Managers will be progressed after the implementation of the CSAS system to provide continuity of support during that period.
- 7.5 We will develop an annual training plan for 2020/21 that will highlight the mandatory and optional training available to all staff. In 2020/21 this is likely to focus on principally CSAS training, Practice Training, Trauma Informed Training, Recruitment and Selection Training, How to Hold a Meaningful Conversation (the keystone to good supervision and support). Mindfulness and Mental Health First Aid training as well as accessing our broad range of e-learning modules that are available to all staff. We will also encourage staff to accurately record their personal development requirements on the e-hr system which will form the basis of future learning plans that will meet the specific needs of the workforce.
- 7.6 In late summer, we will launch our agreed Shadowing and Mentoring Scheme, which will create opportunities and partnerships, outside the normal line management relationship, to enhance career development, performance, learning or development opportunities for all staff. In advance of the launch, we will recruit internal mentors and provide them with on-line learning so that they are equipped and ready to support mentees on the launch of the scheme. The

scheme will also provide for external shadowing and mentoring opportunities and key contacts will be made to support this where requested.

- 7.7 We will explore and develop Inclusive Leadership Standards to support our aim of building an inclusive 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 to maximise 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.
- 7.8 We will work with Locality Managers to identify particular management development for that group which will be delivered across three or four events over the year. These will range from specific training to management communications to ensure that our leaders continue to grow in their role, share information and knowledge and build a network of support across Localities.

## **8. Engagement**

- 8.1 Inclusion, Mindfulness and Mental Health First Aid Ambassadors are now fairly well established across SCRA. SCRA has benefited from the local knowledge, focus and expertise that these staff share in Localities which helps to develop our culture to one of local ownership and awareness on many areas of legislation and good practice. It is important that we continue to support these roles and ensure that are enabled and have the capacity and support to provide this service.
- 8.2 Given the success of our Ambassadors outlined at 8.1 we want to extend opportunities for other Ambassadors into the areas of Learning and Digital. We currently have a very strong group of Digital Leads who are supporting the development of CSAS and acting as liaison between the development and Localities and there is a clear need to retain local expert system users over the next few years as CSAS continues to develop from MVP to the system that meets the majority of our staff and service user's needs. Likewise, we have a cohort of staff across the organisation who deliver local learning, or who have a real interest in the development of staff. As outlined in the workforce plan for 2019/20, we will seek to implement a network of learners who can advise and support the delivery of local and corporate training.
- 8.3 After the implementation of CSAS, we will take the opportunity to meet with staff to listen to them about the process of change and what, if anything, still needs to be done to achieve the best working environment that we can deliver. This will be the start of a series of organisational conversations led by EMT and held locally, to hear from staff about their working experience with SCRA. It will also provide an opportunity for EMT to understand better how it can improve on communications with staff to ensure transparency and consistency of message.
- 8.4 We will undertake a full review of the organisational Staff Survey to ensure that the questions continue to fit with a developing organisation. The challenge will be to retain the ability to measure against the good information we have

gathered in previous years so that we can assess how SCRA has progressed. This work will be taken forward by the Health, Wellbeing and Staff Survey Group.

## **9. Summary**

- 9.1 SCRA clearly recognises that in order to achieve its outcomes outlined in the 2021/23 Corporate Plan and People Strategy, it is important to put the workforce at the heart of SCRA. We are cognisant that 2020/21 is a year of significant change for SCRA and it is hoped that the Annual Workforce Plan recognises and is developed accordingly.
- 9.2 This workforce plan will deliver the first year of the People Strategy 2020/21.
- 9.3 We will discuss the workforce plan and its implementation in partnership with UNISON.

## **10. Recommendation**

- 10.1 The Board are asked to note the current workforce metrics and approve the workforce plan for 2020/21.

