SCRA Board Meeting

A G E N D A

Wednesday 25th January 2023 at 10.30 a.m.
By Teams

Timing		Item	Paper	Purpose	Lead
10:30	1.1	**Apologies**			
	1.2	**AOB**			
	2.1	**Minute of Meeting held on 16 December 2022**	Attached	Approval	
	2.2	**Matters Arising**			
		• Board Effectiveness Audit	Verbal	Update	NH/MM
	2.3	**Action log**	Attached		
	2.4	**Workplan**	Attached		
	3.	**Staff Survey results 2022**	Attached	Noting	NH
	4.	**Strategy and Planning**			
	4.1	Business Plan	Attached	Noting	LB
12:00	5.	**Finance and Resources**			
	5.1	Budget Planning 2022/23	Attached	Noting	EM
	6.	**New Risks**			
		Next Meeting Wednesday 29th March, by TEAMS			

Board Action Log as at January 2023

Meeting/ Item	Action	Timescale	Owner	Comments	Status
Dec 22 **Organisational Performance Report**	On the issue of percentage of working says lost to long terms absence, SOM's will discuss this, and any impact, with localities	Mar 23	SOM's		Not yet due
Dec 22 **SCRA Business Plan 2023/24**	It would be helpful to describe what KPI's are measuring and if not to measure against progress, explain the purpose and why picked.	Mar 23	LB		Not yet due

SCRA Board Meeting Workplan January 2023

Business Item	Wed 25/01/23	Wed 29/03/23	Wed 21/06/23	Wed 20/09/23	Wed 13/12/23
Strategic/Corporate					
Policy & Influencing Report			✓		
Research Programme					✓
Risk Register			✓		✓
Governance					
Audit Committee Minutes		✓	✓	✓	✓
Committee Annual Reports			✓		
Remuneration & Nominations Committee Minutes		✓	✓		
Board Committee Membership		✓			
SCRA Standing Orders Review (Next due March 2025)		✓			
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			✓		
Inclusion Annual Report			✓		

Business Item	Wed 25/01/23	Wed 29/03/23	Wed 21/06/23	Wed 20/09/23	Wed 13/12/23
Environmental Annual Report		✓			
Overview of Policies Annual Report					✓
Health & Safety Annual Report		✓			
Procurement Report				✓	
Property Strategy			✓		
Keeping the Promise update		✓	✓	✓	✓
Staff Survey	✓	✓			
Agile Policy (Next review Sep 2024)		✓			
SCRA Framework Document (next review 2024)					
SCRA Whistleblowing Policy (next review Dec 2024)					

Present:
Michelle Miller (Chair),
Jim Edgar,
Suzanne Vestri,
Martin Toye,
Kay Barton,
Hazel Smith,
Ying Zhang

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)
Paul Mulvanny (Senior Operational Manager)
Helen Etchells (Senior Operational Manager)
Lisa Bennett (Head of Strategy & OD)
Monica Sweeney (UNISON Branch Secretary)
Pamela Armstrong (Governance Officer, Minutes),
Donald Lamb (Data Manager), Item 7
Roma Bruce Davies (Keeping The Promise Programme Manager), Item 11
Sarah McGarrol (Information and Research Manager), Item 13
Tom McNamara (Scottish Government Sponsor Team)

		Timescale	Action
1.1	**Apologies** Lorraine Moore (Board Member) Lawrie McDonald (Digital Programme Director)		
1.2	**AOB** None		
2.	**Declarations of Interest** None		
3.	**Board member Updates** Kay Barton – Met with Staff in Edinburgh where the discussed an increase in referrals, the strong working relationship with Police, how the cost-of-living increase are beginning affect staff and the wellbeing activities in place to assist. Ying Zhang – Attended the recent Kilbrandon Lecture.		

		Timescale	Action
4	**Minutes/Committees**		
4.1	**Minute of Board Meeting held on 21 September 2022** Approved		
4.2	**Work plan/Action Log** Approved		
4.3	**Matters Arising** None		
5.	**Audit & Risk Committee** **Draft Minute of Meeting held on 17 November 2022** Jim Edgar, Chair of the Audit and Risk Committee and Board Member updated the Board in the following areas: • Quality Assurance & Performance o Promise Programme - a look at deferred decisions in Children's Hearings o Case Sampling Annual Progress Report o Annual report on Joint Inspections of Children's Services • External Audit o Performance Report • Internal Audit o Core Financial Controls o Cyber Review o Estates Management o Progress Report 2022-23 • Strategic & Operational Risk Registers • Annual Fraud Report – 2021-22 The next meeting of the Audit and Risk Committee will be held on 23rd February 2023.-		
	Reports		
6.	**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 o Children's Hearings Improvement Partnership (CHIP) o Youth Justice Improvement Board (YJIB) • Sponsor Team Liaison • System Leadership work with Children's Hearings Scotland (CHS) • Staff Survey 2022 • Managers Event		

