SCRA Board Meeting

A G E N D A

Thursday 20th January 2022 at 10.30 a.m.
By Teams

Timing		Item	Purpose	Lead
	1.1	**Apologies**		
	1.2	**AOB**		
	2.1	**Minute of Meeting held on 15**		
	2.2	**December 2021**		
	2.3	**Action log**		
		Workplan		
	3.	**Finance and Resources**		**EM**
	3.1	Budget Planning 2022/23	**Info**	
	4.	**Staff Survey results 2021**	**Info**	**NH**
	5.	**Strategy and Planning**		**LB**
	5.1	Business Plan	**Info**	
	6.	**New Risks**		
		Lunch Break		
	7.	**Risk Management Workshop**	**Development**	**BDO**
	8.	**Close**		
		Next Meeting		
		Tuesday 22 March 2022		

**Scottish Children's Reporter Administration
Minute of SCRA Board Meeting held on
Wednesday 15 December 2021
By Teams**

Present:
Michelle Miller (Chair),
Jim Edgar,
Susanne Vestri,
Anela Anwar
Martin Toye,
Kay Barton,
Lorraine Moore,
Tam Baillie

In Attendance:
Neil Hunter (Principal Reporter/Chief Executive),
Ed Morrison (Head of Finance & Resources),
Alistair Hogg (Head of Practice and Policy),
Susan Deery (Head of Human Resources)
Lisa Bennett (Head of Strategy & OD)
Monica Sweeney (UNISON Branch Secretary)
Pamela Armstrong (Governance Officer, Minutes),
Gillian Henderson (Information and Research Manager), Item 10
Ian Fitheridge (Scottish Government Sponsor Team)

			Timescale	Action
1.1	**Apologies** Jim Edgar (Board Member) Paul Mulvanny (Senior Operational Manager) Helen Etchells (Senior Operational Manager) Lawrie McDonald (Digital Programme Director)			
1.2	**AOB** **2022/23 Budget** • 2022/23 budget discussions with the SG sponsor team are ongoing. SCRA have submitted extensive material and had discussions with the finance lead for the directorate. All continue to be very supportive. • There are regular pressures around pay and pension. As part of 5-year financial strategy there have been a number of discussions around these recurring year on year pressures. Other pressure accumulated have been focused around SCRA recovery and sustainability. • The board are concerned and disappointed by the current situation but are reassured by discussion with the PR/CE and Sponsor Team. • The draft budget will be brought back to the January 2022 Board who can approve based on grants and aid commitment to provide in year funding is acceptable. Identified areas where we can pull back activity and any risks will be set out in January.			

		Timescale	Action
2.	**Declarations of Interest** None		
3	**Minutes/Committees**		
3.1	**Minute of Board Meeting held on 22 September 2021** Approved		
3.2	**Work plan/Action Log** Approved		
3.3	**Matters Arising** None		
4.	**Audit & Risk Committee** **Draft Minute of Meeting held on 18 November 2021** Jim Edgar, Chair of the Audit and Risk Committee and Board Member updated the Board in the following areas: • Quality Assurance & Performance o Identification of the most relevant/appropriate section 67 ground for the referred child (non-offence referrals) o Case Sampling Annual Progress Report o Annual report on Joint Inspections of Children's Services • Internal Audit o Inclusion & Equalities o Locality Risk Management o Progress Report 2021-22 • Digital Strategy - CSAS MVP Closure Report • Strategic & Operational Risk Registers • Risk Management Policy • Annual Fraud Report 2019/20 The next meeting of the Audit and Risk Committee will be held on 17th February.		
	Reports		
5.	**Chief Executive's Report** The Principal Reporter/Chief Executive spoke to the update report, which detailed a wide range of activity across the organisation. **Noted:** Updates were given on the following areas. • Staff Partnership • Strategic Partnerships • Virtual Hearings • Standard Operating Model • CSAS Implementation • Sponsor Team Liaison • SCRA Recovery Update • Inclusion and Diversity Forum		

		Timescale	Action
	• Families Affected by Drug and Alcohol Use in Scotland • SCRA staff survey 2021 **Issues arising during discussion:** • Discussions continue with Scottish Government around the re-enactment of emergency legislation. The PR/CE will engage with the SG Sponsor Team and determine a pathway and respond to the Board in terms of any Board support required. • The Board were encouraged to see the positivity as a result of the OHOV work. SCRA/CHS Chairs will meet with Scottish Government to discuss future engagement with OHOV and how best to do this. • The Board would like to explore how as a group they can do more detailed work around how to attract more candidates for next round of Board recruitment. • SCRA are currently in active dialog with The SG sponsor team on the cross border issue. This is hugely complex and any engagement needs to be meaningful. It has been asked if the hearing system can offer an interim solution with a longer term solution offered through the care and justice bill. • The Board expressed their thanks to all SCRA staff for the power of work done in difficult circumstances.		
6.	**Budget Monitoring** The Head of Finance & Resources introduced the report, which provides a summary of SCRA's financial position for year to November 2021 and forecast (based on October results) for the full year 2021/22. **Noted:** • The Scottish Government has allocated revenue funding of £25.16m for 2021/22. In discussions with Sponsor Team and the Scottish Government about hand back of 2020/21 grant funding, it was agreed that SCRA retain revenue underspends and review in the autumn the requirement for the additional in-year funding of £1.5m assumed in setting the 2021/22 revenue budget. The Board approved a revenue budget of £26.96m in March, on the basis that a further £0.3m of reserves could be used to support business priorities. • The Scottish Government has allocated capital funding of £1.9m for 2021/22 and the Board approved a £1.9m capital budget in March. A request for an additional £100k of capital funding was discussed at a recent meeting with Sponsor Team and Scottish Government Finance Business Partner and has been included in grant requests. • The overall accruals based revenue underspend forecast is £216k (0.8%). The revenue budget will be brought back into balance if there are no further changes to forecast and SCRA draws down grant in aid of £26.260m		

			Timescale	Action
		and contributes £485k from reserves. With additional capital funding of £100k the capital budgets show little variance at this stage. **Agreed:** • The Board noted the revenue and capital positions for the year to November 2021, acknowledged and thanked the finance team for their work.		