## Appendix 1

### What did we achieve in 2019/20?

- We implemented SCRA's new Corporate Induction Process
- We offered training to support staff on the Introduction to the Role of the Reporter
- We completed the review of our revised Recruitment and Selection Policy and Procedures, which include new policies on Internal Transfer Scheme and Probationary Period We have explored alternative recruitment campaigns to drive a more diverse candidate pool to SCRA's recruitment website
- We have reviewed the Assistant Reporter role and recommended a national Assistant Reporter working model which Localities will work towards achieving over the next two years.
- We continue to explore smarter and more efficient ways of work, exploiting the flexible working technology available to us and supporting Localities to develop their approaches to Smarter working
- EMT have agreed a sustainable and resilient service delivery model in 2019/20 and are planning the implementation of this in the next Corporate Plan (2020/23)
- We undertook a small voluntary exit programme to support organisational transformation programmes.
- We worked closely with UNISON on the development of the 2019/20 pay offer and in line with the Scottish Government Pay Policy Guidance
- Non-pay rewards were reviewed as part of the development of pay.
- We have embedded mindfulness practice across SCRA by training Mindfulness Champions.
- We have trained Mental Health First Aiders to work alongside local managers in supporting good mental health and identifying poor mental health.
- We have trained our managers and provided supports which are flexible, individually focussed and adaptable to provide care for staff vulnerable to vicarious trauma
- We have developed a workforce readiness, engagement and associated learning strategy to support the implementation of the new CSAS case management system.
- We have developed a shadowing and mentoring scheme for staff internally and externally to the organisation and are planning the implementing of this across the organisation.
- We have offered our Professional Managers Programme to non-management roles to increase our management capacity across SCRA.
- We are continuing to develop succession plans for key roles in SCRA

## Appendix 2

### Action Plan

No.	Action	People Strategy	Corporate Plan
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	1.4 and 1.6	3.4
2	We will develop a values based approach to recruitment and selection	1.2	3.4
3	We will explore and develop Inclusive Leadership Standards for Managers and will pilot these in senior management recruitment in the first instance	1.1 5.1	2.4 3.4
4	We will pilot e-recruitment and selection prior to broader organisational implementation	1.3	3.4
5	We will begin to track career progression, by protected characteristic, across SCRA	5.5	3.3
6	We will undertake a pay and benefits benchmarking exercise to inform pay offer development	2.3	
7	We will implement a new grade within the grading structure for the role of Senior Practitioner	2.3	
8	We will relaunch SCRA's Supervision Framework to ensure that all aspects of supervision are included e.g. wellbeing, case and court work etc.	2.4	
9	We will review workload data and take positive action to ensure fair, transparent and equitable workloads across SCRA	3.1	2.4
10	We will develop a process that enables and empowers Localities to flexibly support each other in times of workload peaks	3.2	2.4

<b>11</b>	We will begin to explore the composition of Localities to support high performance and flexibility to meet workloads	3.2	2.4
<b>12</b>	We will work towards achieving the Mental Health at Work Commitment and Standards	4.3	3.2
<b>13</b>	We will introduce individual and personal Wellness Action Plans	4.3	3.2
<b>14</b>	We will increase the number of trained Mindfulness Champions and Mental Health First Aiders	4.2	3.2
<b>15</b>	We will towards meeting the Scottish Government's Smarter Working Principles	4.4	2.5
<b>16</b>	We will roll out secondary trauma and trauma awareness training to all staff	4.2	3.2
<b>17</b>	We will implement the outcome of the Assistant Reporter role review	5.4	3.4
<b>18</b>	We will review the impact of CSAS implementation on roles	5.3	1.6
<b>19</b>	We will review the structure of the IT Team post CSAS development and implementation	5.3	1.6
<b>20</b>	We will recruit to the new senior roles of Head of Operations and Operational Managers and further consider the sustainable structure of SCRA	5.8	
<b>21</b>	We will develop an annual training plan and encourage staff to take responsibility for their own learning and development	5.2 5.6	3.4 3.3
<b>22</b>	We will launch our agreed Shadowing and Mentoring Scheme	5.5	3.3
<b>23</b>	We will explore and develop Inclusive Leadership Standards	5.1	2.4
<b>24</b>	We will work with managers on the management development programme	5.2	3.4
<b>25</b>	We will broaden our network of Ambassadors across SCRA to include Digital and Learning	6.5	2.4
<b>26</b>	We will commence a series of local organisational conversations	6.1	2.5
<b>27</b>	We will review the Staff Survey	6.1	2.5