

SCRA Board Meeting

A G E N D A

Wednesday 29th March 2023 at 10.30 a.m.
By MS Teams

	Item	Purpose	Papers	Owner
1.1	AOB			
1.2	Apologies			
2.	Declarations of Interest			
3.	Board Member Updates			
4.	Minutes/Committees			
4.1	Minute of Meeting held on 25 th January 2023			
4.2	Workplan			
4.3	Matters Arising			
4.4	Audit & Risk Committee <ul style="list-style-type: none"> Draft Minute of Meeting held on 23rd February 2023 	Noting	To follow	
	Reports			
5.	Chief Executive's Report	Noting	Attached	NH
5.1	<ul style="list-style-type: none"> SCRA Staff Survey Report 	Noting		NH
6.	Internal Review Update	Noting	Attached	HE
7.	Draft Budget 2023/24	Approval	Attached	EM
8.	Budget Monitoring Report	Approval	Attached	EM
9.	OPR	Approval	Attached	LB
10.	Corporate Plan		Attached	
10.1	<ul style="list-style-type: none"> Draft SCRA Business Plan 2023/24 	Approval		LB
11.	Keeping The Promise Update Report	Noting	Attached	LB
12.	Annual Workforce Planning Report	Noting	Attached	SD
13.	Environmental Annual Report	Noting	Attached	EM
14.	Health and Safety Annual Report	Noting	Attached	SD
15.	Review of Risk Policy	Approval	Attached	EM
16.	New Risks			
	Date of Next Meeting: Wednesday 22 June 2022			



Present:

Michelle Miller (Chair)
Suzanne Vestri
Jim Edgar
Martin Toye
Kay Barton
Lorraine Moore
Ying Zhang
Hazel Smith

In Attendance:

Neil Hunter (Principal Reporter/Chief Executive),
Ed Morrison (Head of Finance and Resources),
Susan Deery (Head of Human Resources),
Alistair Hogg (Head of Practice and Policy),
Lisa Bennett (Head of Strategy and OD),
Helen Etchells (Senior Operational Manager),
Paul Mulvanny (Senior Operational Manager),
Myrian Lazo (Corporate Planning and Performance Manager), Item 4
Monica Sweeny (UNISON Branch Secretary/Reporter),
Nick Rougve (Scottish Government), Item 5
Tom McNamara (Scottish Government), Item 5
Ian Donaldson (Scottish Government), Item 5
Michael Chalmers (Scottish Government), Item 5
Pamela Armstrong (Governance Officer, Minutes)

		Timescale	Action
1.1	AOB Staff Pay 2022/23 The Head of HR provided a verbal update. A second offer has been submitted to the Deputy First Minister. The offer was not approved however we have been asked to reflect on one element of the offer. The Head of HR has a meeting arranged with Scottish Government Pay Policy and expects to be able to make an improved offer, with UNISON members balloted in the next couple of days.		
1.2	Apologies None		
1.3	Declarations of Interest There were no declarations of interest.		

		Timescale	Action
2.	Minutes/Committees		
2.1	Minute of meeting held on 16 December 2022 Agreed subject to agreed changes.		
2.2	Board Action log and Workplan The action log and workplan were reviewed.		
2.3	Matters Arising All matters arising are covered within the agenda.		
	Reports		
3.	Staff Survey results 2022 The PR/CE introduced results of the SCRA 2022 staff survey. Noted: <ul style="list-style-type: none"> 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. 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. Key themes for 2022 are:- <ul style="list-style-type: none"> 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 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. Issues arising during discussion: <ul style="list-style-type: none"> The Board noted some positive results given the challenges everyone working in. 		

		Timescale	Action
	<ul style="list-style-type: none"> A further draft of the results will be presented to the March Board. An action plan will be developed after further discussion during H&W group. The Board were encouraged by progress since last year in the areas of staff supervision, learning and development, and inclusion and diversity. <p>Agreed:</p> <ul style="list-style-type: none"> The PR/CE and Head of HR/Workforce to present further updates on actions arising from the 2022 Survey results following consultation with the Health and Wellbeing Group 	March 23	NH/SD
4. 4.1	<p>Strategy and Planning</p> <p>Business Plan</p> <p>The Head of Strategy and the Corporate Planning and Performance Manager introduced the progress and next steps of the Business Plan 2023-24.</p> <p>Noted:</p> <ul style="list-style-type: none"> The 2023-24 is the final year of the two-year Business Plan that was published in 2022. Every year SCRA publishes its Business Plan for the year ahead. The purpose of the plan is to: <ul style="list-style-type: none"> 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. Following Board comments in December, the plan has been developed further to include context around our approach and outlook for the year ahead. The objectives have been updated to: <ul style="list-style-type: none"> remove those now seen as Business-as-usual activity, better describe the activity relevant to 2023/24 and to refine to describe more clearly what the objective seeks to deliver Reporting to the Board on the Business Plan will be at objective level on a quarterly basis, informed by all the programme work and actions that comprise completion. <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> The Corporate Planning & Performance Manager is responsible for development of plan, with input from the EMT and other stake holders. There is a 		

		Timescale	Action
	<p>great deal of consultation, both internal and external.</p> <p>Agreed:</p> <ul style="list-style-type: none"> To approve version 2 of the 2023-24 Business Plan for further development. 		
5.	Finance and Resources		
5.1	<p>Budget Planning 2023/24</p> <p>The Head of Finance and Resources introduced the report recommending the Board note the draft budget plans for 2023/24. Ian Donaldson, Deputy Director Children's Rights, Protection and Justice, and Michael Chalmers, Director of Children and Families participated in the follow-on discussion.</p> <p>Noted:</p> <ul style="list-style-type: none"> The Scottish Government budget process has again resulted in one year funding settlements for public sector bodies. The Finance Minister's Draft 2023/24 Budget Plan was published on 15th December 2022 and at this stage SCRA has a standstill revenue budget allocation of £25.16m creating a gap of £5.889m compared to the funding requirement in the September 2022 Financial Strategy, adjusted for CCJB preparation costs and 2022/23 pay award. The Director of Children and Families has written to the Chair and Chief Executive to acknowledge this gap, provide an assurance that the Directorate will fully cover the £0.830m temporary contract budget and to request that SCRA work closely with the sponsor team throughout 2023/24 to rigorously manage its budget and seek to minimise the remaining pressure of around £5m where possible, with the intention that the remaining budget pressures are resolved at the Spring Budget Revision in February/March 2024. The Chair and Principal Reporter/Chief Executive have replied to the Director's letter seeking additional assurance that all SCRA's revenue budget needs will be met in 2023/24. An update will be provided at the March Board meeting. The published budget for capital is £1.9m for property and digital. In his letter the Director of Children and Families has noted that SCRA will require additional capital up to £800k for CCJB implementation and has confirmed this can be managed by the Directorate in-year. The continuing one-year nature of funding settlements creates risks in setting the revenue budget for 2023/24 due to the uncertainty of funding in future years. An updated five-year 		

		Timescale	Action
	<p>Financial Plan will be presented to the Board in September 2023.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • There are implications in not being able to set a budget. It takes the organisation into a very different place than to our set objectives which are very much at risk. • The organisations centrality to the agenda for change around The Promise, the Care and Justice Bill and UNCRC is very well understood by Ministers. • SCRA and the wider hearings system are going through an unprecedented period of change not experienced since the implementation of the Children (Scotland) Act 1995. • There is significant anxiety amongst staff around changes in legislation and how changes because of The Promise will impact on children and families, and staff. • While Scottish Government officials are confident the budget gap will be covered, it cannot be said with absolute certainty. Ministers are clear the organisation can not be left in a position where running costs can not be met. • Audit Scotland are aware of the deficit issues. Work on the 2022/23 accounts will commence in May. The Finance Team have had productive introductory discussion with the new audit team. The issue has been flagged and the auditor is aware and will be reviewed in detail. 		
6.	<p>New Risks</p> <p>While no new risks were identified, further consideration will be given to the level and degrees of risks currently being managed.</p>		
	<p>Date of Next Meeting</p> <p>Tuesday 29 March 2023, by Teams</p>		

SCRA Board Meeting Workplan March 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			✓		
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)	✓ (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			✓		
Environmental Annual Report		✓			

Business Item	Wed 25/01/23	Wed 29/03/23	Wed 21/06/23	Wed 20/09/23	Wed 13/12/23
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)					



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Chief Executives Report

**Accountable
Director:**

Neil Hunter

Date: 29 March 2023

Recommendation:

1. To note the Chief Executives update report

Reason for Report

At request of Board

Resource Implications

In line with revised budget

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 Required/Completed	Impact	Assessment
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Yes

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No

Issues/action points:-

Consultation

Document Classification

Open

1. Staff Partnership

- 1.1 The National Partnership Forum (NPF) met on 21 February. The main agenda item was the 2022 staff survey and an update on staff pay negotiations for 23/24. A detailed discussion took place on the staff survey and the significant challenges being faced by SCRA in relation to workload, morale and pay/reward. Of particular note was the interconnection of these 3 systemic issues which are amongst the most difficult for SCRA to resolve alone.
- 1.2 The future landscape, challenging as it is, may create some opportunities for the wider Hearing System to generate much needed investment to alleviate some of the pressures we currently experience. Over and above this the potential for change and improvement offered by the Promise and the Childrens Care and Justice (Scotland) Bill offer the possibility of a more fundamental review of our core statutory role – the Childrens Reporter – including how it is structured, its core future priorities, focus and reward structure, for the first time in decades. Inevitable this would feed to other roles and responsibilities around the Reporter as well. We intend to bring some formal proposals to the Board in June 2023 to commence some of this work, which will inevitably quite involved and intensive – but could well be a significant contribution to shifting some of the systemic issues that we face currently. Further analysis of the 2022 staff survey and intended priority actions are shown at Board agenda item 5.1.
- 1.3 Pay negotiations with UNISON, through the Joint Negotiating and Consultative Committee (JNCC) arrangements have now concluded. UNISON members were balloted on SCRA's 2nd pay offer which was tabled in February 2023. Members voted 72% to reject the offer. Following further negotiations a third business case was submitted to the Deputy First Minister for a third offer, in line with the approvals previously set out by the Remuneration Committee. This Business case was approved by the DFM on 8th March and a further JNCC called the next day. After some consideration and dialogue the UNISON Branch again balloted members with a recommendation of acceptance. The ballot closed on 17th March with 84% of UNISON members accepting the pay offer. A supplementary payroll run will be made on 31 March 2023 to backdate the pay offer to 1 April 2022. This concludes 2022/23 pay negotiations.

2. Strategic Partnerships

2.1 Childrens Hearings Improvement Partnership (CHIP)

2.1.1 CHIP met on 2 March and the substantive items were:

- Hearings System Recovery
- Our Hearings Our Voice Language in the Hearings System
- HSWG progress towards final report
- Children's Care and Justice Bill

2.1.2 The progress update on the OHOV led programme of work to change and transform the language, terminology and lexicon that has been embedded in the hearing system over decades – from professionally codified, exclusive language

– to a rights based, inclusive, sensitive and respectful language is shown in more detail at **Appendix A**.

- 2.1.3 The language we use can be a powerful enabler to the change needed within the Childrens Hearings System. Alternatively, as it often is at the moment, language can be a powerful barrier to change and innovation. SCRA is proud to be part of this cross system work – which will require considerable leadership to make the necessary changes – now and in the longer term to support cultural shifts in our work.

2.2 Youth Justice Improvement Board (YJIB)

- 2.2.1 The YJIB met on 8 March. The substantive item was the Childrens Care and Justice Bill and an input from the Bill Team.

- 2.2.2 SCRA has recently been compiling our response to the calls for evidence from the Scottish Parliament. The key headline issues on which we will focus are:

- Full support for the extension of the age of referral – with a clear call for significant investment in the totality of the hearing system – but with particular emphasis on the support and services to children and young people where a compulsory supervision order has been made. At the same time we have reminded Committee that some 16/17 year olds can be referred to the Principal Reporter in some circumstances, but that a wider possibility of referral is much desired and a logical conclusion of Scotland's intent to fully incorporate the UN Convention on the Rights of the Child
- Overarching commitment to avoid a 'creep' of criminal justice provisions into the legislation or operating ethos of the welfare based hearing system
- Openness from SCRA to extend our powers in relation to victims of offences – including a suggestion to reinstate our powers (Criminal Procedure (Scotland) Act 2003) to provide wider information about Hearing disposals to those who have been harmed by a child's offending – balanced against the rights and privacy if the child
- Reluctance to decouple the criteria of Movement Restriction Conditions (MRC) from the existing threshold of deprivation of liberty to one of restriction of movement, citing our concerns over the impact on children's rights and the potential of unintended up-tariffing of disposal should the child be unable to comply

- 2.2.3 We have has ongoing discussions with the Bill Team on our response to the call or evidence and also clarifying their policy intent, future safeguards and approach to amendments that may arise.

3. Sponsor Liaison

- 3.1 Liaison with our sponsor team over the last 2 months has been frequent and intensive given the multiple issues being faced on budget, pay, public body reform (see section 4 below) etc.