7.		**Data and Performance Report**
		The Data Manager introduced the report, which provides a proposal based on discussions at the Board development day in November, to look at the OPR and decide the best way to proceed with its development based on elements of: -
		• our historical approach to the OPR,
		• relevant data reporting from the pandemic and recovery period and
		• new reporting capabilities arising from CSAS implementation.
		• Alignment to the priorities within our corporate and business planning.
		
		Noted:
		• The OPR is a report produced quarterly by the Quality and Performance Team to provide the Board with oversight of SCRA performance. This supports Board members in terms of ensuring that they are holding SCRA accountable for performance and have the information they require as a Board.
		• The OPR was paused during 2020 due to the pandemic and migration to our new case management system but should now be reinstated. Rather than just continuing the existing report, the discussion at the Board development day provided useful insight around how the report could be improved in relation to the changes seen over the past year.
		
		Agreed
		• To approve the proposed changes to the OPR:
		  o Changing the four quadrants;
		  o Updating the measures within;
		  o Adding in a 'spotlight on feature'; and
		  o Removing annual data from the Q4 OPR and bringing the official statistics to the June Board meeting.		

9.		**SCRA Corporate and Business Plan**		
a.		**SCRA Business Plan 2021/22 – Performance Report** The Head of Strategy & OD introduced the Business Plan performance report 2021/22, which will be used as one of the mechanisms to inform the development of the Business Plan 2022/23.		

			Timescale	**Action**
	Noted: - Performance against the Business Plan has historically been reported through a line in the quarterly OPR, giving the Board a sense of relative completeness of objectives. - A new software system was implemented this year, to aid planning and monitoring of the organisational aims, objectives and actions – ZOHO; the system details each action and links them to corporate aims and objectives, allowing users to update their progress against these. - Interrogation of ZOHO allows the planning manager to assess performance against plans, identify areas not progressing and form a greater sense of what is being delivered. - In September, the Board were introduced to an improved style of monitoring performance against the objectives in the form of a Business Plan Performance Report. Feedback was received, taken on board and now reflected in the report.			
b)	**SCRA Corporate and Business Plan 2022/23** The Head of Strategy & OD introduced the report which seeks Board approval for a one-year extension to the Corporate Plan 2020/23 following recommendation from EMT. The report also provides a first draft of the Business Plan for 2022/23, and timescales for completion. **Noted:** - Every year SCRA publishes its Business Plan for the year ahead. The purpose of the plan is to: - Set out the actions that will deliver SCRA's strategic outcomes and key priorities during the forthcoming year; - Outline the governance arrangements supporting the plan; and - Provide information about the ways in which SCRA will measure and monitor performance improvement. - Development of the Business Plan will be informed by the performance to date against the current business plan alongside what is still outstanding in the Corporate Plan and any new or related activity that requires to be prioritised. SCRA's Performance report will be used with strategy leads to support this work. - In accordance with the current framework, the 2022/23 plan will provide a detailed picture of how SCRA will seek to deliver the third year of its Corporate Plan 2020/23. **Approved:** - To approve the proposal to extend the Corporate Plan 2020/23 to 2024. - To note/provide feedback on version 1.0 of the 2022-23			

			Timescale	Action
		Business Plan and to agree timetable for development.		

10.		**Keeping The Promise Update**
		The Head of Strategy & OD introduced the report which provides an overall update of the activity that has been taking place as well as provide visibility of a number of related reports and information that has been circulated to advance this work.
		
		Noted:
		• SCRA committed to Keeping the Promise and to ensuring that we positively and effectively collaborate with our partners in doing so.
		• Since the Promise reports were published and later the Plan 21/24 and the Change Plan, work has been taking place internally to ensure that we were well placed to see through our commitment to this work
		• Previous reports to the Board have laid out our interpretation of the 'asks' of the Promise – that we see it forming two key strands of work, Reform and Improvement and that we recognise the interplay between these strands.
		• As we undertake the critical work presented in Keeping the Promise, there are a number of areas that we must bear in mind:
		   ○ Recognising the change and improvement that is and has historically been happening – albeit slowly and seeing the evolving Promise Action Plan as significantly adding to this in terms of scale of ambition
		   ○ Recognising (and accepting) that certain organisations such as SCRA are in an acute pandemic response and recovery state and balancing a plethora of competing pressures, operational risks and challenges
		   ○ The need for a programme of engagement at regional and national level – at the appropriate time – bringing a wider range of voices into the conversation
		   ○ Keeping a watching brief on the 'structural' discussions to ensure that they do not go in the wrong direction, follow all due process, don't consume all of our energy and preoccupy our time.		