		Timescale	Action
	Issues arising during discussion: • An update on the 2022 Staff Survey will be given to the Board at its next meeting (January 2023) • The Board acknowledged the strong relationship between SCRA and Scottish Government and asked, considering The Ryan review, are there any other areas where the relationship may require reviewing. It was agreed that while the fundamentals are strong, both parties want to implement more rigour and accountability.		
7.	**Budget Monitoring** The Head of Finance & Resources introduced the report, which provides a summary of SCRA's financial position for year to November 2022 and forecast (based on October results) for the full year 2022/23 **Noted:** • The Scottish Government (SG) has allocated revenue funding of £25.16m for 2022/23, with acknowledgement that up to £3.1m further resource may be required, giving a total of £28.26m. SG, however, asked that SCRA identify savings to mitigate this pressure due to the difficult wider context of public finance. EMT identified £260k of savings, and the Board therefore approved a revenue budget of £28.0m in March. In September the Board agreed to a request for the £260k grant to support the pay offer bringing the total back to £28.26m . • The Scottish Government has allocated capital funding of £1.95m for 2022/23 and the Board approved a £1.95m capital budget in March. • The overall accruals-based revenue underspend is £47k (0.2%). An underspend of £100k will be targeted which along with additional Grant in Aid will be required to support a revised pay offer. The impact of an uncertain funding position and the vacancy freeze on service delivery and morale is kept under constant review by EMT and discussed with Sponsor Team at regular meetings. The capital budgets show little variance at this stage. **Issues arising during discussion:** • The Board thanked the Head of Finance for a helpfully presented and succinct report. **Agreed:** • To approve allocation of further revenue underspends to support a revised pay offer. • To approve a request to Sponsor Team for additional revenue grant-in-aid to support a revised pay offer.		

		Timescale	Action
8.	**Budget 2023/24** The Head of Finance & Resources introduced the report, providing an update on discussions with Scottish Government and preparations for the 2023/24 budget. **Noted:** • In September 2022, the Board approved an updated Financial Strategy 2023/24-2027/28. The Strategy was shared with Scottish Government along with additional information requested by Sponsor Team all with a view to influencing the outcome of the 2022 Scottish Government Budget process which will set the published grant allocation for 2023/24. • Significant new cost pressures are putting significant strain on SCRA's budget of which around 80% is allocated to staff costs. As 98% of SCRA's income is Grant in Aid from Scottish Government financial sustainability is wholly dependent on continued in year support from Scottish Government for new and unforeseen budget pressures. The budget increase in 2023/24 is 9% with 6% in subsequent years. • With the introduction of the CCJB into Parliament and the potential for an expanded role for the reporter linked to implementation of The Promise the next period will raise significant challenges for the organisation if funding does not match the assessment of requirements and SCRA's ambitions. • Discussions continue with Scottish Government officials to ensure there is a shared understanding of the challenges and risks facing SCRA and the wider Children's Hearings system. **Issues arising during discussion:** • It is increasingly difficult to anticipate being able to approve a budget in January 2023. • UNISON is aware of the precarious situation and have requested a meeting with the Minister which she has replied she his is happy to have, after the budget statement.		
9.	**Organisational Performance Report** The Data Manager introduced the Second Quarter Organisational Performance Report 2022/23: (1 July to 30 September 2022). **Noted:** • This report uses a balanced scorecard approach which attributes measures within the organisation into four quadrants; three aligned to the aims within our business plan: Care; Connect; and Protect and another quadrant around recovery or exceptions. This provides a concise report which enables a fuller focus on the key areas of performance throughout SCRA. Continuing feedback		

			Timescale	Action
		from the Board will be used to inform future development. • There are no targets applied to operational indicators (decision making and Hearing scheduling) currently in 2022/23 due to the pandemic and the recovery work required. This position will continue to be reviewed in conjunction with the Board. • All finance targets are currently on target. In terms of revenue spends; a modest underspend on other operating charges, and significant vacancy savings, are being ring-fenced to meet pay pressures. For capital spends; the digital programme is forecast to spend to budget. Modest savings are expected on corporate projects, with most of these being redeployed towards property projects. For efficiency savings, Head Office staff savings are the likeliest source of meeting this target. • Most of the indicators within the OPR are consistent with previous quarters. Positive improvements are seen in reductions in time taken from receipt to Hearing decisions, improvements in notifying Hearing outcomes and Hearing scheduling. Decision making on referrals and referrals over 100 working days are however showing negative trends. Other indicators with trends are non-disclosure orders and Compulsory Supervision Orders, both with downward trends and early reviews set which is showing an upward trend. **Issues arising during discussion:** • Discussions are continuing with localities around target setting. • We need to ensure referrals sit within a standardised threshold. While there has been an improvement in relation to care and protection hubs, there has been a much higher conversion rate for SW referrals. • On the issue of percentage of working says lost to long terms absence, SOM's will discuss this, and any impact, with localities. Long term absence is categorised by serious and enduring illness. Some teams are more impacted than other. Each instance has an HR Business Partner assigned to it. **Agreed** • To approve the Q2 Organisational Performance Report 2022/23, covering the period 1 July to 30 September 2022.	**Mar 23**	**SOM's**

		Timescale	Action

10.	**SCRA Business Plan 2023/24**
	The Head of Strategy & OD introduced the first draft of the Business Plan for 2023-24, and timescale for completion.
	
	Noted:
	• The purpose of the plan is to:
	    o Set out the actions that will deliver SCRA 's strategic outcomes and key priorities during the forthcoming year.
	    o Outline the governance arrangements supporting the plan; and
	    o Provide information about the ways in which SCRA will measure and monitor performance improvement.
	
	Issues arising during discussion:
	• It would be helpful to what KPI's are measuring and if not to measure against progress, explain the purpose and why picked.
	