- 3.2 We met twice with SG colleagues in workshop format to consider the Ryan Review – which made wide ranging recommendations in relation to both operational, week to week public body sponsor arrangements and wider issues of strategic sponsorship. The session which focussed on strategic sponsorship was also attended by the SCRA Chair. Both exercises were valuable and SG colleagues have recorded the sessions and we will move ahead with the recommendations from the self-assessment work. Amongst these recommendations were the need to:-
- have a clearer focus on risk and risk management across SG and SCRA
 - have more visibility of senior decision makers and understanding of the decision making process to SCRA
 - to ensure wider system planning is incorporated in our sponsorship arrangements, particularly given the extent of future multi-agency transformation that will be required
- 3.3 Overall both exercises noted that our sponsoring arrangements start in a strong place, with positive relationships on which we can build and improve further.
- 3.4 A formal accountability meeting took place on 14 March and the agenda focussed on SCRA organisational performance, finance, practice and policy (with a focus on the final legacy provisions of the Coronavirus legislation and a look forward to the Childrens Care and Justice Bill)

4. Public Bodies Reform (PSR)

- 4.1 In response to the recent correspondence from the Director General (Education and Justice) to all public bodies, including, but not confined to Non Departmental Public Bodies (NDPB's) ([view here](#)), SCRA submitted a range of information requested on organisational purpose, budget, staffing, current improvement programmes, partnership work and future priorities.
- 4.2 The key priorities of PSR at this stage have been identified as
- Revenue raising
 - Shared services
 - Preventative interventions and improved outcomes
 - Opportunities for merger of functions
- 4.3 We know that this information is currently being assembled and analysed by Scottish Government colleagues who are taking a lead on PSR. A number of clarification sessions have been held with the PSR team. In response to a questions from SCRA we have a clearer position on:-
- The expectation that public bodies currently immersed in priority transformational and legislative programmes (such as The Promise/CCJB) should see these programmes as the continued key vehicles for delivery of Ministerial commitments and wherever possible seek to integrate the intent and principles and outcomes of PSR within these programmes.

- That public bodies seeking to develop programme structures (either on an individual or partnership basis) should continue to do so alongside their sponsor teams and prepare to align any reporting to whatever governance structure emerges from PSR (at present a PSR Steering Group being led by the Permanent Secretary)
- That the sector 'clusters' being proposed by the PSR programme is consistent with the clusters which will be identified as part of the transformational programmes underway

5. Hearing System Leadership

5.1 A follow up joint development session with the senior teams of CHS and SCRA was held on 22 February. This builds on the session held in September 2022 and reported to the Board at its December meeting (CEO Report 14/12/22). The second session was universally found to be very constructive and positive and focussed on:-

- Future legislative changes and likely impacts on the Hearing System
- Budget constraints and our collective programme of improvements
- Getting both bodies change ready in a coordinated and complimentary way
- Managing day to day performance alongside delivering transformational change
- Working collaboratively to ensure future proposals from the HSWG are deliverable and will led to desired changes and improvements
- Working together in a unified way – but also getting ahead of and anticipating areas where we do not have consensus or an agreed way forward
- A timetable of activity ahead of the publication of the HSWG report – incorporating joint (or co-ordinated communications), working with Scottish Government on a programme approach to taking forward recommendations (after Ministerial consideration), including joint governance structures, project structure etc.

5.2 A series of follow up individual coaching opportunities are being made available to senior team members ahead of our next development session in early summer.

6. Senior Team Changes

6.1 Lawrie McDonald our Digital Programme Director will leave SCRA in early May to take up an exciting new role in the 3rd/Voluntary sector. Lawrie joined the Hearing System as joint Digital Director in 2015 – working across CHS and SCRA in the development and delivery of the Core Systems and Applications Service (CSAS) – which provides a common platform for CHS and SCRA.

6.2 In 2018 Lawrie took over the direct line management of the SCRA Digital Team, reorganised the team and focussed on the completion of the development and embedding of CSAS. The conclusion of this work happened just as the COVID pandemic hit. Despite the numerous challenges the system has been fully incorporated as SCRA's core case management system. During the pandemic Lawrie also steered through the technical infrastructure that supported the

fledgling virtual hearings that were a necessary part of our business continuity response – but which now form a valued and reliable part of our core offering.

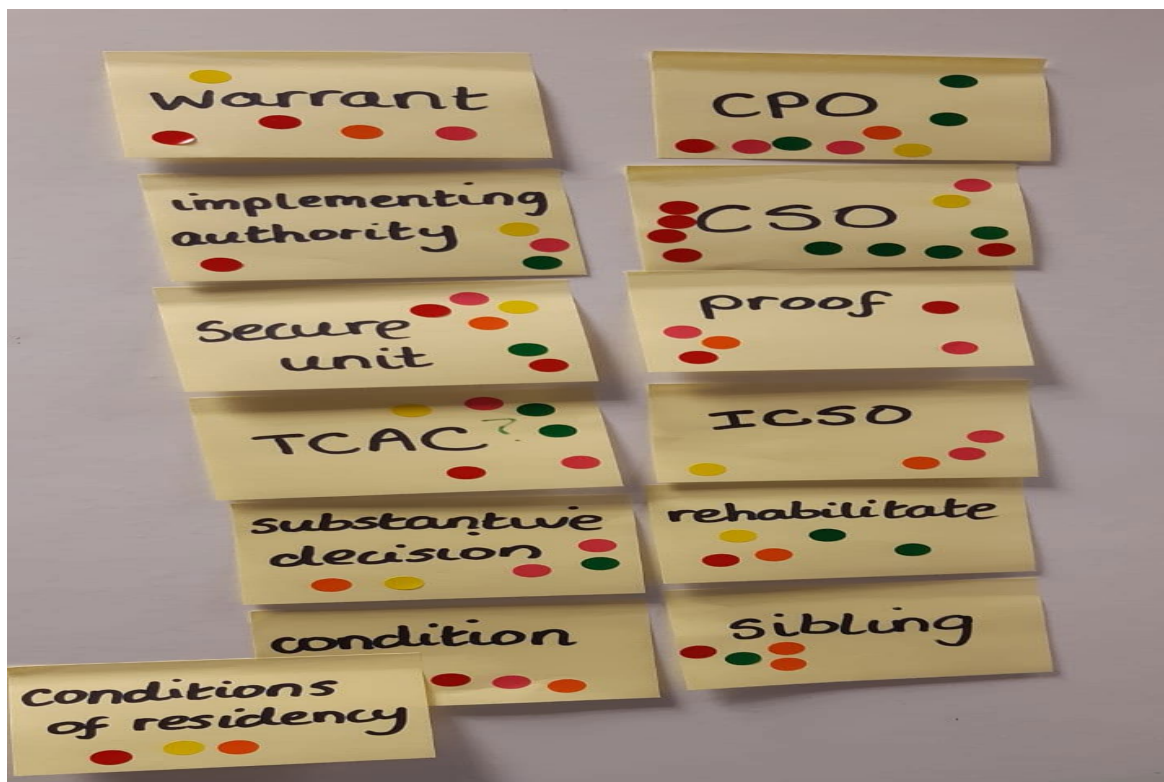
- 6.3 Lawrie has been a greatly valued colleague who has helped us all grow and learn in an area of great specialisation and expertise and which is now key to SCRA and the wider Hearing systems and we wish him well in his future role. SCRA will seek make an interim appointment to Lawrie's post in advance of his departure and will prepare to make a substantive appointment in the course of the next 3 – 6 months.

Appendix A

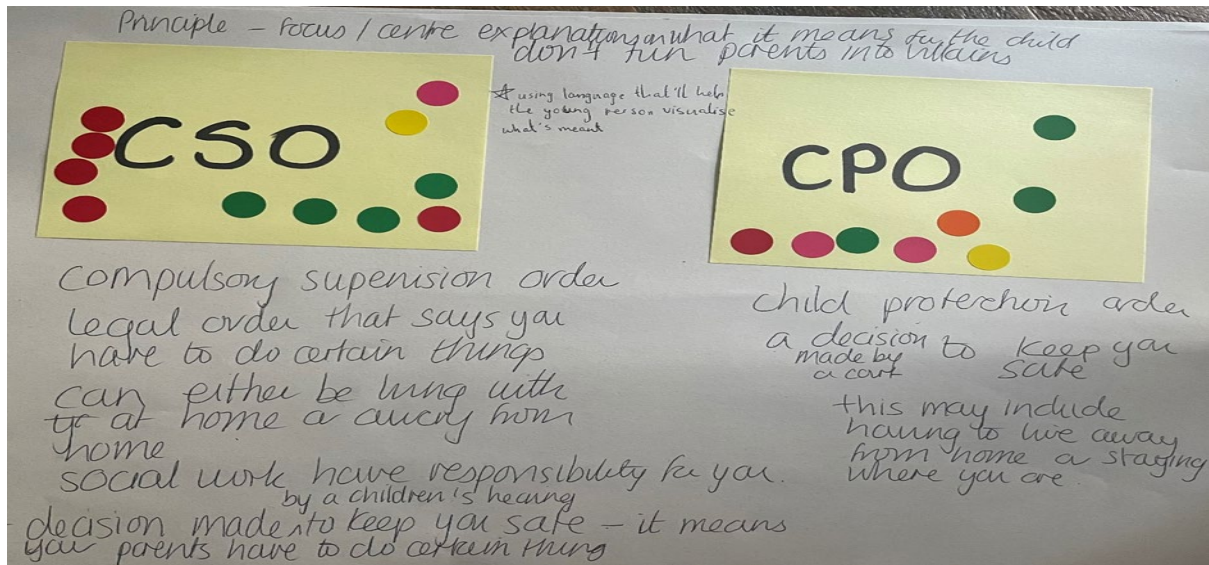
Update for Strategic CHIP Group by the CHIP Language Oversight Group

Solid progress continues to be made. The 'word busting' group held their fourth meeting on 1 February in person. The young people worked with great energy, enthusiasm and commitment. They: -

- ✚ Chose a new name for the group: **'Language Leaders: Because what we hear in Hearings matters'**. Hashtag #wordsmatter
- ✚ Took a deeper look at the words they wanted to bin or those that needed to be retained for now but have an explanation attached.
- ✚ Considered the use of legal terms in the hearings system. Some felt using the legal words is important to ensure there is no confusion about the decision made; others felt only words that do not need translation for children should be used in hearings (the young people in the group mostly expressed this latter view). This will require further investigation and discussion.
- ✚ Voted and selected the top 12 words that need explanation: -



- ✚ Split into small groups and started to provide alternative descriptions:-



✚ Set out the categories that may apply to words for binning or explaining: -

- Judgemental language
- Negatively emotive language (including patronising, presumptuous, unkind, and arrogant language)
- Confusing language (including cold, technical, hard to understand, legal terms, and language that presumes understanding)
- Irrelevant language (including the repetition of historical negative information/events)
- Language that labels and/or stigmatises rather than describes
- Traumatizing and/or distressing language
- Impersonal language (including language that lacks context)
- Language that focuses on deficiencies and is not strength-based

✚ Set out some principles they would like professionals and volunteers to stick to:

- Children will have some control over what is discussed in their hearing
- Language will include the child's wishes
- Positives will be highlighted, not just risks
- Language will be based on strengths- reports should not be written about the avoidance of problems ('no issues') or blame children or their families
- Easy read reports and letters are standard good practice
- We will get rid of irrelevant background information
- We will write about the individual child within the family, not just the family
- Young people will not have to repeat themselves over and over because language will be clear for all
- Attention will be paid to balance and not just making people feel rubbish

- All language used will be non-stigmatising and will not discriminate
- Terms will be changed so we don't shorten them or use acronyms or jargon
- Report and letter authors will write to the child (the whole child)
- Authors and speakers in the hearings system will understand the power of language
- Language used in legislation will be accessible and understood (not translated)

- ✚ Worked with a web developer to create a 'digital bin' for other young people to place the words they want changed

There remains a clear role for the Strategic CHIP Group in supporting readiness for change, championing our co-production approach and sharing awareness of this work across our networks.

The Language Oversight Group has identified some areas for the Strategic CHIP Group to consider:

Awareness

We are not yet at a point where everyone understands the impact language has on young people and therefore the need for behaviour and practice change.

We could amplify what young people are telling us using verbatim testimony/video/voices of those with care experience for increased impact. We have begun work on a dedicated page on the CHIP website relating to language, including the work by Language Leaders and a 'useful resources' section. Do CHIP Partners know of any resources available to progress this? What other avenues are available to enhance awareness?

Lack of consistency

Disparity already detected over the language used by different local authorities to describe things. Lack of agreed definitions can cause confusion- e.g. 'Intensive Family Support', 'supervised contact' changed to 'supported contact'

Need to reach agreement on language to be used following which is there support for bringing a wide range of CHIP partners together to learn alongside each other about language, explore practice change and enhance their professional relationships?

Legal language

Need to develop a shared understanding of alternative definitions and explanations- and to use them consistently and in all localities. Legislative change needed longer term.

Deeper legal sector engagement needed to alter the language used, particularly in court. What help can Strategic CHIP Partners in the legal sector provide to drive this forward?

Evolution and Oversight

Need for oversight of this language work as it will keep evolving. Who should take responsibility for this?

Should Oversight Group become a standing sub-group reporting to Strategic CHIP Group?

Mapping of Language Work/Evidencing Impact

What is the best way to take this forward?