9.		**Policy & Influencing Report** The Head of Practice & 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. **Noted:** The report provided updates in the following areas; • Pending legislation & Parliamentary Work		

			Timescale	Action
		- o The review of section 12 of the Children and Young Persons (Scotland) Act 1937 and section 42 of the Sexual Offences (Scotland) Act 2009 was published on 14th October 2019 - o Citizen Participation and Public Petitions Committee - o The Children (Scotland) Act 2020 - o Vulnerable Witnesses (Criminal Evidence) Act 2019 - o Children (Equal Protection from Assault) Act 2019 - o The Disclosure (Scotland) Act 2020 - o The Coronavirus (Scotland) Act 2020 - o Age of Criminal Responsibility (Scotland) Act 2019 • Other Consultation Responses - o Register of Curator ad Litem etc. Consultation - o Regulation of Child Contact Centres Consultation - o Covid Public Inquiry and Covid Justice Recovery Consultation - o National Care Service Consultation - o Community Justice Scotland – Strategy Consultation - o Consumer Duty for Public Bodies Consultation - o Data – A new Direction – UK Government Consultation - o Live consultation exercises on the GIRFEC refresh, the Scottish Crime and Justice Survey, a scoping consultation on the 'Bairns Hoose' and on Bail and Custody Release Arrangements are ongoing • Current partnership & collaborative work - o New Joint Investigative Interview Training - o Online Training – developed for North Lanarkshire - o Child Trafficking and Exploitation - o Restorative Approaches - o Children's Rights - o Understanding Child Exploitation in Scotland (UCES) - o Contextual Safeguarding Network - o Early Intervention Working Group - o Secure Care Group • Research • Additional Work - o Scoping of External Training Delivery - o Children's Hearings Improvement Partnership (CHIP) - o Safeguarder Court Training - o Children's Hearing – Training for schools / information for staff and pupils - o Advocacy for Children's Hearings • Horizon Scanning		

			Timescale	Action
	- o Independent Care Review - o Barnahus in Scotland - o Improving the Management of Sexual Offences Cases - o Victims Taskforce - Other Influencing Work & Training **Issues arising during discussion:** - The report reflects the high standing of SCRA and the amazing array of effort and work. - It was agreed that whilst this was another excellent and in depth report. Some reformatting of the approach and language to this report was suggested and will be taken forward by HoP&P in discussion with Policy and Public Affairs Manager - The Board expressed its thanks to the Practice and Policy team.			
10.	**Research Plans 2022/23** The Information & Research Manager introduced the report, describing the research projects planned for 2022-23, our current research activities, and research published this year. **Noted:** - Research completed in 2021; - o Home CSOs – effectiveness of decision making and outcomes. - o Development and piloting of a children's disability toolkit. - Current research; - o Evaluation of Our Hearings Our Voice (OHOV) - o Children aged 12 to 15 years involved in offending - o Decision making and outcomes for children under 12 with CSOs in residential care - o Born into Care: infants becoming looked after in Scotland - Planned research - o Exploring care experienced children and young people's experiences of sibling imprisonment - o Exploring the impact of Virtual Hearings on participation, rights and decision making - o Impact of new laws to protect and support the relationships of children in care with their brothers and sisters. **Agreed:** To approve SCRA's proposals for changes to its plans for research in 2022-23.			
11.	**SCRA Whistleblowing Policy** The Head of HR introduced the report recommending the Board			

			Timescale	Action

	approve the revisions to SCRA's Whistleblowing Policy.
	
	Noted:
	• In line with legislation, SCRA implemented its first Whistleblowing Policy in 1999 with the introduction of the Public Information Disclosure Act (PIDA). The Board adopted this policy as part of the Board's Governance Framework and as such requires the Board's approval for any subsequent changes.
	• The main changes to the Policy are as follows: -
	    o Changing the language from a 'new' policy to that of an established policy.
	    o Clarity on the protections available to staff and the length of time those protections last.
	    o Protected disclosures can also relate to the actions of any third party contractor.
	    o Personal grievances are not covered by this policy unless in the public interest.
	    o Clarity on making disclosures to the media.
	
	Agreed:
	• To approve the revised Whistleblowing Policy.			

12.	**Overview of Policies Annual Report** The Governance Officer introduced the report recommending the Board; • Note the programme of policy reviews undertaken in 2021 • Consider and approve the core policies list and suggested additions, in line with best practice • Review and agree the schedule planned for 2021 and the proposed delegations for approval. **Noted:** • All policies are available to staff via Connect (SCRA's intranet). • To comply with the Public Sector Equality Duty (PSED) all new/revised policies, processes and/or practices require an EHRIA. Significant progress has been made in ensuring this compliance and strong joint work has been established with the SCRA Equalities Review Group who offer support, quality assurance and direction as well as oversight of plans and refinements to negate or reduce any assessed impacts. • The HR Sub-Group of the National Partnership Forum deals with policies that affect employment and/or that may have an impact on staff at work. • Health and Safety policies are monitored and tracked by the Health & Safety Committee. **Agreed:** • To approve the core policies list and suggested additions, in line with best practice			