	Approved:
	• To approve version 1 of the 2023-24 Business Plan for further development.
			LB

11.	**Keeping The Promise Update** The Head of Strategy & OD introduced the report which provides the Board with a high-level update on the work being undertaken to address the Promise in SCRA in the previous period. **Noted:** The report provided updated in the following areas: • Staff Engagement • CHS Staff and Volunteer Report • Hearings System Working Group Emerging Themes Report • Collaborative Re-design • Improvement **Issues arising during discussion:** • Board Members can have access to any of the reports available. • There is good alignment of what staff have discussed and feedback from the collaborative group. • It would be helpful to have a feedback loop on what may not be contained within The Promise.		

		Timescale	Action
12.	**Locality Performance Review** **The** Senior Operational Manager (SOM), introduced the report, setting out the approach to the LPRs and findings of the reviews which were carried out in October and November 2022. **Noted:** • The LPRs are formally structured meetings between the SOMs and Locality Management Teams (LMTs) which have been conducted twice yearly. The March review focusses on locality planning for the year ahead. The review in the autumn covers review of progress against the locality plan, including key organisational and local initiatives. The approach is one of constructive challenge in which the SOMs seek assurance on progress and to identify how to further assist localities with any objectives that are making slow progress. It is also a chance to re-assess the priorities within the locality plan and to adjust them to reflect changing circumstances. • Due to the ongoing response to the pandemic, the last LPRs took place in January and February 2022 and were reported to the Board in March 2022. The completion of these reviews in autumn 2022, places us back within the pre-pandemic annual planning and review cycle and provides a formal review at the halfway point in the locality plans. • LRMs will be involved in developing the Operational Plan for 2023/24. This work will commence at the start of 2023 and will include the priorities identified during the LPRs. It will also include actions from the Staff Survey, the results of which will be available in the new year. The organisational objectives in the Operational Plan will again be adopted in Locality Plans for 2023/24. • Facing a challenging future and a period of transformational change, ensuring operational alignment with organisational priorities will be key. A high level of engagement with operational teams will ensure that ideas and solutions are captured from the bottom up. • The Locality Performance Reviews are an opportunity to recognise the progress that locality teams have made and to gather detailed feedback from the frontline to identify new and continuing challenges and to plan for the future. • The SOMs can assure the Board that, notwithstanding the ongoing challenges in the current operating environment, the operational response has ensured that a continuous service has been provided and progress has been made towards completion of the objective set down in the Operational Plan. **Issues arising during discussion:** • Pockets of delay (cases over 100 days) can be broken down to more granular detail and take to individual SW		

		teams.		
		• There is a known issue with SW teams operating with a prominent level of vacancies. A focus on time with families and getting information to us had been a challenge. Rather than delaying reports, Reporters are discussing and making decisions verbally, allowing for SW to concentrate on reports for children coming to hearings. **Agreed:** • To approve a soft re-introduction is proposed in quarter 4 of 2022/23 with a hard re-introduction within the locality plans for 2023/24. The level of those targets and whether the time is right to return to pre-pandemic KPIs will be subject to further discussion and input from the Board.		

13.		**Research Plans 2022/23**
		The Information & Research Manager introduced the report, describing the research projects completed in 2021-22, research published, our current research activities and future research plans/significant team involvement for 2023-24.
		
		Noted:
		• Research completed in 2022;
		   o Born into care in Scotland
		   o Children aged 12 to 15 years involved in offending
		   o Our Hearings, Our Voice Evaluation
		• Journal articles published
		   o How is the provision of residential care to children under the age of 12 associated with changes in children's behaviour and mental wellbeing?
		• Research briefing papers published
		   o Characteristics of 5-12 year olds on compulsory supervision orders with residential care conditions.
		   o Effects of residential childcare on the socioemotional and mental health of children aged 5-12 on compulsory supervision orders with residential care conditions
		• Current research;
		   o Decision making and outcomes for children under 12 with CSOs in residential care
		   o Staying Connected: Care experienced children and young people with a sibling in custody.
		   o Exploring the impact of Virtual Hearings on participation, rights and decision making.
		   o
		• Planned research
		   o The research team will be involved in research activities related to wider system changes in the		

		Timescale	Action
	Children's Hearings System, (e.g., the Promise) o SCRA are currently working in conjunction with the Scottish Government on a CivTech Challenge designed to explore ways in which Artificial Intelligence may be used to support service delivery. **Issues arising during discussion:** • The report highlights the depth and quality of the research programme.		
14.	**Overview of Policies Annual Report** The Governance Officer introduced the report recommending the Board; • Note the programme of policy reviews undertaken in 2022 • Review and agree the schedule planned for 2023 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 schedule planned for 2023 and the proposed delegations for approval.		
15.	**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:** • SCRA's revised Risk Management Policy was approved by the Board at its meeting in March 2022. The Board has responsibility for the system of internal control and risk management within SCRA. The Risk Management Policy will next be reviewed by the Audit and Risk Committee in February 2023 and any changes reported to the March 2023 Board for approval. The Board charges the Audit and Risk Committee with overseeing		

			Timescale	Action
		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). • 2022/23 Locality Plans have linked Locality Risk Registers and the common risk themes are reviewed by PPN with any escalated risks considered by EMT. • The risk register format includes an assessment of inherent, residual and target risk to demonstrate the impact of existing control mechanisms and to link the agreed organisational risk appetite. • A new risk management tool, Decision Time, has been rolled out. The tool is very intuitive and following training from the provider all risk leads are using the tool with support from the Head of Finance & Resources and Governance Officer. • 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.		
16.		**New Risks** No new risks were identified.		
		Date of Next Meeting Wednesday 25th January 2023, by Teams		

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

SCRA Staff Survey 2022

Accountable Director:	Neil Hunter	**Date:**	25 January 2023

Recommendation:
1. To note the results of the SCRA survey 2022   2. Agree that the PR/CE and Head of HR/Workforce present further updates on actions arising from the 2022 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 14th staff survey SCRA has conducted. For the last 6 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.