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SCRA Staff Survey 2022

**Accountable
Director:**

Neil Hunter

Date: 29 March 2023

Recommendation:

1. To note further analysis of the 2022 staff survey results
2. To note the ongoing internal discussion on key priority actions linked to the staff survey

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
Required/Completed

Assessment

☐

Yes

☒

No

Issues/action points:-

Consultation

Health and Wellbeing Group

Document Classification

Open

1. Staff Survey 2022

1.1 The Board received an update and the key results of the 2022 staff survey at its meeting on 25th January. The headline issues surfacing in the staff survey were:-

- 51% (n = 243) of all SCRA staff responded to the survey – which is a slight improvement on 2021
- By far the biggest issues people reported on were in relation to morale, pay and workload. These 3 big issues have been by far the most constant of themes for some time and are the most difficult for SCRA to systematically and comprehensively address
- The staff survey also told us that many people are concerned about the level and pace of change now and in the future, have concerns about SCRA's future and lack confidence in the organisations leadership to steer the organisation through the next phase and effectively manage the required level of change.
- From the comments much of this related to the uncertain challenge of the Promise recommendations, the uncertain financial position of SCRA and the wider savings and cuts being made across the public sector
- Some staff also felt that there was a lack of meaningful involvement and consultation on decisions in SCRA
- There was a significant sense of improvement and progress in relation to frequency and sufficiency of organisational communication and in general the vast majority of staff felt well supported by managers and colleagues
- High numbers of staff felt they were given the right levels of autonomy to do their job, were sufficiently challenged and had the right equipment to do their job. From comments made by some staff there remain issues with access to mobile phones, division of labour between Reporters and Locality Support Administrators and ongoing learning and adaptation to CSAS

2. Top issues by role

2.1 Additional work has been undertaken across the different roles in our organisation – the 3 scores that were ranked lowest by each role – alongside the three that were ranked highest. There's quite a bit of similarity and some divergence as well.

2.2 Locality Support Administrators/Trainee Support Administrator/Modern Apprentices

- I am consulted on decisions that affect my work – 28%
- Ability to communicate and raise issues with EMT – 29% felt they would be able to do this
- Pay is reasonable and comparable with jobs elsewhere – 30%
- I have the right equipment to do my job – 97%
- I can manage a reasonable work and life balance – 93%
- Understanding of my individual responsibility for inclusion and diversity – 93%

2.3 Locality Support Managers

- Pay is reasonable and comparable with similar jobs elsewhere - 13%
- Workload – 25%
- I'm consulted on decisions that affect my role – 50%
- I get clear feedback on my performance – 100%
- SCRA provides me with regular, useful and proactive information or opportunity to improve/maintain my health and wellbeing at work – 100%
- I can manage a reasonable work and life balance – 100%

2.4 Senior Practitioner/Reporters/Assistant Reporters

- Pay – 17% felt their pay is reasonable and comparable with similar jobs elsewhere
- Ability to communicate and raise issues with EMT – 27% felt they would be able to do this
- Confidence in SCRA to manage future change – 28%
- Regular one to ones with my line manager – 89%
- Safe and welcome working environment – 90%
- Understanding of my individual responsibility for inclusion and diversity – 96%

2.5 Locality Reporter Managers/Head Office Managers

- Compared to people doing a similar job in other organisations I feel my pay is reasonable – 25%
- I have an acceptable workload - 33%
- I feel confident about the future of SCRA. – 47%
- I have regular one to one meetings with my line manager – 94%
- SCRA is committed to equalities, diversity and inclusion – 97%
- I know and understand SCRA's vision, values and priorities over the next 12 months and how my job relates to these – 100%

2.6 Head Office staff/Business Support Staff

- Compared to people doing a similar job in other organisations I feel my pay is reasonable – 35%
- I feel able and confident to challenge the way things are done in SCRA - 53%
- SCRA supports me in exploring my learning and development goals and plans - 60%
- Overall I enjoy my job – 93%
- I find that the communications from SCRA give me sufficient, timely and accessible information- 95%
- I believe that SCRA provides me with regular, useful and proactive information or opportunity to improve/maintain my health and wellbeing at work – 97%

3. Internal Consultation

- 3.1 The PR/CE focussed the entirety of the January Team Brief on the staff survey. Three well attended Team Brief online calls were held with the PR/CE, attracting over 90 staff.
- 3.2 The staff survey results were the subject of extensive discussion at the February SCRA/UNISON Health and Wellbeing Group, which has good representation from across the organisation.
- 3.3 The themes that emerged from these internal sessions reinforced the results of the staff survey. Pay and reward were as key to how staff were currently feeling. Many staff, but particularly Reporters, felt that pay and grading has fallen well below other similar roles – the role of the Procurator Fiscal was the most commonly referenced.

4. Responding to the survey - So what's next?

4.1 Responding to systemic challenges

- 4.2 SCRA and its staff group are experiencing some of the most difficult times for many years. The current limitations placed on our resources, the pressure being experienced by all of our staff in responding to the cost of living, the protracted nature of our pay discussions and the scale of potential future change and expectations placed on the Hearings system are having a cumulative impact. And of course we have asked many people to change their roles and widen their responsibilities at an already difficult time. Workload is not a new pressure but remains a very significant challenge to us and we continue to review our equalisation approaches. We have programmes of work in place to respond to the issues identified by many staff as we work towards the most optimal ways of working and making use of efficient, effective resources, skills and capacity.
- 4.3 Our 23/24 Business Plan is well aligned with and responds to many aspects of the staff survey results including learning and development, roles and functions and modernisation of the estate. These programmes of work will help us deliver our overall review of supporting systems and processes to ensure that they are as effective and efficient in supporting staff to undertake their duties and improve their skills – such as those recommendations identified in the recent Digital Skills Survey. We know that good management of change follows a set of key principles, structures, approaches, communication and decision making – is based on testing, reviewing, learning and application of tangible improvements – which is why we are aiming to put in place a series of programme structures that will provide more rigour, more visibility, more regulated approaches and more engagement than we have been able to achieve in recent years.

- 4.4 There are no magic solutions available to us – in October we felt compelled to put in place the first vacancy freeze in many years in response to the review of the Scottish budget and to ensure we could respond to an unknown and high risk financial position. Our hope is that, following approval of the SCRA budget, we can review the vacancy management arrangements for 23/24. We have managed to secure funding to extend many of our temporary staff for a 12 month period. We have been working our way through detailed but extended pay discussions with UNISON – albeit within the constraints of ministerial pay policy. We have just recently delivered a pay offer that has been accepted by staff.
- 4.5 We are working hard to ensure the role of the Childrens Reporter will be a prominent part of future change within the Promise. A series of proposals will be made in April of this year by the Hearing System Working Group, which is chaired by Sheriff Mackie. The insights and expertise of SCRA staff has been and will be very influential in determining the way ahead and helping with the uncertainty that has been playing on people's minds about future arrangements. We fully anticipate significant changes to the role (both in practice and in statutory terms) of the Childrens Reporter.
- 4.6 This would seem like an appropriate moment to open up the job description and person specification for our core statutory role. Such a review has not been undertaken in recent times – but it seems right that we do so now in order to ensure that the Reporter role is able to respond to the transformational expectations that will be placed upon it. Within this review it feels legitimate to also look at the reward structure against a revised job description and person specification. Whilst SCRA supports independent job evaluation as the method by which we determine pay, it is reasonable that the benchmarking we have already agreed to with UNISON should form part of our assessment. We will also need to take into consideration any consequential of such a review on roles such as Locality Reporter Manager and Senior Practitioner, which act in direct support of the Reporter role. We intend to bring forward a formal proposal to the Board in September 2023 around the scope, method and resourcing of such a review.
- 4.7 In addition we have seen the 1st draft of the Childrens Care and Justice Bill introduced to Parliament. The work which has been done by SCRA staff in assessing the necessary investment to raise the age of referral has been recognised and forms a substantive part of the Financial Memorandum.

5. Building on improvement

- 5.1 There are some areas where the staff survey shows improvement – in areas such as communication, support and supervision, support that people feel from their line manager and within their teams, our approach to health and wellbeing and uptake and impact of our learning and development programmes. Despite all the many challenges and frustrations that people currently feel, they overall reported enjoying their job.

- 5.2 There is continued work to do in enhancing communication, openness and trust between the wider service and the senior team which the PR/CE will be continuing to seek to find ways of progressing.

5.3 Pay and reward – key actions

- We will continue to try and maximise year on year cost of living increases for SCRA staff within the parameters of Ministerial policy.
- We will examine with SG pay policy the potential to separate incremental progression (to those entitled to progression) from annual cost of living increases should negotiations remain protracted in future years
- We will undertake a full pay and reward benchmarking exercise with UNISON as part of our 23/24 pay discussions. We will use the results of this benchmarking to assist with our ongoing discussions with the SG regarding pay policy
- We will bring a proposal to the Board in September 2023 seeking approval to review the role of the Childrens Reporter in light of the (likely) recommendations of the Hearing System Working Group recommendations. We will create an internal team from across SCRA to assist with this review, will do so in partnership with UNISON and will seek external capacity and assistance where necessary.

5.4 Workload – key actions

- We will seek to maximise the investment required to fulfil the workload requirements for SCRA arising from the Childrens Care and Justice Bill. We will proactively work with SG on a stable and sufficient financial framework for implementing the HSWG recommendations
- We will continue to make resource shifts between operational teams to improve alignment between assessed demands and staffing, using our existing resource allocation framework
- We have secured the extension of the vast majority of fixed term posts for 23/24 and will seek opportunities to integrate these roles through turnover in establishment.
- Having achieved assimilation of the Standard Operating Model across the service, we have further committed to ongoing improvement to our organisation wide 'Target Operating Model'. This will include optimising ways of working between Reporters and Locality Support Administrators, reducing where possible unnecessary transactional work.
- We will embark on a programme of activity in 2023/4 aimed at stabilising our operational model and movement toward improving overall efficiency and effectiveness in our work – including a focus on better understanding and improving the intersectionality of operating procedures, processes, practice

requirements and CSAS functionality in order to tackle the concerns about reducing administrative transactions.

5.5 Morale

- We will continue to build on the successful programme of work on health and wellbeing across SCRA – with a focus on individual and collective health, team building, respect, kindness and a positive organisational culture
- We will continue to build on the clear improvements in our multi-channel, multi-mode communications work, continue to commit to a culture of openness and transparency, increase the visibility of the Senior Team and the Board.
- We continue to try and work the highest principles of engagement and consultation in Partnership with UNISON. In 2023/4 we will work within the National Partnership Forum to refresh and update any aspects of the Partnership Agreement to ensure these principles are as visible across SCRA.
- We will deliver a comprehensive plan of support and training in support of the delivery of the Locality Support Administrator job description, roles and responsibilities
- We will build upon the progress made in recent staff survey results on areas such as direct support from line managers, working in a supportive team and job/role enjoyment

5.6 Managing Change

- We are putting place a comprehensive programme of training for all managers on the Scottish Government Quality Improvement model. This is already driving improvements and inclusive tests of change at team and locality level.
- Over and above this we have recommenced the Professional Managers Award after a suspension during the pandemic
- We are implementing a comprehensive package of measures to establish a programme board and project management structure across SCRA, including investment in staff to support these arrangements. This work is aimed at providing more coherence, managed and well planned approach to managing change across SCRA and the wider Hearing System at an unprecedented time
- Following an in-depth survey of SCRA skills, undertaken by an independent expert organisation, we will deliver a targeted programme of learning and skills development with the aim of improving the confidence and effectiveness of the 15% or so of the workforce who expressed a need for more intensive help and training

Appendix A

Detailed individual comments on the staff survey

1. Confidence in the future of SCRA

There were 58 individual responses (24% of all respondents) to this question. By far the most significant issues affecting people's confidence in the future are:

- Uncertainty about the future linked to the independent Care Review and The Promise – 21%
- Wider public sector funding cuts adversely affecting SCRA's future – 19%
- SCRA's ability to manage change effectively – 11%
- Impact of the SCRA vacancy freeze and loss of staff – 9%
- Impact of new legislation – 7%
- System inefficiency and avoidable bureaucracy – 6%
- Workload – 6%
- Limitations of CSAS and digital – 5%
- Changes to job roles – 5%

There were a smaller number (>3) in the following areas:-

- Leadership
- Sickness absence
- Reward and retention
- Quality and consistency of work
- Morale
- Board visibility
- Standard operating model changes

2. Were there any particular wellbeing initiatives during 2022 which you found particularly helpful?

There were 102 (42%) responses to this question. The most common responses were

- Menopause awareness – 38%
- None – 17%
- General health and wellbeing – 10%
- Team activities – 4%
- Mental Health – 3%
- Financial advice – 3%

Other areas mentioned by a small number of people were bereavement support, infertility support, working environment

A number of people identified barriers to participation in wellbeing including workload (5%), time to participate (3%) more accessible information (2%), more locality budget

(1%). One respondent highlighted that men only activities in relation to menopause, but the absence of women only activities.