		Timescale	Action
	• To agree the schedule planned for 2022 and the proposed delegations for approval.		
13.	**Strategic & Operational Risk Registers** The PR/CE spoke to the report providing an update to the Board on the Strategic and Operational Risk Registers. **Noted:** • The Risk Registers were last reviewed by the Audit and Risk Committee at its November 2021 meeting and the Board at its June 2021 meeting. • 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. • The Risk Registers are kept under review by the Executive Management Team (EMT) and the Planning and Performance Network (PPN). • 2021/22 Locality Plans have linked Locality Risk Registers and the common risk themes have been reviewed by EMT. • The risk register format includes an assessment of inherent, residual and target risk in order to demonstrate the impact of existing control mechanisms and to link the agreed organisational risk appetite. • The risks across both registers focus on the ongoing challenges in the delivery of a safe and effective service with the focus on capacity, resources and information governance. **Agreed:** • To approve the Strategic and Operational Risk Registers.		
14.	**New Risks** No new risks were identified.		
	Date of Next Meeting Thursday 20 January 2022, by Teams		

Board Action Log as at January 2022

Meeting/ Item	Action	Timescale	Owner	Comments	Status
Sep 21 **SCRA Annual Report**	Review the use of abbreviations within the report.	Sep 22	LB		Not yet due

SCRA Board Meeting Workplan January 2022

Business Item	Wed 15/12/21	Thu 20/01/22	Tue 22/03/22	Wed 22/06/22	Wed 21/9/22
Strategic/Corporate					
Policy & Influencing Report	✓			✓	
Research Programme	✓				
Risk Register	✓			✓	
Governance					
Audit Committee Minutes	✓		✓	✓	✓
Committee Annual Reports				✓	
Nominations Committee Minutes			✓	✓	
Board Committee Membership	✓				
SCRA Standing Orders Review (Next due 2022)			✓		
Finance					
Budget Monitoring Report	✓	✓	✓	✓	✓
Draft Budget			✓		
Annual Report & Accounts					✓
Financial Strategy					✓
Planning					
Draft Corporate, Corporate Parenting & Business Plan	✓ (BP)	✓	✓		✓
Draft Annual Report					✓
Annual Workforce Planning Report			✓		
Communications Plan				✓	
Performance					
Organisational Performance Report	✓		✓	✓	✓
Operational					
Locality Performance Reviews				✓	
Chief Executive's Report	✓		✓	✓	✓
Complaints Review				✓	
Equalities Annual Report				✓	

Business Item	Wed 15/12/21	Thu 20/01/22	Tue 22/03/22	Wed 22/06/22	Wed 21/9/22
Environmental Annual Report			✓		
Overview of Policies Annual Report	✓				
Health & Safety Annual Report			✓		
Efficiency Report			✓		
Procurement Report				✓	
Property Strategy				✓	
Keeping the Promise update	✓		✓	✓	✓
Review of Risk Policy			✓		
Staff Survey		✓			
Agile Policy (Next review Sep 2024)					
SCRA Framework Document (next review 2024)					
SCRA Whistleblowing Policy (next review Dec 2024)	✓				

SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

SCRA Staff Survey 2021

Accountable Director: Neil Hunter   **Date:** 20 January 2022

Recommendation:
1. To note the results of the SCRA survey 2021 2. Agree that the PR/CE and Head of HR/Workforce present further updates on actions arising from the 2021 Survey results following consultation with the Health and Wellbeing Group

Reason for Report   At request of Board

Resource Implications   To be assessed

Strategy   In line with Corporate Plan

Equalities Duties   Indicate whether an Equalities and Human Rights Impact assessment (HRIA) is required and has been completed. Describe in the body of the report any issues/findings/adjustments that have been made.

Equalities Impact Assessment Required/Completed

☐   Yes

■   No

Issues/action points:-

Consultation   Health and Wellbeing Group
Document Classification   Open

1.   Background information

1.1   This is the 13th staff survey SCRA has conducted. For the last 5 years the staff survey has been developed and overseen by the joint SCRA/UNISON Health and Wellbeing Group. In 2020 there was significant deviation from the staff survey format that had historically been in place to reflect the specific circumstances of the COVID pandemic as well as internal organisational changes taking place across 2020/21. The focus of the 2020 staff survey was therefore COVID response, staff wellbeing, home working arrangements, staff support and introduction of new technology. The 2020 staff survey was reported to the SCRA Board and the staff group simultaneously (via Team Brief).

1.2   The Health and Wellbeing group were keen to ensure that in developing the 2021 staff survey we took the opportunity to review and strengthen our approach, ensure that the survey was relevant and covered the right topics, fused the best of the historic approach with the continued priorities identified in 2020 and had an ongoing focus on issues such as wellbeing, communication, workload, inclusion and diversity.

1.3   A small group was tasked with the reviewing and developing the survey for 2021 and took advice from the SCRA Research Team, who have well recognised expertise on development of qualitative information gathering tools, on issues of survey design, question formulation, scoring arrangements etc. The Health and Wellbeing Group were aware of the need to balance comparability over previous years, with ensuring that the survey was contemporary, broke new ground in areas of scope and was refreshed in terms of its reliability. As part of the redesign of the survey a number of pilot testing exercises were[1] undertaken to assess usability. The survey was launched in November 2021 for 3 weeks on the staff intranet and actively promoted. The key aspects of the final survey structure were:-

- **Our organisational priorities** – giving staff an opportunity to shape the kind of issues SCRA should be focussing on in the next 12 months
- **Future working arrangements in SCRA** – collecting views on what's important to support and improve future working arrangements in the organisation
- **CSAS and digital** – current support and learning arrangements and future development priorities for our core system and other digital ways of working
- **Working in my team** – thinking about the support you receive, workload, change and consultation
- **My wellbeing** – a focus on physical and mental health, the impact of the supports we have provided to date and the types of support we need for the next 12 months
- **Communication in SCRA** – the regularity and adequacy of different forms of communication and how we keep moving ahead and making this as effective as possible
- **Inclusion and diversity** – the extent to which we are making progress as an organisation which promotes respect and inclusion as an employer and as a service
- **Learning and development** – we have agreed that 2022/23 we will have a major push on learning and development - what should our priorities be for the next 12 months – for you and the organisation as a whole

1.4   The focus of this initial report is to highlight the results of the staff survey to the Board. More detailed analysis/interpretation which has accompanied previous years staff survey results is not yet ready as a result of the need to quickly change organisational priorities in December. The Data Manager has however broken down survey results to

---

[1] Aspects of the measurement indicators for the 2021 survey have been updated and scoring scales amended – this by necessity makes direct comparison with survey results up to 2019 imprecise and some caution in interpretation must be exercised.