1.2   The Health and Wellbeing group returned to a normative staff survey in 2021 and a significant review was undertaken by the group together with UNISON. Further improvements have been made to the survey for 2022 – partly based on how effective the questions were deemed to be in the previous year and in part to reflect ever changing priorities and activity. Questions were tightened up and made more specific and fine tuned. Questions in relation to digital and CSAS were reduced significantly to reflect that a major survey on digital skills, capabilities and tools across workforce was undertaken with an independent partner earlier in the year and is now a major focus of our workforce and CSAS development priorities.

1.3   The key themes of the staff survey have remained consistent over a number of years – although the ordering and flow of the survey has developed. Key themes for 2022 are:-

- Priorities for engagement and review
- Confidence in the future
- Ways of working and support
- Communication
- Managing Change
- Job satisfaction and morale
- Terms and conditions
- Health and Wellbeing
- Leadership
- Inclusion and diversity
- Learning and Development

1.4   The focus of this initial report (appendix 1) is to highlight the results of the staff survey to the Board. More detailed analysis/interpretation and action planning will be presented to the Board in March 2023. The Data Manager has however broken down survey results to 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 ongoing work with their teams.

1.5   The survey results will also be presented to the SCRA/UNISON Health and Wellbeing Group and will feature in the January PR/CE Team brief.

Appendix 1

Scottish Childrens Reporter Administration
Staff Survey 2022
High level results to SCRA Board – 15 January 2023

1. General Information

1.1 There were 249 (51%) survey respondents in 2022 a small increase from the previous year.

Type of post	Responses with comparison to prior year	Proportion of responses	Reponse rate
Head Office staff/Business Support staff	40 (28)	16%	74%
Locality Reporter Manager/Head Office Manager	36 (24)	14%	64%
Locality Support Manager	8 (10)	3%	31%
Senior Manager/EMT	6 (7)	2%	75%
Senior Practitioner/Reporter/Trainee Reporter/Assistant Reporter	99 (104)	40%	47%
Locality Support Administrator/Trainee Support Administrator/Modern Apprentice/	60 (58)	24%	40%
Total	249 (231)	100%	51%

Table 1 – Respondents by role

1.2 Response rates varied from 67% in Head Office/Business Support to 36% in North Strathclyde locality.

Area*	Responses with comparison to prior year	Proportion of responses	Reponse rate
Ayrshire	27 (14)	11%	63%
Central	15 (16)	6%	42%
Glasgow	25 (26)	10%	45%
Grampian	14 (9)	6%	44%
Head Office/Business Support	60 (46)	24%	67%
Highlands and Islands	13 (14)	5%	52%
Lanarkshire/Dumfries & Galloway	25 (27)	10%	42%
North Strathclyde	19 (21)	8%	36%
Recovery Team	3 (5)	1%	33%
South East	21 (22)	8%	49%
Tayside/Fife	27 (23)	11%	55%
Total	249 (231)	100%	51%

* Please note, last year there was also the RAVHI team with 8 responses

Table 2 – respondents by location

I want SCRA to keep me up to date on the following areas of work (please choose three from the list of options).	Count	%
Digital developments	107 (136)	44% (60%)
Standard Operating Model	119 (121)	49% (53%)
Keeping The Promise	136 (94)	56% (41%)
Legislation	116 (92)	47% (41%)
Policy	66 (58)	27% (26%)
Partnership	35 (34)	14% (15%)
Health and wellbeing	107 (90)	44% (40%)
Inclusion and Diversity	47 (37)	19% (16%)
Learning and development opportunities	136 (103)	56% (45%)
Research	36 (n/a)	15% (n/a)
Other (please specify)	4 (5)	2% (2%)

Table 3 - priorities for engagement

Over the next 12 months, what areas would you like SCRA to review? Please choose your top 3 options.	Count	%
Staff wellbeing	132 (121)	54% (55%)
Office environments	52 (69)	21% (31%)
Further investment in digital	58 (59)	24% (27%)
Organisational structure	61 (58)	25% (26%)
Roles within SCRA	119 (123)	48% (55%)
Internal partnership working	23 (28)	9% (13%)
More efficient and effective ways of working	149 (n/a)	61% (n/a)
Development and training opportunities	106 (n/a)	43% (n/a)
Other (please specify)	20 (20)	8% (9%)

Table 4 - Priorities for Review

2. Confidence in the future

2.1 Only 51% of staff felt confident about the future of SCRA – a reduction of 11% when this question was first introduced to the survey in 2021, 31% of respondents didn't know or weren't sure (up 7%) and 18% had no confidence in the future of SCRA (+4%). Fifty five percent (55%) of staff felt confident in the leadership of the organisation a small increase from 2021 (+3%).

3. Ways of working and support

3.1 Eighty three (83%) of staff felt supported to work in an agile way by their line manager, a small increase of 3% from 2021.