3. Have organisational changes impacted on your work?

There were 107 (44%) of additional comments to this question:

- 24% were positive about agile working policy, whilst 8% were negative.
- 8% felt that increased workload was the biggest single change impacting on them
- 8% felt the division of labour between Reporter and Support tasks was having the biggest (negative) influence
- 7% felt the pace of change was the biggest influence
- 6% attributed the change in Locality Support Administrator roles to be the biggest (negative) factor
- 5% felt introduction of CSAS to be the biggest negative change
- 5% felt there was a lack of involvement and engagement in decision making in organisational change
- 4% attributed (lack of) management capacity
- 4% attributed the introduction of the standards operating model

A smaller number of responses listed issues such as complexity of court work, lack of training and support, the introduction of virtual hearings technology, lack of career progression, and staff morale as all impacting on change

4. If your morale isn't good, please let us know why and what could be done to improve it.

There were 79 additional comments in response to this question, listing around 25 discrete issues. The most common were:-

- Too much change in SCRA – 13% of comments
- Disagree with the Locality Support Administrator review – 11%
- Poor pay and conditions - 11%
- Management not listening to staff – 9%
- Staffing and vacancy freeze – 9%
- Temporary contracts/insecurity – 6%
- Workload pressures – 5%
- Cost of living – 5%
- Impact of CSAS – 4%
- Poor behaviour of other staff – 4%
- Negative culture – 4%
- Need for better communication – 3%
- Need for more management cover – 3%

There were a range of other issues mentioned (>2%) including need to complete PDA, poor policy implementation, target and efficiency driven culture, exhaustion, skills not being fully used, lack of autonomy, lack of training, lack of technical support, nature of work being traumatising .

5. Workload

Fifty six (56) people made additional comments on the issues that they believe sit behind workload demands. The most significant of these were:-

- Staffing shortages – 18%
- Too many administrative tasks – 16%
- Covering for absence/other staff – 13%
- Limited ability to plan for fluctuating demands – 15%
- Court pressures – 11%
- Poor management – 4%
- Locality Support Administrator Review – 4%
- External pressures – 4%
- Too many meetings – 4%
- Virtual Hearings – 2%

Other comments (>1%) highlighted a range of other issues such as span of management control, management of flexi working patterns, reorganisation of caseloads, increased referrals



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service: Lisa Bennett, Head of Strategy

Date: 29 March 2023

Report Author: Roma Bruce Davies

Recommendation:

- 1. To note the progress update on SCRA's Keeping the Promise Programme.**

Reason for Report: For Noting

Resource Implications: Within current budget.

Strategy/Service Plan Implications: Corporate Plan and all related strategies

Consultation: Head of Practice and Policy


Keeping The Promise Programme
Manager

EHRIA Duties: Not Applicable

Document Classification: Not protectively marked/protectively
marked/commercially sensitive

1	Introduction
1.1	SCRA is committed to Keeping the Promise and to working positively and effectively with our partners in doing so.
1.2	This report seeks to provide the Board with a high level update on the work being undertaken to address the Promise in SCRA in the previous period.
1.3	SCRA's Keeping The Promise Programme Board continues to oversee delivery and receives detailed reporting to ensure that plans are supported, aligned and that any risks or issues are visible.

2	Internal Audit of Keeping The Promise Programme
2.1	SCRA's Keeping the Promise programme was the subject of an internal audit in November 2022 with the final report being issued on 2 December 2022.
2.2	<p>The scope of the audit was to assess whether:</p> <ul style="list-style-type: none"> • SCRA's programme of work aligns with the priorities of the Promise and the actions set out within the 2021-24 Plan • SCRA is involved and engaged in the redesign process for the Children's Hearing System • Projects are appropriately approved, with a full understanding of the project risks, costs and benefits and alignment to the Promise • Roles and responsibilities are made clear and are understood • Programme monitoring tools are used consistently; and • There is regular reporting to management, the Board, and the Hearings System Working Group.
2.3	The outcome of the audit was positive and concluded with substantial assurance over the design and operational effectiveness of the controls in place in relation to SCRA's work in delivering The Promise.
2.4	<p>The audit identified multiple areas of good practice during review. For example:</p> <ul style="list-style-type: none"> • SCRA's programme of work clearly aligns with the priorities of the Promise and actions set out within the 2021-24 plan. • SCRA play a very active role and are engaged in the redesign process for the Children's Hearing System. • Auditors reviewed a sample of four project charters at varying degrees of completion and confirmed ZOHO (project management tool) was being updated regularly to assist with project monitoring. • All 4 project charters reviewed were approved by the KTP Team. • SCRA actively monitor the progress of all projects, using their project management software, ZOHO.

	<ul style="list-style-type: none"> There is regular reporting on Keeping The Promise to the Keeping The Promise Team, the Keeping The Promise Programme Board, the SCRA Board, EMT, and the Hearings Systems Working Group.
2.5	<p>Two recommendations for improvement were made:-</p> <ul style="list-style-type: none"> Responsibilities in Project Charters: Clearer documentation of the individual roles and responsibilities of all members of project teams. Categorisation of Project Charters: recommendation to amend the categorisation of some projects from “delayed” to “on hold” or “not yet started”.
2.6	<p>We agree with the findings of the recommendations made and have already implemented actions to address these. Project charters are now supplemented with an action plan clearly documenting the roles and responsibilities and allocating specific actions at the outset of a project. The categorisation of the relevant projects has been amended to more accurately reflect those that are on hold rather than delayed.</p>
2.7	<p>The full audit report can be read here.</p> <p style="text-align: center;">  The Promise SCRA Final Report.pdf </p>

3	Progress Update – Improvement Projects
3.1	<p>In terms of SCRA’s improvement projects there are currently a total of 14 project charters. Of these, 1 is a completed project, 9 are live approved project charters in progress, 3 are on hold and 1 is in draft form, being developed by the project team prior to approval (child friendly CSOs).</p>
3.2	<p>Of the live projects, good progress is being made testing change ideas and measuring the impact. Of particular note is the Child Friendly Scheduling Project which was launched in Ayrshire locality on 28 February, after a period of careful planning and preparation. The locality team has embraced the project and there is a real enthusiasm to test the changes to approach with a view to identifying how we can schedule hearings with more flexibility in a way that better meets the needs of children and young people and gives them choice and a sense of agency.</p>
3.3	<p>The Grampian team are also about to test a form developed in the Introductory pack project – Customise My Hearing. Testing these different approaches will give the opportunity to measure and learn what works best from the child and young person’s perspective as well as from an operational perspective. The evaluations will be taken forward into</p>

	3.4	<p>decision-making about which approaches should be scaled up, spread and operationalised in due course.</p> <p>Other projects underway and making good progress are Good Practice Guide for Solicitors (working with partners to develop the guide to influence solicitor practice positively in and around hearings), Pre-hearing planning meeting (co-designed from the outset with young people from Our Hearings Our Voice and aligned to the likely recommendations from HSWG) and the Language Leaders Project (working with partners and young people with lived experience of hearings to improve language in the children's hearings system, to prevent misunderstanding and to avoid distress or re-traumatising). More information can be accessed here Language Leaders – latest update Children's Hearings Improvement Partnership (chip-partnership.co.uk).</p>
	3.5	<p>Work is now underway in SCRA's new programme framework for delivery of the business plan, including Programme Protect. This offers a clear structure to secure alignment and integration of Promise standards, developed through these projects, with operational systems into the future. The new Programme structure also offers a good opportunity to ensure that different parts of the organisation – Digital, Practice, Promise and Operations – collaborate fully on some of the cross-cutting features for improvement, such as Letters and Reports for Hearings. As such, these projects which sit under the Keeping The Promise Route Plan will be progressed via the new programme framework. This will support Promise standards being integrated with Digital enhancements, Practice changes and efficiency work to enhance the approach to change management.</p>

4	Progress Update – Reform / HSWG	
	4.1	<p>The Hearings System Working Group met for 7 full day sessions in January to consider the evidence gathered to date and to deliberate as to potential recommendations.</p>
	4.2	<p>The HSWG recommendations are due to be completed and published by 10 May 2023. Following the deliberation phase in January, Sheriff Mackie has undertaken some testing of the potential recommendations with other hearings system stakeholders and children and young people, including the board members of Our Hearings Our Voice and CELCIS Voice and Inclusion Project.</p>
	4.3	<p>The draft recommendations are being prepared by Sheriff Mackie and the Promise Scotland, reflecting on the evidence gathered and material from the deliberation and testing sessions. Draft recommendations are due to be shared with HSWG members by Monday 13 March, with a period of 10 days to review them, propose amendments and provide feedback. The HSWG will then meet again for 3 full days in the week of 27 March to review and discuss the recommendations prior to them being finalised for publication.</p>

	<p>4.4</p> <p>4.5</p> <p>4.6</p> <p>4.7</p>	<p>SCRA's Keeping The Promise Programme Board is scheduled to meet on Friday 17 March which provides an opportunity for members to consider the draft recommendations, to influence the feedback and to support SCRA's HSWG members in preparation for the HSWG meetings.</p> <p>The final HSWG recommendations are likely to be relatively high level in nature, rather than offering a detailed plan for redesign. The recommendations will require significant consultation, financial modelling and impact assessments before decisions are made about which recommendations to proceed with.</p> <p>Based on the deliberations to date, the following are some of the likely recommendations:-</p> <ul style="list-style-type: none"> • There is likely to be a recommendation around enhancing the role of the reporter pre-referral as a feature of good practice and to include a role for the reporter pre-birth which would allow investigation of circumstances at that stage. • There is likely to be a recommendation around alternative options for establishing grounds and reviewing interim orders to ensure a significantly improved process for children and families. • There will be various findings around supporting participation of children and young people at an earlier stage in the system and in preparing for hearings. • There will likely be a recommendation on professional conduct in hearings, including the need for quality assurance across roles and accreditation. • It is highly likely there will be a recommendation in support of strengthening the decision-making model in children's hearings. No final conclusions were reached in the deliberation sessions as to the exact make-up of the decision-making model, although consideration was given to skilled, competent salaried chairs who would sit along with two side panel members (who may also be remunerated). • Recording of hearings was considered but it was recognised that this would require much more consultation and testing, in particular with children, young people and their families. <p>The deliberation phase of the HSWG established that CHS have a position that with professional, skilled and competent panel chairs, they would seek to take over all hearing-related functions after the grounds are established. Their view is that this would mean CHS scheduling and arranging hearings and there would no longer be a role for reporters in scheduling hearings, in the hearings themselves or in post hearing</p>
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	<p>administration. In the view of CHS, this change is to ensure that panel chairs have the appropriate power and authority and to ensure that chairs have the structures around them they need to support their management of hearings and “case grip”.</p>
4.8	<p>The Principal Reporters position is supportive of strengthening the functioning and competence of the decision-making within children’s hearings and are open to considering how duties and functions may be realigned. However, the role of the Reporter is valuable throughout the hearings system journey and proposed changes to the system need to be based on solid evidence of the need for change and any unintended consequences. They need to be collectively agreed to be necessary and with an understanding of the improvements that will result from the proposed changes. In addition, SCRA has sought to ensure that a robust and proper process is applied to the consideration of recommendations, with assurance that proposed changes will be compliant with the wider legal framework, including ECHR and UNCRC.</p>
4.9	<p>We have advanced the position that the role of the Reporter is multi-faceted and has the potential to develop to further support and promote children’s rights. SCRA is committed to a programme of improvement work and is already on that journey of strengthening and developing the role. Paid Chairs with increased competencies has the potential to enhance the competency of the system overall and, working in conjunction with Reporters, there is the potential to create an even stronger, rights-respecting system that works for children and families.</p>
4.10	<p>Both SCRA and CHS were asked to prepare and submit a briefing / position paper to the chair of the HSWG covering current roles related to hearings, views on the matter of the decision-making model and implications for roles in and around hearings. This was completed on 6 February. Shortly thereafter, Promise Scotland announced a pause on the preparation of draft recommendations with an extension of the originally planned timescale. They have indicated this is due to the need to give careful consideration to all the information, evidence and submissions and to seek legal advice around some aspects of the developing recommendations.</p>
4.11	<p>Since then, Promise Scotland has met with both Chief Executives around the issue.</p>
4.12	<p>The next steps now are that draft recommendations are due to be shared with HSWG members by Monday 13 March and a period of 10 days will be given to review, consider and respond to these prior to 3 full days of HSWG meetings in the week of 27 March, with the aim to finalise the recommendations before publication on or before 10 May 2023.</p>
4.13	<p>SCRA’s Communications team has linked in with the Promise Scotland Communications team to plan and prepare for the publication of the recommendations.</p>

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5	Recommendation	
	5.1	1. To note the progress update on SCRA's Keeping the Promise Programme.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION
ANNUAL WORKFORCE REPORT

Accountable Lead: Head of Human
Resources

Date: 29 March 2023

Recommendations:

1. To note the workforce metrics for 22/23
2. To note the workforce activity during 22/23 and plans for 2023/24 in line with Year 4 of the 2020/2024 People Strategy.

Reason for Report: For Board discussion

Resource Implications: Within approved budgets

Strategy:
Corporate Plan
Business Plan
People Strategy
Operational Strategy

Consultation:
Executive Management Team
UNISON
HR Sub Group

Equalities Duties **EHRIA completed**
Outcome - a positive impact on all staff regardless of protected characteristics with a clear focus on wellbeing and attracting a more diverse range of applicants to SCRA and supporting their development and progression.