Locality and Team level and these have been circulated to managers for discussion and factoring into local and team level planning. In relation to operational Localities the issues picked up at team level will be an area of focus for Senior Operational Managers in their forthcoming performance reviews.

1.5   The PR/CE and Head of HR/Workforce have also not yet had the opportunity to sense check the results with the SCRA/UNISON Health and Wellbeing Group. Following a number of internal dialogues we will bring further work to the March Board on how we intend to respond to the survey results – likely to be a fusion of existing plan and new activities. The January Team Brief will also cover the staff survey results.
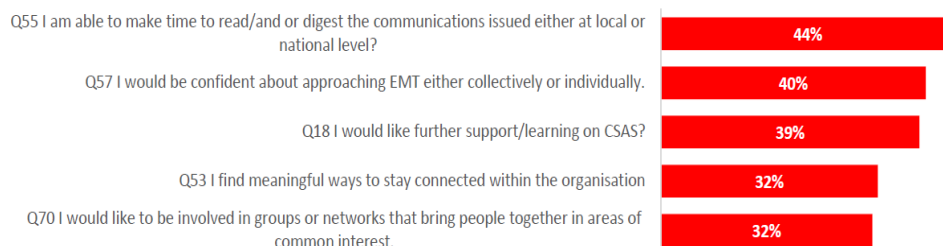
2.   Staff Survey results 2021

2.1   In total 231 (44% of all staff) staff completed the survey, compared with 240 (50%) staff in 2020. The staff survey across the last several years had been regularly attaining a 50% return rate so 2021 is slightly down on that. It is worth noting that in response to COVID the total number of staff has increased as a result of the development of the recovery team.

2.2   At a very high level the most positive responses across the survey as a whole relate to inclusion and diversity, support around harassment, health and wellbeing, with the most negative responses relating to time to digest communication, approachability of EMT, further learning support on CSAS, meaningful ways to connect with SCRA, willingness to be involved in networks/groups

Areas with the most positive reponses

Q64 I understand my individual responsibility for inclusion and diversity and how this relates to my role.	94%
Q60 SCRA is committed to equalities, diversity and inclusion	87%
Q63 If I had a concern about harassment or discrimination I know where and how to report that concern	84%
Q41 Generally, my physical health at work is good	84%
Q42 I believe that SCRA provides me with regular, useful and proactive information or opportunity to improve/maintain my health and wellbeing at work?	83%

Areas with the most negative reponses

Q55 I am able to make time to read/and or digest the communications issued either at local or national level?	44%
Q57 I would be confident about approaching EMT either collectively or individually.	40%
Q18 I would like further support/learning on CSAS?	39%
Q53 I find meaningful ways to stay connected within the organisation	32%
Q70 I would like to be involved in groups or networks that bring people together in areas of common interest.	32%

2.3   Results by theme

1.   Our organisational priorities

(a)   Keeping me connected

I want SCRA to keep me up to date on the following areas of work (please choose three from the list of options)	Count	%
CSAS developments	136	60%
Standard Operating Model	121	53%
Virtual Hearings	97	43%
Keeping The Promise	94	41%
Legislation	92	41%
Policy	58	26%
Partnership	34	15%
Health and wellbeing	90	40%
Inclusion and Diversity	37	16%
Learning and development opportunities	103	45%
Consultation on the care service	23	10%

(b)   Barriers to my involvement

By far and away workload pressures and capacity remain the single biggest factor which need to be overcome in relation to staff engagement in organisational life, advancing priorities and developing future approaches. This is consistent with staff survey results from previous years and remains a real and present challenge for SCRA.

What would enable you to have the time and capacity to get involved in the development activities listed above? You can choose more than one.	Count	%
Line manager permission	38	17%
Support from team mates	24	11%
Workload capacity	179	81%
Work pattern	19	9%
More awareness of opportunities	85	39%
Lack of confidence	21	10%
How to approach people about it	13	6%
Lack of knowledge of the activities	44	20%

(c)   Confidence about the future in SCRA

62% of respondents felt that they were confident about the future in SCRA, with 14% feeling that they were not. One in 4 staff (24%) answered don't know to this question

	Yes	No	Don't know
I feel confident about the future in SCRA...	62%	14%	24%

(d)   Priorities for SCRA policy review and organisational development

4

In areas that staff felt were priorities for SCRA to review the following were ranked most highly:-

- Roles in SCRA – 56%
- Staff Wellbeing – 55%
- Learning and Development – 49%

The lowest priority for review were holiday buying and selling (15%), flexi time scheme (14%) and Internal Partnership (13%).