3.2 Seventy nine (79%) percent of staff felt well supported by their line manager an increase of 2% from the year before but below the high reported 2016 (90%) and 87% in 2019 respectively. Seventy five percent (75%) felt they received good support from colleagues – the same as in 2021 but a reduction from 2019 where 90% felt this way.

3.3 Eighty six percent (86%) of staff reported having regular one to one discussions with their line manager an increase of 8% from last year. These covers a broad range of topics as shown in table 5.

If yes, do these discussions cover... (you can choose more than one option)	Count	%
Personal issues	133 (123)	64% (68%)
Work issues	207 (174)	99% (96%)
Team issues	167 (143)	80% (79%)
My development	140 (128)	67% (71%)
My wellbeing	143 (n/a)	68% (n/a)
Other (please specify)	3 (5)	1% (3%)

Table 5 - discussions with my line manager

4. Communication

4.1 Seventy two percent of staff agreed that they found meaningful ways to remain connected within SCRA an increase of 4% on 2021. Eighty eight percent of staff had regular one-to-one discussions with their line manager (+8%) and 80% regularly attended team meetings (+1%).

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?
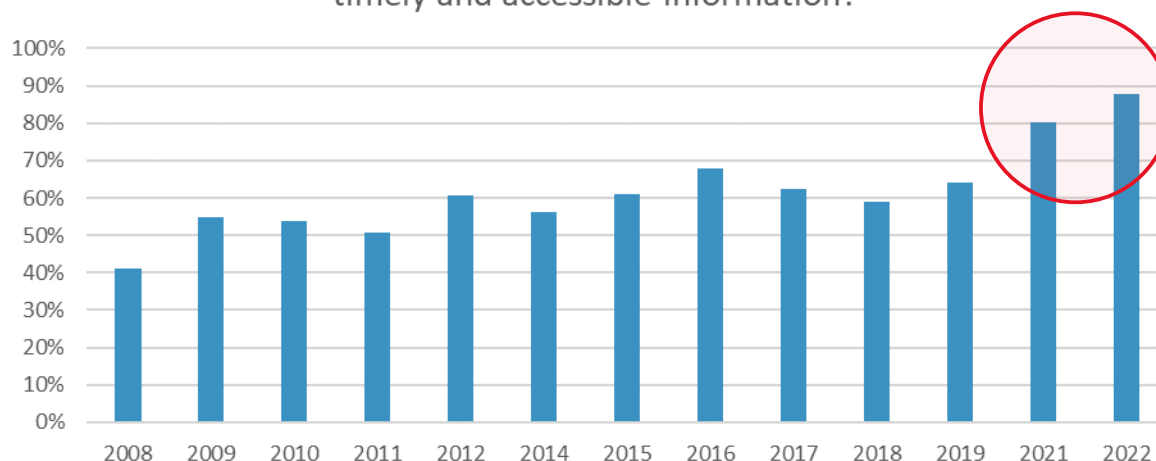
Figure 1

4.2 Eighty eight percent (88%) of staff found that the communications from SCRA (either via all staff emails, the Team Brief or from Connect) give them sufficient, timely and accessible information. This is an increase of 8% since 2021 and the highest ever recorded rating on this question since it was introduced in 2008. Seventy six percent (76%) of staff reported making the time to read and digest communications – a 20% increase from last year.

5. Managing Change

5.1 Forty eight (8%) of staff felt confident that they would be supported in relation to future change in SCRA, with only 44% expressing confidence in SCRA's ability to manage change. Both these results are reductions from 2021 (54% and 51% respectively) when this question was first introduced. Forty four percent (44%) of staff felt confident to challenge the way things are done in SCRA a reduction of 2% from 2021.
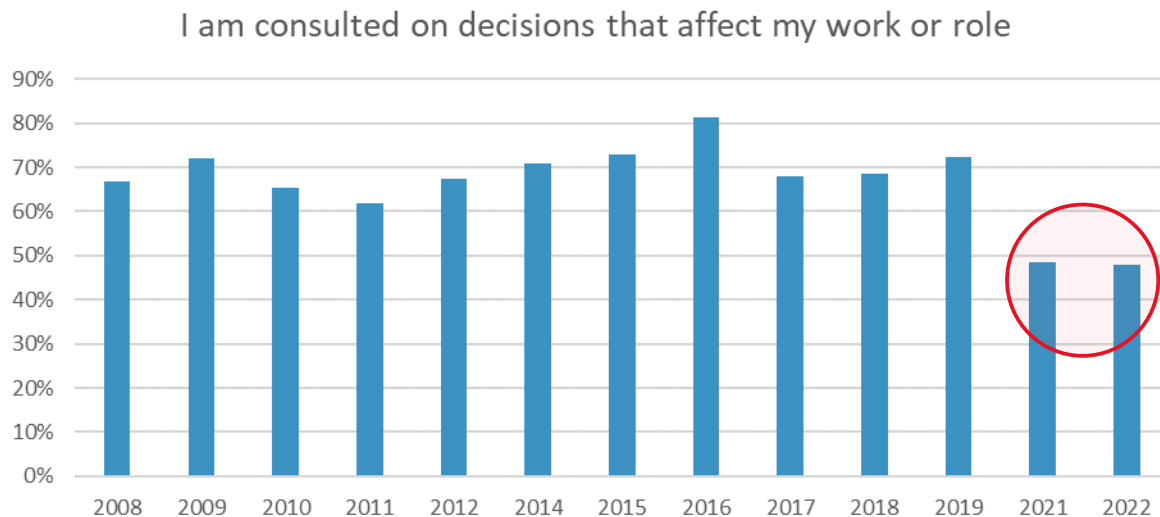

Figure 2

Only 48% of staff felt consulted on decision about their work or role, which is the same as in 2021, but a reduction of 24% since 2019 and well below the figure of 815 in 2016. In relation to feedback about performance, 70% of staff felt they received clear information on their performance which is an increase of 4% from the previous year – but a reduction of 13% from 2019.