Document Classification: Not Protectively Marked

Executive Summary

This Workforce Report for the period April 22 to March 23 provides a high-level overview of key workforce data and the relevant trends to inform SCRA's workforce planning priorities for 23/24.

In addition, this report provides an overview of initiatives and strategies that have been put in place to support our people over the last year. The format follows the employee lifecycle as outlined in our 20/24 People Strategy

Our employee life cycle



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

The following table reflects 'at a glance' changes to our workforce over the reporting period December 21 to February 23. Gender Pay Gap reporting is for 2021 and 2022 respectively.

		December 21	Trend	February 2023
Headcount		520	↓	486
Full-time equivalent		454.28	↓	424.26
Part-time Headcount	Male	12	↓	8
	Female	212	↑	213
Female Headcount		458	↓	432
Under 25 Headcount		15	↓	12
Over 55 Headcount		155	=	155
Absence	Short term	1.5%	↑	1.69%
	Long term	4%	↓	3.37%
Turnover		7.8%	↑	8.8%
Declared ethnicity %		2.3%	↓	1.85%
% in senior roles (G)	Females	38%	=	38%
	Ethnic Minority	0%	=	0%
Gender Pay Gap %	Mean %	24.3% (2021)	↓	23.8 % (2022)
	Median %	27.9% (2021)	↓	27.5% (2022)

1. Introduction

- 1.1 The Annual workforce report for 2023/24 provides the reader with an overview of our workforce and achievements for the year 2022/23. The report also aims to meet the fourth year of the 20/24 People Strategy, highlighting some focused areas of work which will progressed alongside the people objectives which are included in our Business Plan for the same period.
- 1.2 SCRA and its workforce have served the most vulnerable of Scotland's children well over the past years, particularly during the challenging and complex period of time of the COVID-19 pandemic. Whilst we got through that period, making some significant organisational changes as we did, our workforce is now starting to show the signs of the challenge that they faced. The 2022 staff survey provided a rich vein of how our staff felt across many areas, with some really positive results about how they felt about working in SCRA and committed to its vision, values and objectives. However, there were three main themes that have proved difficult for staff and to which SCRA should focus on – ***reward – workload – morale***.
- 1.3 The particular challenge we have for workforce planning in 23/24 is aligning and responding to the new Programmes of work outlined in the Business Plan. The programmes focus in on our people, their skills and roles as well as ensuring that our processes, procedures and service delivery is as effective and efficient as they possibly can be. Whilst planning this, there remain a lot of known unknowns in the shape of the Hearing System Working Group Report, the Children's Care and Justice Bill, Incorporation of UNCRC and not least the difficult funding challenges that we have as an organisation. To support all of this work we must be able to release individual capacity to engage in workgroups, consultations, communications and personal and team developments.
- 1.4 The investment in our workforce over the next 12 months will focus on ensuring we have a skilled and confident workforce, through learning and development, resilience and wellbeing, releasing their digital capabilities, reviewing what roles and responsibilities we need now, and in the future, as well as supporting our managers and our people to be able to manage change.
- 1.5 Given our experiences over the past three years, we know that things don't remain constant therefore, this workforce plan has to be flexible and responsive to the challenges ahead. It will be reviewed regularly, in partnership, to ensure its continued fit with the business, purpose and objectives of other supporting strategies.
- 1.6 What we achieved in the 2022/23 Workforce Plan in what was arguably another challenging year for staff is highlighted in Appendix 1. The planned actions for 2023/24 are detailed at Appendix 2.

2. Recruitment and Retention

- 2.1 Recruitment activity reduced throughout 2022/23 which saw a reduction of 38% in recruiting to vacancies. There were **46 internal recruitment exercises which led to 19 external recruitment adverts**. This reduction reflects the higher than normal levels of recruitment in 21/22 when we recruited to the Recovery Team and the Virtual Hearings Team which were of significant sizes. The reduction is a return to more typical recruitment levels from 2021/22, however they are lower than our typical activity which is due to the strict vacancy management procedures that were put in place from September 2022 until 31st March 23 to manage and prepare for the challenging financial position in 23/24 and the increased paybill from 22/23.
- 2.2 SCRA has committed to increasing the diversity of its workforce, with a particular focus on underrepresented ethnic minority groups, through recruitment but this has been somewhat delayed due to vacancy management. However, in July 2022 undertook a self-assessment exercise against the Scottish Government's Minority Ethnic Recruitment Toolkit, which was originally designed to consider how employers could improve their processes in recruitment to attract more people from minority ethnic communities to apply to their organisations and in turn help to address some of the systems and structures in place that act as barriers for those from minority ethnic backgrounds.
- 2.3 This assessment recognised the areas of good practice that SCRA already undertakes but also identified a number of areas where we could consider changing our approach such as promote positive action, use data better, review our recruitment section of our website, the wording we use in our recruitment adverts as well as ensuring that we don't include any unnecessary qualifications, knowledge or experience in our job descriptions that might be a barrier at the very start of the process. We will also consider using case studies from our own staff on our recruitment page, reaching out to underrepresented communities via different job fair opportunities as well as testing out our interview question bank on different groups of existing staff to ensure the meaning of the questions are not open to misinterpretation. The outcome of our assessment will be a focus of the HR plan for 23/24
- 2.4 A lot of what underpins enhancing our approach to recruitment, more modern and efficient way of managing applications as well as improving our equalities data capturing is the development of our e-recruitment platform. The platform sits within our e-hr and payroll system and will support linking into recruitment websites and direct submission of application forms into a system that can track and report on recruitment status at any time. This was due to be completed in 2022/23 but due to capacity issues was not progressed to pilot stage. This will be developed, piloted and rolled out to Localities during 23/24.
- 2.5 In February 2023, there were **43.75 fte fixed term employees** working on temporary contracts with end dates ranging from March 2023 to March 2024. This is a reduction of 11.48 fte since 2022 and equates to around **10.4% of all employment contracts in SCRA**. SCRA have historically managed fixed term

contracts at around a 5% - 6% level to cover business as usual requirements. We have committed to continuing the reduction in our use of fixed term contracts over the next 12 months, seeking to recruit and retain trained staff into substantive vacancies as they arise. However, the current funding position means that we take a much more cautious approach to managing our establishment.

- 2.6 Turnover for the 12 month period from 28/02/22 is **8.8%** which is an increase of 1%. Turnover remains higher than SCRA has experienced for a number of years but can be explained by a number of staff moving on through ill-health, early retirement as well as staff on fixed term contracts moving on to substantive posts elsewhere.
- 2.7 Whilst Agile Working is embedding across SCRA, we have found that the majority of staff are finding a good balance between home and work life as a result, and our approach has often been described as one of the best achievements to come out of the pandemic. We continually review the policy and its application to ensure that it fits with our culture, service delivery model and achieving that balance for staff. Regardless of agile working, SCRA has a long history of supporting staff to work flexibly, and we have an extensive range of opportunities including full-time, part-time, job share, term-time, compressed hours and secondments available to staff. Our levels of flexible working as remained constant at 39% of all staff working part-time, of which 96% of those are female). Whilst we remain committed to promoting and offering flexible working patterns, we are cognisant of the impact that this can have on perpetuating a predominantly female workforce.
- 2.8 **89% of our employees are female and 11% are male** – which is an increase of 1% in the percentage of staff who are female and 1% reduction in the percentage of staff who are male. 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, which although reduced slightly in 2022, remains high. **96% of all staff earning below £26k (fte) are female.** The high percentage of female employees also has a direct correlation on the level of part-time working across the organisation.
- 2.9 Whilst the average **length of service is 13.5 years**, a marginal increase of 0.9 years from 2021/22, 24% of our workforce has over 20 years' service, of which just under 9% have 30+ years' service. This shape provides a wealth of experience amongst our people.
- 2.10 The average age of staff is just under 47 years of age, which is similar to last year. However, **42.5% (208 headcount) of staff are currently over the age of 50, with a further 10% (49 headcount) over the age of 60.** The age profile of our staff remains as a strategic risk in terms of succession planning and the potential loss of skills and experience. The composition of those over the age of 50 can be further broken down as follows:-

- Frontline Support Staff – 37% (consistent)
- Frontline Reporter Staff – 30% (-1%)
- Head Office/Management – 33% (+1%)

Locality and Head Office Managers are actively considering what this might mean for them in terms of succession planning.

2.11 The agreed core establishment at February 2023 is broken down as follows and in comparison with previous years:-

Role	2022/23	2021	2020	2019
Caretaker/Security	0	0.6	1.2	1.2
Support Assistant (Reception) (role combined with LSA)	0	33.98	34.03	33.91
Locality Support Administrator	130.64	96.22	95.38	97.7
Locality Support Manager	19.75	19.75	20.06	21.89
Assistant Reporter	35.55	35.59	35.54	24.37
Reporter	112.49	114.04	113.35	116
Senior Practitioner	20.1	18.6	17.01	15.18
Locality Reporter Manager	20.5	20.5	20.11	21.86
Business Manager	2	2	2	2
Area Assistant	0.8	1	1	1
EMT (including PR/CE)	8	8	7	7.5
Head Office roles (management)	61.54 (20.8)	60.44 (Mgt 16)	55.94 (Mgt 13.9)	53.44 (Mgt 15.4)
Total	411.37	410.72	402.62	396.05

2.12 The core establishment has increased by 0.65 fte over the past 12 months through reshaping and restructure. The core establishment is further supported by two Modern Apprentices/Trainee Support Administrators and a number of other non-core roles. SCRA are also hosting the Our Hearings Our Voice project which is being led by a secondment from CELCIS.

2.13 Management roles make up 17.27% of all posts across the organisation (an increase of 1.67% from last year).

2.14 Head Office represents 14.9% of the establishment - a marginal increase of 0.2% on 2021/22. However, a significant percentage of those staff are front facing business partners who support statutory requirements such as production of accounts, property provision and procurement, or transactional staff for example payroll and IT systems management.

2.15 SCRA did not offer any voluntary exit packages to staff throughout 21/22 and we were appropriately funded by SG to retain the additional Reporters and Assistant Reporters, who recruited in 2020 to support COVID-19 recovery, in advance of the known legislative and policy impacts that will see a need to increase capacity in these roles. However, we absolutely recognise that the planned programme of work to review roles, particularly our core role of Reporter, will likely require us to reshape our current resources to match our need. We have agreed to remain flexible in our consideration of voluntary exit opportunities for staff to allow us to do that. Whilst any voluntary exit scheme requires to be resourced appropriately, SCRA will consider any opportunities to consider options for staff as and when they arise. It is likely that any voluntary exit scheme would be targeted at specific roles or areas of the business and would only be progressed in consultation with UNISON. Our overall focus, however, is the retention of our skilled people so that we are able to plan and prioritise the outcomes of our work in Keeping the Promise as well as meeting the outcomes of the 2023/24 business plan.

3. Reward

- 3.1 2022/23 has been a difficult financial year for workforces across the public sector. The Scottish Government Pay Policy as originally published no longer met the expectations of workforces and as such the public sector faced numerous industrial actions. Our own staff group suffering from teachers, rail, council workers strikes to name but a few.
- 3.2 Whilst SCRA has not experienced industrial action, it has been one of the most challenging years for pay negotiations. UNISON was seeking a pay offer that made some restorative impact on pay as well as recognising the current financial crisis. The Pay Policy became flexible but with thresholds that the Deputy First Minister assumed overall responsibility for. After submitting two business cases to the DFM, SCRA was able to offer our staff group one of the highest consolidated pay offers across the SG framework, which will be paid to members on the final day of the 2022/23 financial year.
- 3.3 The additional challenge of these protracted negotiations was seeing the impact of the global financial crisis hitting hard in employee's pockets through food and energy price hikes and not being in a position to remedy pay as quickly as we would have liked. The Mental Wealth Group recognised the link between financial status and mental health and developed a specific financial advice page on Connect that staff could access and we promoted agile working if staff were struggling to travel to work either due to public transport industrial action or increased costs of travel.
- 3.4 As part of the 2022/23 pay offer SCRA has agreed that, in partnership with UNISON, to undertake a comprehensive pay benchmarking exercise to inform the development of SCRA's grading structure and future pay offers. We expect that this exercise will highlight that our core role of Reporter has fallen behind some of its comparators such as the Procurator Fiscals and public sector legal professionals. Following the exercise, which is likely to take place in the first

half of 2023/24, SCRA will need to consider how it responds to the outcome, managing the expectations of staff, UNISON and the Scottish Government.

- 3.5 As indicated at para 1.2, the 2022/23 staff survey results delivered a strong theme focusing on reward. Our reward strategy also includes non-pay rewards and terms and conditions and for the first time, the feedback from the survey indicated that staff had some discontent with these. It is anticipated that some of this will be linked to the ongoing use of fixed term contracts and the uncertainty for staff given our current budgeting position, however, the HR Sub-Group, a sub-group of the National Partnership Forum, will seek to understand this better through engagement with staff. This information will also be considered for future pay awards as we seek to benchmark ourselves against other employers and ensuring that our overall pay and benefits package reflects the employer we would want to be.
- 3.6 In 2022, we concluded the lengthy consultation process with support staff across the organisation and started the transition process from two distinct job descriptions to one unified job description. Whilst it was a complex consultation process, the job evaluation outcome for the new role means that there are no longer two different grades for staff delivering across our support services. This offers a more flexible and robust support delivery service across localities and beyond their own boundaries.