Over the next 12 months, what areas would you like SCRA to review? Please choose your top 3 options.	Count	%
Flexi time scheme	31	14%
Learning and development	107	49%
Holiday buying/selling policy	32	15%
Office environments	69	31%
Staff wellbeing	121	55%
Further investment in digital	59	27%
Organisational structure	58	26%
Roles within SCRA	123	56%
Internal partnership working	28	13%

2. Future working arrangements in SCRA

(a) Agile working

A high number of staff felt supported by their line manager, with only 3% disagreeing . 1 in 10 of SCRA staff disagreed with the direction taken by SCRA in relation to agile working. Sixty nine percent of staff felt the access and support arrangements in place at teams level were conducive to agile working.

	Agree	Neither agree or disagree	Disagree	Don't know
I am confident in the direction SCRA is taking with agile working?	67%	18%	10%	5%
My manager supports me to work in an agile way?	80%	13%	3%	3%
My team are accessible and support each other while we work in agile ways?	69%	19%	9%	4%

(b) Effective management of change

The current operating context for SCRA is one of rapidity of change, much of which has been happening in the external environment, but a significant proportion of it remains within our control. An effective approach to managing and supporting people through change is therefore essential.   A third of respondents didn't know whether they could be confident of support to manage future change, over half felt that they would. Improved communication, access to learning opportunities and direct engagement/consultation with staff were rated as the most important elements of future effective management of change. Over half of people felt they would lack confidence or be unable to directly challenge how things are done in SCRA – and this will require further thought in our journey towards an open and transparent culture within the organisation.

	Yes	No	Don't know
I am confident that I will be supported in future changes in SCRA?	54%	16%	30%

The things I need to feel supported to respond to future changes are:	Count	%
Improved communication	120	58%
Direct engagement	96	46%
More consultation	85	41%
More regular team meetings	62	30%
More learning/training opportunities	109	53%
Support from my line manager	49	24%

	Yes	No	Don't know
Do you have confidence in the organisation to manage change successfully?	51%	21%	28%
I feel able and confident to challenge the way things are done in SCRA?	46%	31%	23%

3. CSAS and digital

(a) CSAS

CSAS was introduced to SCRA in Autumn - Spring 2020 as a minimum viable product (MVP). A programme of work has been planned throughout 2020/21 and beyond to respond to user experience and needs – both in terms of training, user confidence/competence and system development/improvement. Many hundreds of elements of user feedback have been compiled to inform and stratify these programmes – some of which may not be visible to staff at the point of staff survey. This may to some extent be reflected in the result below. There is an appetite for further learning opportunities on CSAS and other new digital platforms which have been brought into assist with the pandemic response and these feature strongly in future plans for 2022/3 as part of our overall approach to improving SCRA's digital maturity.

	Agree	Neither agree or disagree	Disagree	Don't know
I have opportunities to suggest change and improvement to CSAS?	58%	25%	13%	4%
When I give feedback on CSAS, I feel my views are listened to?	25%	36%	23%	15%

	Yes	No	Don't know	Not applicable
I feel the training I have received in 2021 has helped me develop my skills in working with the IT packages that I use?	50%	28%	10%	12%

	Yes	No	Don't know
I would like further support/learning on CSAS?	50%	39%	11%

(b) Digital infrastructure

6

	Very good	Ok	Poor
Reliability and connectivity – My connection when working away from the office is generally...	48%	47%	5%

	Yes	No	Don't know
I have the right equipment to carry out my role?	70%	26%	5%

If no, what do you need/what would help?	Count	%
New laptop	13	19%
Mobile phone for home working	49	73%
Office kit for home (desk/chair)	16	24%

Of those who felt they needed additional equipment the majority wanted access to a work mobile phone. All staff were given permission to purchase and reclaim for pay as you go type mobiles where this was necessary – they are basic and functional – but our approach to wider access to higher functioning devices is currently being actively considered within our existing contractual arrangements.

4. Working in my team

(a) SCRA's vision, values and priorities

As with previous years the ratings in relation to the organisations values and priorities remains very strong, as is the relationship between job roles and priorities.

	Yes	No	Don't know
I know and understand SCRA's vision, values and priorities over the next 12 months.	83%	5%	13%

	Yes	No	Don't know
It is clear to me how my job relates to SCRA's priorities?	80%	7%	13%

(b) Job satisfaction and morale

Morale has seen a significant drop from the last comparative period (2019 – 76% rated morale as positive). Enjoyment of job in 2019 was 86% so has fallen, albeit remaining at a relatively high level.

	Yes	No	
Q26 Overall, I enjoy my job	80%	20%	

	Agree	Neither agree or disagree	Disagree
Q27 Overall, my morale at work is good	56%	20%	23%

(c) The support I receive

Pride in working for SCRA has dropped a little since 2019 (80%) as has support from my line manager (80% in 2019) as has support from team and colleagues (90% in 2019). All of these measures require in depth reflection in light of and in the context of the pandemic, lockdown and restricted access to offices and other work related social spaces and activities. Workload

measures have seen a dramatic shift from 73% in 2019 (a 13 year high) to 48% - amongst the lowest we have recorded in a staff survey[2].