6. Job satisfaction and morale

6.1 Eighty percent (80%) of staff reported that they understood SCRA's vision, values and priorities, a small reduction (-3%) from 2021 which was the highest recorded figure for this question since its introduction in 2008.
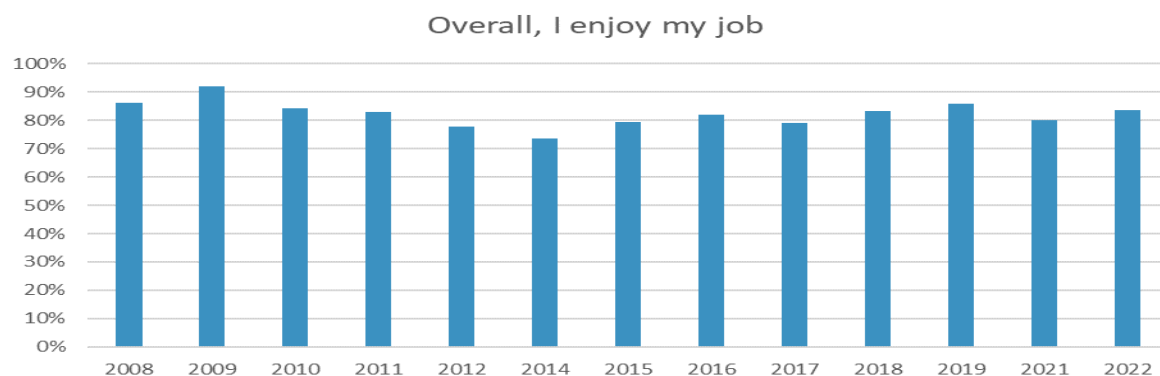

Figure 3

6.2 Eighty four percent (84%) of staff felt, overall, that they enjoyed their job, and increase of 4% from 2021. The highest reported figure for this question was 92% in 2009. Only 51% of staff felt that morale at work was good, compared with 56% last year and 78% in 2016. Sixty nine percent of staff (69%) feel proud to work for SCRA which is a reduction of 5% from the year before and significantly below the 85% figure reported in 2018.
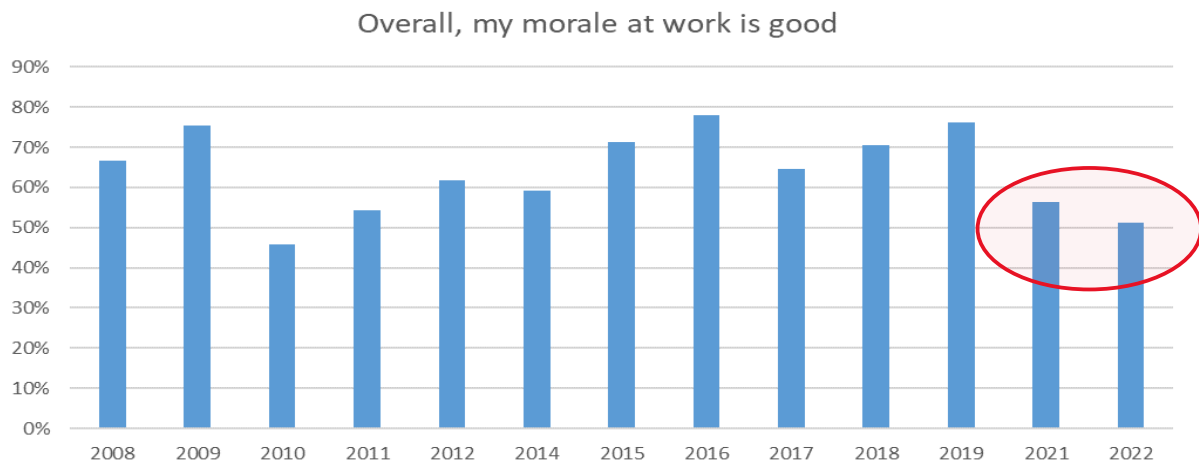
Overall, my morale at work is good

Figure 4

6.3 Eighty four percent (84%) of respondents felt that they were given the necessary autonomy to carry out their role, an increase of 3% since this question was introduced last year. Eighty two percent (82%) agreed that they had the right equipment to carry out their role (+12%) and 80% felt sufficiently challenged in their role (+3%).