4. Workload

- 4.1 Like reward, concerns about workload and capacity came out strongly in the staff survey. Staff have also told us through engagement sessions that workload has increased and/or become more complex for them over the past few years. We acknowledge that how we process our work is different on a new platform, we now offer choices of attendance at hearings be it face to face or virtual and that our key partners have also introduced more complex processes such as court. We recognise that this will have an impact on our workforce alongside the unknown changes that The Promise and the Children's Care and Justice Bill will bring.
- 4.2 During 2022, the additional resource funding from the Scottish Government to retain Reporters and Assistant Reporters was allocated based on our workloading data to ensure that the resources were placed where they would have the most impact, and funding from vacant establishment posts was reallocated to localities whose workloading figures evidenced the requirement for additional resources. These decisions are visible to the organisation and provide some assurance around workload equalisation across Localities.
- 4.3 However, the importance of understanding workloading at the macro level and taking action to improve this has become a significant focus in SCRA's strategic priorities. The 2023/24 business plan and the new programme management framework, point towards developing the most effective and efficient operating model that we can deliver on and that may improve the workloading concerns for staff. This includes:-

- Understanding our future delivery model and how that impacts on roles
- Ongoing analysis of our workload data and distribution continuing to make the right decisions on resource allocation
- Digitally upskilling staff to be more confident in the use and application of systems
- Full exploration of operational efficiency seeking to improve internal processes (standard and target operating models), digital supports and interactions
- Optimising systems

4.4 In some Localities, absence during the COVID-19 period had a significant impact on workload and any long-term absence can be felt keenly by those staff who have to cover workloads. It is important therefore that whilst we continue to focus on improving our internal processes and models, we don't lose sight of managing the core elements of attendance at work.

5. Health and Wellbeing

5.1 Short term sickness absence for 2022 (as at 31st January 2023) was **1.69%** (up 0.19% from 2021), well within our 2% target. Our continued focus on sickness absence maintains the positive impact on short term absence. Long term absence is less predictable and our absence rate of **3.37%** (down by 0.63% from 2021) remains higher than our target of 2%. All long term absence is managed between the line manager and HR Business Partners, ensuring that appropriate external occupational health advice is secured, and regular discussions take place with staff who are absent in a bid to return to work as quickly as possible.

5.2 This absence rate is the equivalent of **11 days per employee**, which has reduced this year by around 1 days.

5.3 The highest recorded reason in 2022 of **19.35%** of all absence was attributed to psychological absences, which include stress symptoms, anxiety, depression etc.. This is a reduction on 2021 of 19.65%. It should be noted however that the next largest reason for absence was Coronavirus with 13.5%. The highest proportion of psychological absences are in the Reporter, Senior Practitioner and Assistant Reporter roles.

	Psychological Absences		
	2022	2021	2020
Head Office	17%	21%	1.86%
Manager	7.55%	5%	2.79%
Reporter	50.25%	41%	49.92%
Support	25.20%	33%	45.43%

5.4 Whilst the overall percentage of psychological absences has reduced in 2022, the complexity of some of the circumstances for staff has required SCRA to seek bespoke therapies and specialised counselling as recommended by Occupational Health. We have seen an increase in the budgetary spend on

these issues and will continue to support these where we can and where they have positive outcomes for staff.

5.5 Our Inclusion and Diversity Strategy has a significant impact on the wellbeing of our workforce. SCRA's Mainstreaming Report and plan will be presented to the June Board. We recognise that we have made insufficient headway in increasing the diversity of our workforce over a number of years and we continue to commit to making improvements through good and robust recruitment to doing that. However, SCRA ran another equalities monitoring exercise 'Free to be Me' to improve the data collection of our current workforce so that we could:-

- Better understand our workforce demographics and where we should concentrate action and resource to better support and respond to your needs
- Measure the diversity of our workforce, and how that compares to the Scottish population (and areas where we need to improve)
- Explore any trends and whether potential disadvantage or discrimination exist
- Inform policy, decision-making and make improvements through our inclusion and diversity programmes and action plans
- Provide targeted information, support and positive action initiatives (e.g. menopause awareness and resources, mental health initiatives, etc)
- Comply with the law - all employers are responsible under the Equality Act 2010 for protecting their employees from discrimination, victimisation and harassment at work
- Measure and report progress in meeting SCRA's equality outcomes and to inform equality impact assessments

5.6 In February 2023, our workforce is comprised as follows:-

- **Disability:** We are a "Disability Confident" employer with 4.9% 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 0.7% on 2021. We continue to work toward becoming a Disability Confident Leader. Occupational Health continue to work with our managers and staff to identify the reasonable adjustments that could be implemented to provide the appropriate support for each individual at work. A reasonable adjustments guidance note is being developed so that staff and managers recognise the supports available.
- **Ethnic Origin:** Our ethnicity data shows the majority of our staff are white 65.2% (up by 1.4% from 2021), with 1.85% (decrease of 0.45%) recording minority ethnicity and 30.9% (down 3.0%) of staff have chosen not to declare.
- **Marriage and Civil Partnership:** The majority of our staff are married/in a civil partnership/living with a partner/are widowers/in relationships at 55.6% (up 12.1%), with 13.5% being single (up 1.0%) and 30.9% (down 13%) of staff choosing not to declare or recording 'other'.
- **Pregnancy and Maternity:** SCRA currently has 8 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 - 71.9% (down 2.1%) have not disclosed their religion/belief, 7.8% (up 0.9%) recording they have no religion/belief with 20.3% (up 1.2%) stating that they do have a religion/belief.
- **Sexual Orientation:** We know that in terms of sexual orientation: 70.8% (down 1.5%) of staff have chosen not to declare, 27.2% (up 2%) are heterosexual and 2.5% (down 0.45%) are LGBT.
- **Gender Reassignment:** No staff have advised of their transition or intent to transition their gender.
- **Care Experienced:** Whilst SCRA recognises care experience as a 10th protected characteristic, it is not yet in a position to report on this. Development work as part of the recruitment module in Itrent will resolve this.

5.7 We have recently developed an Inclusive Standards and Behaviours Framework which describes how we can all contribute to upholding SCRA's values when carrying out our work. The standards are currently being consulted on with managers and we expect to launch them across the organisation in late Spring/Early Summer. The six standards range from how we work and communicate together to delivering a quality service to children and young people. The standards will sit alongside SCRA's code of conduct and supervision frameworks.

5.8 The mental health and wellbeing of our people is at the core of all our strategies including our corporate and business plans. In 2022 we saw a very active health and wellbeing agenda led out across the organisation including creative and considered approaches by local health and wellbeing groups which have become completely embedded in locality culture and included in locality plans. Local health and wellbeing groups are led by staff, for staff and ensure that staff days or initiatives offer a mixture of fun activity, mindfulness, yoga, networking, sharing, listening, offering support and connecting with each other. Their impact is incredible.

5.9 The national initiatives in 2022 focused on a number of areas, as follows:-

- In partnership with UNISON, SCRA increased its cohort of trained Mental Health First Aiders
- Offered staff a national big walk team challenge which saw over 100 participants walk the equivalent, and beyond, of reaching all SCRA offices across Scotland
- Committed to the Menopause at Work Standard, launched a Menopause Toolkit and delivered a number of menopause sessions to all staff, held discussion cafés on menopause and held strengthening pelvic floor sessions.
- Developed a specific connect page for financial advice in response to the challenging financial climate
- Promoted Mental Health Week with Loneliness as the theme and held 'Time to Talk' days in February encouraging people to ask how others were and

listen

- National mindfulness sessions
- Grief Awareness sessions run by Strathcarron Hospice
- Andy's Mans Club webinar which is a men's suicide prevention charity – the webinar was offered to all staff not just men

5.10 Whilst all of these initiatives were really well attended with excellent feedback, the one that stood out was the work of the Menopause group. The composition of SCRA's workforce means that a high proportion of our staff may be experiencing symptoms of menopause or perimenopause at any time and this approach aims to increase the understanding of how the menopause impacts on people at work and at home and the ways in which we can support employees. More work is committed to working with an organisation called 'Hen-Picked' to support us to achieve the menopause standards.

5.11 The Mental Health Group have also considered the areas that they want to focus on in 2023/24, as follows.

- Menopause Accreditation working towards the standards – in the meantime we are committed to being a menopause employer.
- Awareness raising relating to other health conditions such as Cancer, Endometriosis and fertility issues
- More promotion around suicide prevention
- Embedding further the mental health awareness first aiders
- Promoting local health checks across health board areas
- Continuing to review the financial wellbeing supports available to staff.

5.12 Trauma informed practices are important across the sector within which we operate. Whilst our approach to Trauma is linked to a learning programme, the roots of our approach are within our wellbeing strategy. The overall approach to the delivery of trauma training has been to initially focus on our staff through secondary trauma input ahead of the trauma informed and trauma skilled elements of the programme. The Programme is aligned with the National Trauma Training Framework and has four elements to its delivery.

- Locality and Head Office based Secondary Trauma Sessions
- Trauma Informed e-learning modules – developed by NES
- Trauma skilled training course – developed by NES
- Train the Trainer Programme – developed by NES

5.13 **Secondary Trauma Sessions** –These sessions focus on the signs and symptoms of secondary trauma as well as the supports available within SCRA and through our Occupational Health Providers. These sessions encourage staff and managers to consider what further supports or actions to reduce risk would help in reducing exposure to secondary trauma. Sessions have been delivered to our localities in Glasgow, Highlands and Islands, Ayrshire, North Strathclyde, Dundee and Grampian. Sessions are planned in Glenrothes, South East and with all other Localities and Head Office Teams to be scheduled by June 2023.

5.14 **Trauma informed e-learning** – the NES e-learning modules are available on our e-learning platform. This will be mandatory for staff to undertake, and completion is a requirement for the NES Trauma Skilled Training course.

5.15 **NES Trauma Skilled Training** – The training aims to help attendees to translate understanding and knowledge from the following areas into practice:

- Ways that trauma can affect people,
- What trauma skilled practice looks like
- How to hear and talk about trauma
- How to develop relationships that support recovery following traumatic events
- The importance of caring for our own wellbeing.

40 staff have currently received this training. This will be rolled out further once we have information on availability of courses from NES.

5.16 **NES Train the Trainer session** – SCRA will be offered the opportunity for SCRA staff to be trained to deliver the Trauma Skilled Training noted above. This will assist SCRA to deliver a sustainable approach to providing trauma skilled training courses. We are awaiting an update from NES about available courses – currently there are five potential trainers identified and further nominations will be sought once NES confirm availability for the course.

5.17 This comprehensive approach to trauma awareness raising and training is the beginning of a longer term approach to embedding trauma practice within SCRA given the impact our casework could have on staff.

6. Learning and Development

6.1 During 2021/22, SCRA revived its focus on learning and development following two pandemic years, when learning was somewhat deprioritised so that staff could focus on the ever changing services to children and young people and the transition to a new case management system.

6.2 Since then, we have seen the development of a Learning and Development Strategy, Annual Learning Plans, a Learning Network of those staff that have some role in identifying and delivering learning across the organisation. The Network itself is currently finalising the annual learning plan for 2023/24 which is likely to comprise of the following:-

- McMillan Cancer Masterclass for Managers
- Train the Trainer course for Practice Reporters and Senior Practitioners
- Coaching Training for Senior Practitioners
- Inclusive Behaviours Training for all staff
- British Sign Language training
- Neurodiversity training for frontline staff
- Professional Managers Development Course
- Programme of training associated with the Promise including specific Promise and Corporate training for support staff

- Programme of Practice Training for practitioners
- Programme of Health & Wellbeing training including resilience
- Management Development programme of training agreed with managers
- Trauma Awareness
- Digital upskilling for staff

6.3 During 2022/23, we delivered 160 learning and e-learning events with staff receiving a total of 5,139 hours of training across 1,455 separate attendances. On average, staff received 3.5 learning events in 2022/23. Our aim to continue increase engagement in learning events across all staff groups in 2022/23. The analysis of attendance at events 40% Reporters staff, 25% of Managers, 25% of Support Staff and 10% of Head Office staff. Events included:-

- Keeping the Promise Engagement events
- GDPR Refreshers
- Professional Management Programme
- Menopause Awareness
- Practice Training
- Health and Safety Training and e-learning
- Inclusion and Diversity e-learning
- Quality Improvement Training
- Managing Change Workshop

6.4 A big focus for our learning and development programme is increasing the digital confidence and capability of our workforce in working across all of our systems and processes. SCRA commissioned research in 2022/23 to undertake a digital skills audit to inform a programme of digital upskilling in 23/24. The findings show that 30 – 45% of staff are confident and comfortable in working with SCRA's systems and hardware, 30 - 40% are still developing and are not yet confident and 15 – 20% are struggling with digital working and will require more longer term development and support.

6.5 The audit found that training was needed in three areas: basic digital skills, SCRA Systems and Virtual Hearings. Virtual Hearings training has already been provided to those staff who have licences to manage virtual hearings and this cohort of trained staff will grow over time. Focus for 23/24 will be on delivery basic digital skills and SCRA systems training. Current planning is underway with SCRA's Operational Development Team to train local digital champions and Locality Support Managers to be local trainers whilst we consider the training that can be delivered from the centre.