	Agree	Neither agree or disagree	Disagree	Don't know
I am proud to say that I work for SCRA	74%	21%	3%	1%
I get the support I need from my line manager	77%	13%	8%	1%
I get the support I need from my Locality/Team colleagues	75%	19%	4%	1%
I have an acceptable workload	48%	29%	22%	2%

(d)   Professional challenge and reward

	Agree	Neither agree or disagree	Disagree	Don't know
I am given the necessary autonomy to carry out my role	81%	12%	7%	0%
I am sufficiently challenged in my role	77%	15%	7%	1%
I am consulted on decisions that affect my work or role	48%	26%	22%	4%
I get clear feedback on how I am performing in my job	66%	21%	13%	0%
I am satisfied with the overall terms and conditions package that SCRA offers	80%	10%	10%	1%
Compared to people doing a similar job in other organisations I feel my pay is reasonable	47%	17%	30%	6%

5.   My Wellbeing

(a)   Mental and physical health

Staff sense of physical and mental health at work is rated fairly high by respondents. Despite the strains and pressures across the organisation this feels like a positive platform on which to build our ongoing health and wellbeing programme.

	Yes	No	Don't know
Generally, my mental health at work is good	74%	16%	10%
Generally, my physical health at work is good	84%	11%	4%

---

[2] Aspects of the measurement indicators for the 2021 survey have been updated and scoring scales amended – this by necessity makes direct comparison with survey results up to 2019 imprecise and some caution in interpretation must be exercised.

(b)   Support for my wellbeing

Over the last 5 years employee wellbeing has been a major organisational priority. Despite all of the significant pressures on SCRA staff there is a very high level of positive respondent of the information, relevance and sufficiency of wellbeing information and opportunity.

	Yes	No
I believe that SCRA provides me with regular, useful and proactive information or opportunity to improve/maintain my health and wellbeing at work?	83%	17%

What information and support have I found supportive to my mental health at work?	Count	%
Increased awareness of mental health issues across the workforce	88	40%
Empathy and support shown by managers and colleagues	110	50%
Access to counselling service	39	18%
Consideration and discussion about reasonable adjustments in the workplace	37	17%
Access to Mental health first aid trained colleagues – who can listen and signpost for professional support	6	3%
Promotion of agile working	122	55%
Promotion of flexible working	112	51%
National and Local wellbeing groups designing a plan of activity to support wellbeing	42	19%
Access to personal resilience technique support e.g. mindfulness, mentoring, coaching	45	20%
Managers responding to remote working challenges	44	20%
Not applicable	15	7%

(c)   Managing my workload

Whilst the vast majority of staff reported managing working hours within SCRA's existing flexibility arrangements, there continues to be a significant level of working outwith hours and at weekends. This pressure of work follows on from previous staff survey results and previous research we have undertaken where capacity at individual and team level remain highly challenging and where there are limited immediate solutions to hand.

	Yes	No
I can manage my working hours within the parameters of SCRA's Flexi Scheme?	82%	18%
I can manage a good balance between home and work life	83%	17%

	Regularly	Occasionally	Never
Do you regularly work at weekends/non working days (not planned overtime)?	21%	42%	37%

Do you regularly work at weekends/non working days (not planned overtime)? If answered regularly to Q48, why?	Count	%
Managing my workload	34	56%
Pressures of workload	42	69%
Supporting team members	16	26%
Quieter working environment	9	15%
Suits my personal circumstances	11	18%
Providing cover	3	5%
Keeping on top of emails	28	46%

(d)   The working environment

This strong finding is welcome and reinforce the approach which has been taken by SCRA. We need to try and find ways to understand more about the concerns of the 11% who answered no. More in depth analysis of the individual comments may assist here.

	Yes	No	Not applicable/or working from home
I believe SCRA provides me with a safe and welcoming working environment when I work from the office/Hearings suite	79%	11%	10%

6.   Communication in SCRA

Many/most of the communications measures have shown improvement from 2019 which is encouraging and may give insight into the significant efforts from the Communications team, the HR Team and others to focus on regular and efficient communications. The impact of communications is dissipated to some extent elsewhere by capacity and time to digest key information. The results in relation to connection/approachability of the senior team remain troubling. Work which had been agreed by the PR/CE to undertake focussed groups from March 2020 has been put on hold for some time but will re-planned for Spring 2022.

	Yes	No
I have regular one to one discussions with my line manager	78%	22%

If yes, do these discussions cover…	Count	%
Personal issues	123	69%
Work issues	174	97%
Team issues	143	80%
My development	128	72%
	Yes	No

I attend regular team meetings	79%	21%	

	Yes	No	
I find meaningful ways to stay connected within the organisation	68%	32%	
I find that the communications from SCRA (either via all staff emails, the Team Brief or from Connect) give me sufficient, timely and accessible information?	80%	20%	
I am able to make time to read/and or digest the communications issued either at local or national level?	56%	44%	

	Yes	No	Don't know
I know who the Executive Management Team (EMT) are?	66%	24%	10%
I would be confident about approaching EMT either collectively or individually.	36%	40%	24%
I am confident in their leadership of the organisation	52%	11%	36%
I feel included and respected in SCRA ?	81%	10%	9%

7.   Inclusion and Diversity

These are also relatively strong results. Some work is required on sharing of ideas and knowledge, valuing of skills and opportunities to shadow. Much of this will be picked up via the ongoing learning and development programme being supported nationally.

	Yes	No	Don't know
SCRA is committed to equalities, diversity and inclusion	87%	1%	12%
People of all cultures and backgrounds are respected and valued in SCRA	81%	2%	17%
SCRA provides an environment for the free and open expression of ideas, opinions and beliefs	67%	10%	23%
If I had a concern about harassment or discrimination I know where and how to report that concern	84%	8%	7%
I understand my individual responsibility for inclusion and diversity and how this relates to my role.	94%	2%	4%
My line manager demonstrates commitment to and support of inclusion and diversity	77%	2%	21%
I would like opportunities to share my skills and knowledge with others in the organisation.	48%	23%	30%
I feel my skills and experience are valued by SCRA	62%	17%	22%
I would like opportunities to shadow and learn from other people in the organisation about how things work in their team	54%	25%	21%

8.   Learning and Development

These are new areas of the staff survey and provide very valuable insights into priorities for our learning and development programme to ensure it is rich, diverse and engaging at the right level.