6.4 Under half (49%) of staff felt they had an acceptable workload, broadly in line with the year before but a significant reduction from 2019 (73%).
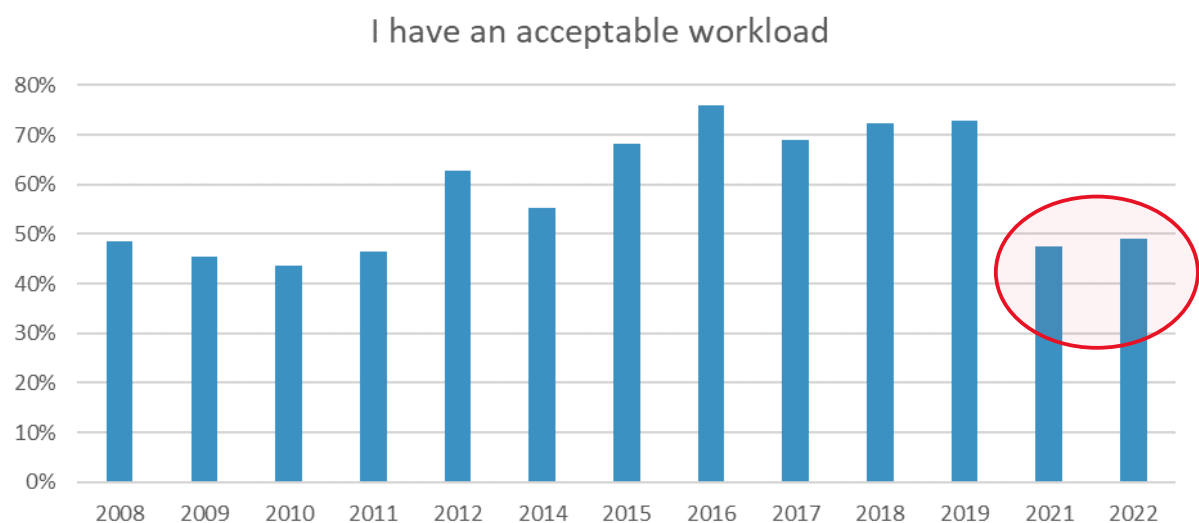
I have an acceptable workload

Figure 5

7. Terms and conditions

7.1 Only 26% of staff felt their pay was reasonable compared to similar jobs elsewhere. This is a decrease of 21% from 2021 and 33% from the highest point of 59% in 2016. In overall terms 61% felt satisfied with terms and conditions in SCRA – 19% less than in 2021 and 25% less than in 2016.
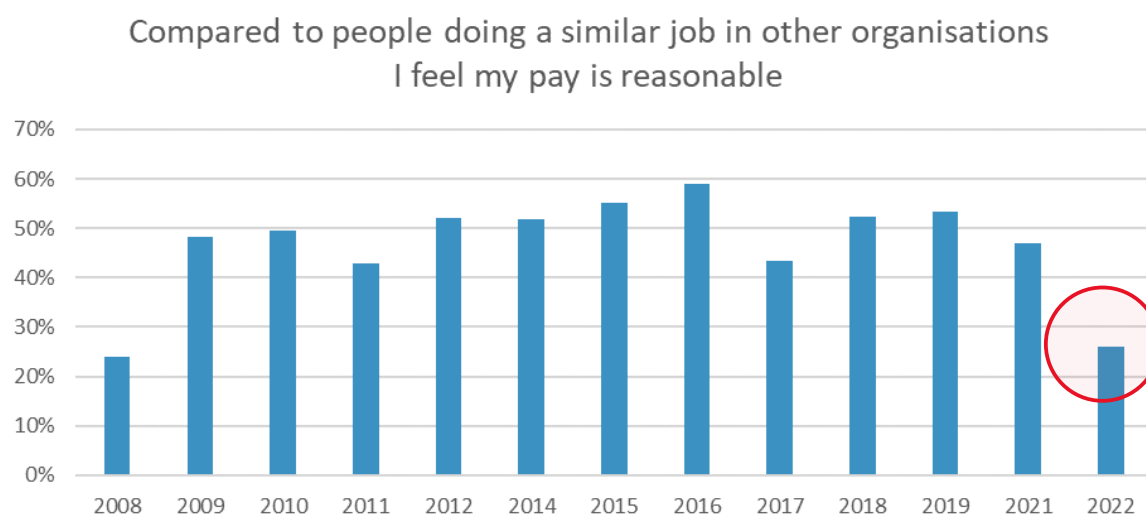

Figure 6

8. Health and Wellbeing

8.1 Questions on physical and mental health as well as support for health and wellbeing were introduced in 2019[1]. Since then all three indicators have shown broad improvement. In 2019 survey respondents reported 63% satisfaction with their mental health at work. In 2022 this figure was 73%, similar to the year previous (74%). In relation to physical health 91% of respondents evaluate their physical health at work as good, an increase from 60% in 2019.

8.2 Overall 85% of staff felt that SCRA provided them with useful information and opportunities to maintain their health and wellbeing at work. This compares with 71% in 2019. Eighty seven percent of staff felt able to maintain a good balance between home and work life – an increase of 4% from 2021.

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[1] The 2019 questions specifically were changed to reflect health and wellbeing at work, from more generic questions prior to this.