6.6 SCRA has invested in an enhanced Operational Development Team for 23/24 to provide a first responder service as well as supporting the digital upskilling of the workforce.

6.7 We plan to run another survey at the end of 23/24 to ascertain whether the training input into digital has shifted more staff into the confident cohort. Whilst there will be a big push in 23/24 digital skills training will be an ongoing development requirement across the organisation.

7. Engagement

- 7.1 Engagement can take many forms and during 22/23 there were many opportunities afforded to staff to engage with work across the organisation. There are a number of networks and working groups that lead out on specific activities such as the IG Leads Group, Court Network, Business Efficiency Group etc.. Partnership working is strong across SCRA and is the root of our organisation development, consultation and collective bargaining processes. UNISON are our recognised Trade Union and work hard to ensure that partnership working is successful in SCRA. As an organisation we would encourage staff to join the SCRA UNISON branch so that they can feel the benefits and have a voice in a strong partnership relationship.
- 7.2 The National Partnership Forum meets quarterly, chaired jointly by the Principal Reporter and UNISON Branch Secretary. There are a number of sub-groups – the Health and Wellbeing and Staff Survey Group, the Inclusion and Development Steering Group and the HR Sub Group. The HR Sub-Group focus on employment policies and practices within SCRA and during 2022/23 the group reviewed our Managing Fixed Term Workers, Career Break, Volunteering, Standby, Probation and Learning and Development Policies that they reflected best practice, fairness, transparency and inclusion in their developments. Our most significant new policy development was the Right to Disconnect Policy which is scheduled for implementation by the end of March 2023. This policy recognises that every employee is entitled to switch off outside of their normal working hours and enjoy their time away from work and that disconnecting from work is vital to a healthy and sustainable work-life balance, and to support personal resilience.
- 7.3 SCRA are pleased to advise that the Locality Reporter Manager and Locality Support Manager networks have been revived which provides for clear opportunity for two-way discussion, engagement and consultation with key groups within the organisation. Whilst we have had two management development days in 2022/23, both of these distinct networks are meeting on 31st March 2023 to engage with different projects like the Protect Programme, Digital Upskilling, Inclusive Behaviours etc..
- 7.4 The Keeping the Promise Team have led a number of organisational wide engagement sessions with staff which have proved very successful with great feedback. Staff are appreciative of the opportunity to input to SCRA's influence of the Promise and also to keep as up to date as possible with developments. The Team have been using creative tools to capture inputs and feedback. There are more sessions planned for 23/24 not least the planning for support staff specific sessions so that they can understand what it means for them.
- 7.5 During 2022/23 we concluded the lengthy consultation process with support staff on a revised job description, as previously outlined. Whilst this was challenging for some staff, and the outcome remains challenging for some, staff had a number of opportunities to engage in discussions around the development. As part of this change, we have agreed a transition implementation plan which will focus on training, support and guidance for staff

moving into the new role. A core group of representatives from support roles, LSMs and UNISON are leading this work which should conclude by the end of 2023.

- 7.6 As previously mentioned, SCRA has developed a new Inclusive Standards and Behaviour Framework. Consultation commenced at one of the management development days in 2022 and will continue at the networks on 31st March 2023. After which this will be rolled out through a series of locality engagement sessions, led by the HR Team.
- 7.7 The Principal Reporter/Chief Executive implemented staff engagement sessions following the publication of his regular organisational Team Brief communication. These have been well attended and offer staff the opportunity to discuss directly with the PR/CE and other EMT members organisational issues included in the Team Brief or wider issues that they want to raise.
- 7.8 A specific piece of work was also undertaken in 2022, led by members of EMT. This was a lessons learned exercise on how SCRA and its staff managed during the pandemic years. These were held in each Locality and Head Office and were open, honest and frank discussions about what it felt like. The sessions focused on, but were not limited to communications, home working, change management, CSAS implementation, changing roles, technology and business continuity. The information gathered during these engagement sessions led to further being undertaken to identify the top issues that required to be resolved for staff, which as further led to the development of the programmes of work being progressed in 2023/24 on efficient and effective case processing.
- 7.9 SCRA remains committed to undertaking an annual staff survey which was run in December 2022. The feedback from the staff survey has been analysed in some depth by the PR/CE and has informed a number of the developments included in this paper, the programme frameworks, financial framework and other strategies. There is a real strength in being able to demonstrate to staff that the organisation listens to and acts upon the feedback it receives.
- 7.10 The biggest staff engagement planned for 23/24 is the Staff Event being held in September 23. It is the first staff event since pre-COVID-19 and will provide staff the opportunity to come together, network, engage in the work across the organisation and hear some of the big messages around the Promise and other organisational changes. There is an organisational excitement about this event which feels important at this current stage of our organisational development.

8. Workforce Report Summary

- 8.1 SCRA clearly recognises that in order to achieve its outcomes outlined in the 2023/24 Business Plan and People Strategy, it is important that we invest in our workforce. There is a strong focus in this report on continuing the growth in our learning culture and upskilling of our workforce, focusing on the wellbeing of our staff, increasing the diversity of our workforce and continuing with strong partnership working and regular opportunities to engage.

8.1 The Business Plan highlights the detail of the People Investment and alongside this the Human Resources Team plan will align with the ambitions in this report and will focus on:-

- Development of e-recruitment
- Increasing workforce diversity
- Recording and promoting individual and team learning
- Better use of our e-hr system
- Management development and empowerment
- Regular communications directly from the Human Resources Team
- Pay benchmarking exercise in partnership with UNISON
- Development of a holistic wellbeing strategy
- Improving onboarding experience
- Roll out of inclusive behaviours standard framework
- Review of Performance Appraisal Procedure, Staff Code of Conduct and Standby Policies.

8.2 Whilst these plans commit us to work to these objectives, we recognise that we need to remain flexible in our approach and may prioritise other actions throughout the year as required.

8.3 This workforce plan will deliver the fourth year of the 2020/24 People Strategy.

8.4 This workforce plan and its implementation will be discussed and delivered in partnership with UNISON.

9. Recommendation

9.1 The Board are asked to note the current workforce metrics and approve the workforce plan for 2023/24.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION**Environmental Update Report**

Accountable Director: Principal Reporter/Chief Executive **Date:** 29th March 2023

Report Author: Head of Property

Recommendation(s):

- 1 To note the contents of this report, the enhanced public sector duties placed on SCRA and our latest emissions figures, as submitted in the mandatory Climate Change report.
- 2 To note the ongoing challenges highlighted along with the policy direction and guidance documents published by Scottish Government.

Reason for Report: To Update The Board On Progress

Resource Implications: Not Applicable

Strategy: Within agreed plans

Consultation: Head of Finance and Resources
Executive Management Team

Equalities Duties Not Applicable

Document Classification: Not protectively marked

1.0 Introduction

- 1.1 The purpose of this report is to provide the Board with an update on recent progress and set out the key points contained within our annual Climate Change report to Scottish Government.
- 1.2 Links to the guidance documents and reports produced by Scottish Government, referred to in this report, are included within the appendices.

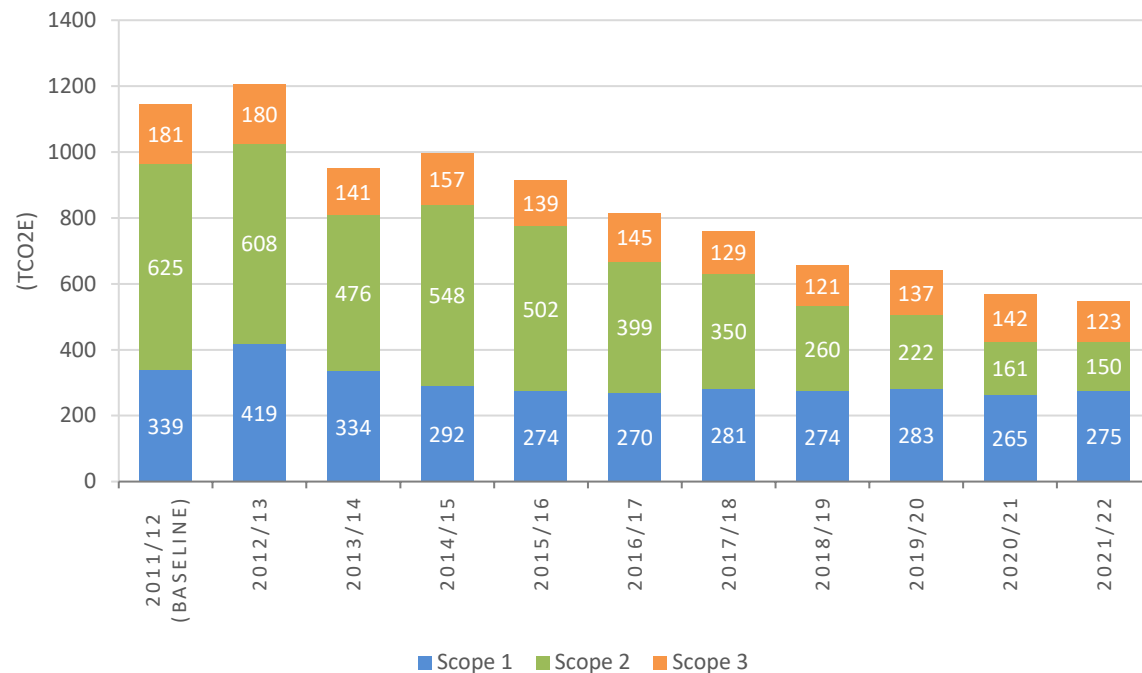
2.0 Background

- 2.1 Since 2011, public bodies in Scotland have been required to fulfil specific environmental duties as a part of delivering their services. The Climate Change (Scotland) Act 2009 requires SCRA to:
 - contribute to the delivery of Scotland's national net zero target (**mitigation** – reducing greenhouse gas emissions);
 - help deliver Scotland's climate change adaptation programme (**adaptation** – resilience to the impacts of a changing climate); and
 - **act sustainably** (sustainable development as a core value).
- 2.2 The Scottish Government declared a Climate Emergency in 2019 and introduced new legislation bringing forward more ambitious Greenhouse Gas (GHG) emission reduction targets within the following timescale:
 - 2030 - GHG emissions to be reduced by 75%
 - 2040 - GHG emissions to be reduced by 90%
 - 2045 - Net Zero GHG emissions
- 2.3 Reflecting the new emission reduction targets, enhanced public sector climate change reporting requirements were legislated in 2020 and became effective for the 2021/22 reporting year. Public bodies are now required to state i) their organisational climate change targets, ii) how they will align spending and resources to deliver these targets and iii) how the body will publish its progress towards achieving these targets.
- 2.4 Our Corporate Plan for 2020-24 references Climate Change and Environmental considerations in our strategic aims along with our organisational values and behaviours. These strategic aims and values commit SCRA to delivering our services in a way that minimises our impact on the environment and they will be developed further as a part of our new Corporate Plan.
- 2.5 The Scottish Government regularly publishes strategy and guidance documents relating to Climate Change and Net Zero targets. Key documents are the "Public Bodies Climate Change Duties" (2011) and "Public Sector Leadership" (2021). A brief summary and links to these and other documents are provided at Appendix A.

3.0 Current Position

- 3.1 Our annual Climate Change report was submitted to Scottish Government at the end of November 2022 and included our emissions figures for 2021/22. Our reported direct and indirect GHG emissions have reduced very slightly compared with last

year and overall progress against our 2011/12 baseline can be seen in the graph below.



3.2 When we report our GHG emissions each year, they are set out in three specific categories or “scopes” of direct and indirect emissions:

Scope 1 - Scope 1 emissions are those made **directly**, through the burning of fuels to heat our business premises or are from Fleet vehicles (n/a for SCRA)

Scope 2 - Scope 2 emissions are those made **indirectly**, for example the electricity we consume in our premises that has been produced on our behalf.

Scope 3 - Scope 3 emissions are any **indirect** emissions associated with our business activity eg business travel, employee commuting, manufacturing of the goods and products we use and customer activity that is happening as a result of our services.

3.3 Scope 3 emissions are the most difficult to quantify as there is no definitive list and there is a risk of double counting scope 3 emissions between organisations. At present SCRA has set its boundaries for reporting as Scope 1, 2 and parts of 3. There is an expectation that scope 3 emissions will be more accurately reported over time and Deloitte ([link](#)) have estimated that for most businesses, more than 70% of their GHG emissions come from Scope 3 activities.

3.4 Whilst there has been a slight reduction in our annual emissions for 2021/22 at 3.5%, this compares to an 11.5% reduction last year. A more detailed breakdown of our reported consumption and emission figures for the period 2016 to 2022 is summarised at Appendix B. This breakdown highlights that whilst emissions have reduced overall, our consumption against a number of sources remains relatively consistent or has increased. Energy consumed for heating (scope 1) in particular remains broadly the same from year to year.