	Yes	No	Don't know	Not applicable (haven't participated in any)
Learning and development activities I have completed in the last 12 months while working for SCRA are helping me to develop my career.	40%	21%	13%	26%

	Yes	No	Don't know	
I would like to be involved in groups or networks that bring people together in areas of common interest.	47%	32%	21%	

The focus of SCRA's Learning and Development Plan should be on...	Count	%
Trauma informed practice	92	42%
Managing change	112	51%
Agile working	63	29%
Inclusive behaviours	49	22%
Managing virtual meetings	56	25%
IT skills	108	49%
Customer care	60	27%
Health and wellbeing	75	34%
Child development	89	40%
Children's rights	123	56%
Human rights	54	25%
Corporate parenting	39	18%
Keeping The Promise	115	52%

	Mixed approach	Face to face	Self directed study	E-learning
My preferred way of learning is	62%	27%	3%	8%

12

**SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION**

2022/23 Business Plan

Head of Service: Lisa Bennett, Head of Strategy

Date: 20 January 2022

Recommendation:

1. To note progress and next steps in the development of the 2022-23 Business Plan
2. To approve the proposal to send the Business Plan Draft Two to Board Members out with meeting timetable and provide options for comment.
.

Reason for Report: For noting and approval

Resource Implications: Within current budget

Strategy/Service Plan Implications: Corporate Plan, Business Plan and related strategies

Consultation: EMT

EHRIA Duties: Will be required

Document Classification: Not protectively marked

1   **Introduction**

1.1   Following approval at the December Board of our approach and timescales to develop the Business Plan 22/23, this report provides a brief update on progress against the agreed timescales.

2   **Background**

2.1   Every year SCRA publishes its Business Plan for the year ahead. The purpose of the plan is to:

- Set out the actions that will deliver SCRA 's strategic outcomes and key priorities during the forthcoming year;
- Outline the governance arrangements supporting the plan; and
- Provide information about the ways in which SCRA will measure and monitor performance improvement.

2.2   In accordance with the current framework, the 2022/23 plan will provide a detailed picture of how SCRA will seek to deliver the third year of its Corporate Plan 2020/23.

2.3   Following approval from the December Board, the 2022/23 Business Plan will be the third of four Business Plans set out to deliver the Corporate Plan with the agreement to extend the Corporate Plan by one year to 2023/24

3   **Progress on development**

3.1   The table below sets out the steps and timescales agreed at the December Board for the development of the Business Plan and comment is provided on progress:

3.2

December 21	• The first skeleton draft of the 2022/23 Business Plan to EMT and the Board	Complete (appendix A)
	• Strategy leads start to formulate 1 year priorities with teams (developing specific objectives and formulating the actions) supporting documentation provided to managers.	In progress, working with Planning Manager
January 22	• EMT strategy session to fully map out planned activity – longer term and to cover the two years 'till 2024 to feed into Business Plan with a greater level of detail	Planning underway

	• Liaison with the Scottish Government and CHS on our proposed 2022/23 Business Plan.	On track – meeting with CHS start of Jan
	• Locality Plans are developed to align with the Operational Plan	On track – discussed at PPN, meetings in place with managers
February 22	• 2nd draft of the Business Plan is developed using the detailed strategy plans.	Not due/on track
	• **Proposal to send Board version two and provide options to comment**	**For Board Approval**
	• Draft plan submitted to Scottish Government for comment	Not due/on track
	• 2022/23 Business Plan to discussed at the Challenge and Review	Not due/on track
March 22	• Board recommended to approve 2022/23 Business Plan.	Not due/on track
	• Business Plan 2022/23 submitted to Scottish Government for noting.	Not due/on track

4 **Next steps**

4.1 As described in the December Board paper, 2022/23 will be a year for consolidation, stabilisation and building resilience. With a clear focus on Recovery, The Promise and ensuring the Standard Operating Model and CSAS become stabilised across the organisation.

4.2 EMT strategy leads are now working with the Planning manager to define their objectives for the year and consider the actions to support these.

4.3 This work will be taken into the EMT strategy sessions end January to develop further into the next iteration of the Business Plan.

4.4 The first day of the strategy session will be looking ahead to the longer term (Promise delivery in 9 years) and considering what needs to be in

place, what needs to be delivered and where the current gaps are. The second day, focussing on the next one/two years – with detailed discussion around the next in terms of actions, projects and resources

4.5 Following this, the Business Plan will be further developed to go to challenge and review in February.

4.6 It is proposed that Business Plan version two be sent to Board members and options be offered to allow comment – this will inform the final version to be signed off at March Board.

Proposed options:
- comment offline,
- one to one call/teams,
- take part in dedicated Business Plan session led by Lisa to allow Board members to come together to provide thoughts/comments – suggest 1.5 hour session.

5 Appendices

5.1 Appendix A - skeleton draft of the 2022/23 Business Plan (version 1.0)

6 Recommendation

6.1 1. To note progress and next steps in the development of the 2022-23 Business Plan
2. To approve the proposal to send the Business Plan Draft Two to Board Members out with meeting timetable and provide options for comment.