What information and support have I found supportive to my mental health at work? You can choose more than one option.	Count	%
Increased awareness of mental health issues across the workforce	94 (88)	41% (40%)
Empathy and support shown by managers and colleagues	117 (110)	51% (50%)
Access to counselling service (HELP Employee Assistance Programme)	38 (39)	17% (18%)
Consideration and discussion about reasonable adjustments in the workplace	31 (37)	14% (17%)
Access to Mental health first aid trained colleagues – who can listen and signpost for professional support	13 (6)	6% (3%)
Promotion of agile working	161 (122)	70% (55%)
Promotion of flexible working	124 (112)	54% (50%)
National and Local wellbeing groups designing a plan of activity to support wellbeing	55 (42)	24% (19%)
Access to personal resilience technique support e.g. mindfulness, mentoring, coaching	28 (45)	12% (20%)
Managers responding to remote working challenges	27 (44)	12% (20%)
Not applicable	19 (15)	8% (7%)
Other (please specify)	10 (10)	4% (5%)

Table 6 - information I have found helpful in relation to my mental health

8.3　In relation to the working environment, 87% of staff felt that SCRA provided a safe and welcoming working environment when they were working from the office or hearing centre. This is an increase of 8% from 2021 when this question was first introduced.

9.　Leadership

9.1　Seventy percent (70%) of staff knew who the Executive Management Team (EMT) were, 44% (+8% from the year previous) would feel able to contact a member of EMT to raise an issue and 55% expressed confidence in the leadership of the organisation (+3% from 2021 when this question was first asked).

	Yes	No	Don't know
I know who the Executive Management Team (EMT) are?	70% (up 4%)	20% (down 4%)	11% (no change)
I feel able to contact EMT or a member of EMT, if I have an issue I want to raise	44% (up 8%)	34% (down 5%)	21% (down 3%)
I'm confident in the leadership of the organisation	55% (up 2%)	12% (up 1%)	33% (down 3%)
I feel included and respected in SCRA ?	80% (down 1%)	7% (down 3%)	13% (up 4%)
SCRA is committed to equalities, diversity and inclusion	88% (up 1%)	2% (up 1%)	10% (down 2%)
I think that SCRA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	80% (down 1%)	5% (up 3%)	15% (down 2%)
SCRA provides an environment for the free and open expression of ideas, opinions and beliefs	68% (up 1%)	9% (no change)	23% (down 1%)
If I had a concern about harassment or discrimination I know where and how to report that concern	85% (no change)	9% (up 1%)	6% (down 1%)

Table 7 - Leadership and Inclusion and Diversity results

10. Inclusion and Diversity

10.1 Eighty eight percent (88%) of the survey respondents felt that SCRA was committed to equality, diversion and inclusion, 80% felt included and respected in SCRA and 80% felt that SCRA respected individual differences. Eighty five percent (85%) felt that they would know where and how to report an issue of discrimination or harassment. Sixty eight percent felt that SCRA provided an environment for free and open expression of ideas, opinions or beliefs.

	Yes	No	Don't know
I understand my individual responsibility for inclusion and diversity and how this relates to my role.	96% (up 2%)	1% (down 1%)	3% (down 1%)
My line manager demonstrates commitment to and support of inclusion and diversity	80% (up 3%)	2% (no change)	18% (down 3%)
I have opportunities to share my skills and knowledge with others in the organisation.	69% (up 21%)	15% (down 8%)	16% (down 14%)
I feel my skills and experience are valued and utilised by SCRA	62% (no change)	18% (up 1%)	20% (down 2%)
SCRA supports me in exploring my learning and development goals and plans?	61% (n/a)	15% (n/a)	24% (n/a)

Table 8 - Diversity, Inclusion, Learning and Development

11. Learning and Development

Activities I have participated in the last 12 months include (you can choose all that apply)	Count	%
Webinars	139 (n/a)	57% (n/a)
e-learning	184 (n/a)	75% (n/a)
Virtual sessions	168 (n/a)	69% (n/a)
Self directed learning	84 (n/a)	34% (n/a)
Face to face training	123 (n/a)	50% (n/a)
Groups or networks	92 (n/a)	38% (n/a)
Shadowing or mentoring (within SCRA)	46 (n/a)	19% (n/a)
External shadowing or mentoring	10 (n/a)	4% (n/a)
Not applicable (haven't participated in any)	8 (n/a)	3% (n/a)

Table 9 - Learning and Development Activities I have participated in

11.1 Sixty five percent (65%) of staff felt that these activities were helping with their personal and/or professional development. Workload was the biggest single identified barrier to participation in learning and development activities with over two thirds (67%) identifying this as an issue.

If not, I haven't been able to participate in training due to...	Count	%
Lack of relevant opportunities	23 (n/a)	44% (n/a)
Workload	35 (n/a)	67% (n/a)
Other (please specify)	11 (n/a)	21% (n/a)

The focus of SCRA's Learning and Development Plan should be on (you can choose more than one option)...	Count	%
Inclusive behaviours	42 (49)	18% (22%)
Trauma informed practice	105 (92)	45% (41%)
Managing change	91 (112)	39% (50%)
Adapting to change	95 (n/a)	40% (n/a)
Resilience	69 (n/a)	29% (n/a)
Agile working	49 (63)	21% (28%)
Using digital technologies at work	96 (n/a)	41% (n/a)
Access to further education	34 (n/a)	14% (n/a)
Career development skills training (gaining the skills to help access promotion)	65 (n/a)	28% (n/a)
IT skills	78 (108)	33% (49%)
Customer care	45 (60)	19% (27%)
Health and wellbeing	57 (75)	24% (34%)
Child development	93 (89)	40% (40%)
Children's rights	107 (123)	46% (55%)
Human rights	54 (54)	23% (24%)
Corporate parenting	42 (39)	18% (18%)
Keeping The Promise	108 (115)	46% (52%)
Other (please specify)	11 (8)	5% (4%)

Table 10 - Barriers to Learning and future learning priorities