- 3.5 Energy consumption data capture/ monitoring is a priority and was recommended as an area for improvement by our internal auditors. Progress continues to be made and our Business Managers are engaging with our energy suppliers to put in place systems to monitor the energy data we receive and analyse trends.
- 3.6 With monitoring in place this will help inform the allocation and evaluation of changes/ work that is intended to improve energy efficiency. During 2022/23, we have been working with our FM provider to trial a building management system (BMS) to provide greater control of the heating system. It is hoped that this will lead to a demonstrable reduction in energy consumption and justify the roll out of further installations around our estate.
- 3.7 Alongside this work, we are working with Mott MacDonald to investigate the potential for energy efficiency improvements around our estate. This support is available through the non-domestic energy efficiency framework set up and funded by Scottish Government.
- 3.8 To work towards net zero and meet the sustainability duties placed on SCRA, key areas for organisational action have been identified previously and remain relevant:
- Property Use
 - Energy Consumption
 - Business Travel
 - Waste Minimisation
 - Sustainable Procurement
 - Biodiversity
 - Staff Awareness, Engagement and Behaviour Change
 - Data Capture & Analysis
- 3.9 Staff awareness, engagement and behaviour will have an influence on our GHG emissions. A further recommendation from our internal auditors was to develop a network of environmental champions around the organisation. A number of staff members have expressed interest in taking on this role and work is ongoing to establish and support this network.
- 3.10 In addition a new strategic group, focused on Sustainability and chaired by Neil Hunter, has been set up to develop our strategic approach to the key areas listed above and ensure that they are fully captured in the next updates to our Corporate, Business and Locality plans.
- 3.11 As stated at 2.3, the annual climate change reporting requirements have been strengthened and every public sector organisation is required to i) set targets for reducing emissions, ii) state how it will use its resources to meet those targets and to iii) provide a date for reaching Net Zero. At Appendix C, a copy of our response is included within the Emissions and Projects section of the Climate Change report. In addition, a table is provided setting out our current reporting boundary and the GHG emission sources that are within and outside that boundary.
- 3.12 Initial targets for reducing emissions are included in our climate change report. This includes the overall 3 year target approved by the Board in 2021 of reducing GHG emissions by between 10% and 20%. As at year 2, the reduction is on target at

14.5%. The following additional corporate targets have now been added within our return for 2021/22:

- Net zero direct emissions from our estate by 2038
- Zero waste sent to landfill by 2030
- Become a net zero organisation by 2045

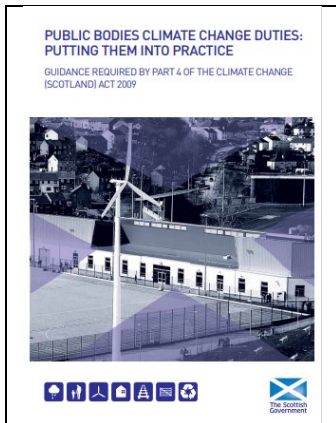
3.13 As the majority of our reported emissions are from buildings, managing the overall size and efficiency of our estate is a key priority. The covid-19 pandemic has accelerated new ways of working and reduced the amount of office space needed. The introduction of SCRA's Agile Working policy and a smart working approach to office refurbishment has allowed a reduction in the space leased at our Elgin, Glasgow and Hamilton locations. This is expected to feed through to a reduction in GHG emissions when our 2023/24 climate change report is produced.

4.0 Conclusions

- 4.1 The Scottish Government declared a Climate Emergency in 2019. Climate change and sustainability are pressing strategic issues for SCRA to incorporate into our organisational planning. The government has set the target of achieving Net Zero by 2045 and all public bodies are required to work towards this target.
- 4.2 Following changes introduced in 2020, the mandatory annual climate change reporting requirements have been strengthened and require each public sector body to state how it will use its resources to reduce emissions and to provide a date for reaching Net Zero. SCRA has committed to achieve Net Zero by 2045 and has set new targets for reducing its emissions.
- 4.3 Progress is being made in a number of areas to contribute towards these targets and overall our GHG emissions have fallen by 3.5% from last year. There are signs that our emissions reductions are plateauing and there is a risk of them increasing, particularly as currently "out of boundary" emissions are added over time. The risk identified by internal audit remains that SCRA are not fully supporting the Scotland wide emission reduction targets and climate change policies.
- 4.4 The challenge of achieving Net Zero goes beyond the buildings we use and will affect the services we deliver and the resources we use/procure to deliver those services. The legislative and policy position from Scottish Government envisages transformational change to deliver a Net Zero economy by 2045.

5.0 Recommendations

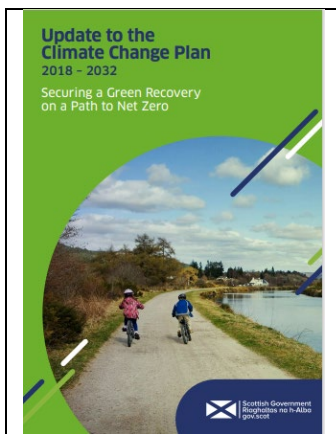
- 5.1 To note the contents of this report, the enhanced public sector duties placed on SCRA and our latest emissions figures, as submitted in the mandatory Climate Change report.
- 5.2 To note the ongoing challenges highlighted along with the policy direction and guidance documents published by Scottish Government.

Guidance/ Update Documents**Appendix A****Public Bodies Climate Change Duties (2011)**

Sets out the public sector duties contained in the 2009 Act:

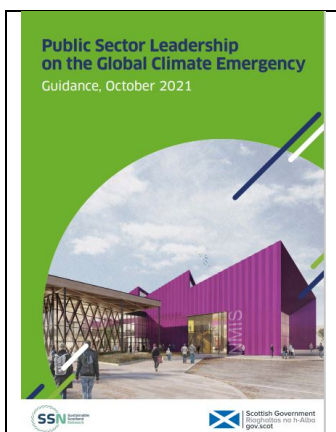
- contribute to the delivery of Scotland's national net zero target (**mitigation** – reducing greenhouse gas emissions);
- help deliver Scotland's climate change adaptation programme (**adaptation** – resilience to the impacts of a changing climate); and
- **act sustainably** (sustainable development as a core value).

<https://www.gov.scot/binaries/content/documents/govscot/publications/advice-and-guidance/2011/02/public-bodies-climate-change-duties-putting-practice-guidance-required-part/documents/0113071-pdf/0113071-pdf/govscot%3Adocument/0113071.pdf>

**Climate Change Plan (Updated) 2018 to 2032**

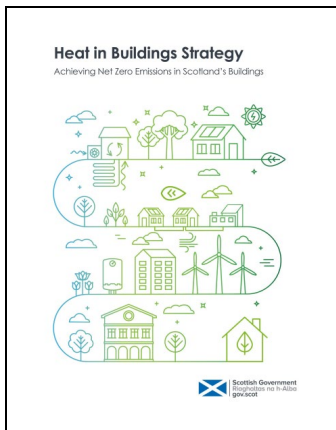
- Biodegradable waste no longer sent to Landfill from 2025. The percentage of all waste sent to Landfill reduced to 5%. Recycle 70% of all waste by 2025.
- New build Zero Emissions from Heat Standard introduced from 2024
- At least 50% of Scotland's building stock is heated using zero emission systems by 2030.
- reduce car kilometres by 20% by 2030
- phase out the need for new petrol and diesel cars and vans by 2030
- public bodies to lead the way by phasing out the need for new petrol and diesel light commercial vehicles by 2025.
- Net Zero by 2045

<https://www.gov.scot/publications/securing-green-recovery-path-net-zero-update-climate-change-plan-20182032/>

**Public Sector Leadership on the Global Climate Emergency (Oct 21)**

Published in October 2021, this document provides good information on the scale of the challenges ahead and the actions that public bodies need to put in place. It provides an overview of the policies in place, leadership and governance arrangements as well considering organisational capability, reporting and target setting.

<https://www.gov.scot/binaries/content/documents/govscot/publications/advice-and-guidance/2021/10/public-sector-leadership-global-climate-emergency/documents/public-sector-leadership-global-climate-emergency/public-sector-leadership-global-climate-emergency/govscot%3Adocument/public-sector-leadership-global-climate-emergency.pdf>



Heat In Buildings Strategy (Oct 21)

This sets out the proposed introduction of new regulations that will require a move away from fossil fuel burning systems to zero emissions heating systems. For public sector buildings, government is committed to showing leadership and a series of phased targets is planned from 2024 with all publicly-owned buildings meeting zero emission heating requirements by 2038.

The heat strategy states that regulations are currently being developed that will require all new buildings from 2024 (that require a building warrant) to use a zero emissions heating system.

For existing buildings, the new regulations are expected to propose the introduction of trigger points for installing a zero emissions heating system. These trigger points may include point of sale, change of tenancy, major refurbishment or replacement of the existing heating system.

<https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2021/10/heat-buildings-strategy-achieving-net-zero-emissions-scotlands-buildings/documents/heat-buildings-strategy-achieving-net-zero-emissions-scotlands-buildings/heat-buildings-strategy-achieving-net-zero-emissions-scotlands-buildings/govscot%3Adocument/heat-buildings-strategy-achieving-net-zero-emissions-scotlands-buildings.pdf>

Reported Consumption and Emissions 2016/17 to 2021/22

Appendix B

<u>Emission Source & Scope</u>			<u>2021/22</u>		<u>2020/21</u>		<u>2019/20</u>		<u>2018/19</u>		<u>2017/18</u>		<u>2016/17</u>	
	Unit		<u>C</u>	<u>E</u>	<u>C</u>	<u>E</u>	<u>C</u>	<u>E</u>	<u>C</u>	<u>E</u>	<u>C</u>	<u>E</u>	<u>C</u>	<u>E</u>
Heating - Natural Gas	1 kWh		1,457,088	↑ 266.9	1,439,020	264.59	1,472,322	270.72	1,451,515	267.02	1,482,421	273.01	1,421,096	261.71
Heating - Oil	1 litres		3,001	↑ 7.6			4,869	12.37	2,579	6.54	3,160	8.00	3,200	8.10
Electricity (generation)	2 kWh		708,558	↑ 150.4	688,999	160.63	951,993	221.95	919,461	260.27	996,702	350.40	969,565	340.86
Electricity (transmission losses)	3 kWh		708,558	↑ 13.3	688,999	13.81	951,993	19.09	919,461	22.19	996,702	32.76	969,565	31.87
Business Travel - miles	3 miles		67,627	↑ 19.0	42,018	11.79	294,848	82.71	294,850	87.16	284,410	84.98	297,232	88.82
Water - Supply	3 m3		2,289	↑ 0.3	2,081	0.23	4,390	1.51	4,617	1.59	3,874	1.33	4,229	1.45
Water - Treatment	3 m3		2,289	↑ 0.5	2,081	0.48	4,171	2.95	4,386	3.11	3,680	2.61	4,017	2.84
Waste - mixed recycling	3 tonnes		14	↓ 0.3	21	0.46	46	0.99	82	1.76	70	1.52	107	2.33
Waste - paper recycling	3 tonnes		46	↑ 1.0	12	0.25	13	0.29	11	0.24	14	0.31	10	0.21
Waste - Landfill	3 tonnes		15	↓ 7.0	37	17.09	63	29.00	45	4.51	54	5.38	53	5.27
Waste - Combustion	3 tonnes		24	↑ 0.5										
Homeworking	3 %home-based		60.00%	↓ 81.2	75.00%	98.23								
Total (tCO2e)			548.0		567.56		641.57		654.39		760.30		743.46	

C – Consumption in units (↑/↓)

E – Emissions (tCO2e) calculated from consumption using emissions factor provided

Climate Change Report and Reporting Boundary

Appendix C

1) SCRA’s Climate Change Report for 2021/22



Climate Change
Return 21-22 (As Su)

2) SCRA’s Reporting Boundary

Emission Sources Within Boundary

Direct Fuel Use (heating)

- Gas
- Oil

Electricity (generation)

Electricity (transmission)

Staff Business Travel

- Car

Water

- Supply
- Treatment

Waste Disposal

- Paper recycling
- Mixed waste recycling
- Incineration
- Landfill

Hybrid/ Homeworking

Emissions Outside Boundary

Fleet Vehicles (n/a)

Staff Business Travel

- Rail
- Air
- Bus
- Taxi

Staff Commuting

Procurement of Goods and
Services

Customer Travel eg by
Partner Agencies and
Families to SCRA premises

Capital Goods and Works

Key:

Scope 1
Scope 2
Scope 3

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

HEALTH AND SAFETY UPDATE

Accountable Director: Head of Human
Resources

Date: 29th March 2023

Report Author: Health and Safety Adviser

Recommendations:

1. To note the activity in 2022/23 and planned future activities.

Reason for Report: Board Update

Resource Implications: Within approved budgets

Consultation: EMT

Document Classification: Unmarked

**Equality Impact
Assessment:** Not applicable

1.0 Introduction

This Health and Safety Annual Report covers the period from 1st April 2022 - 14th March 2023. This report provides an update to the Board on our Health and Safety developments across SCRA, including the number of incidents reported during that time. It provides updates on policy developments, closure of the Healthy Working Lives scheme and wellbeing initiatives that have occurred within that timeframe.

2.0 COVID-19

- 2.1 During 2022 Covid continued to affect the UK in varying degrees. Whilst staff were able to return to the workplace and balance that with SCRA's Agile Working Policy, SCRA removed the enhanced cleaning provision in September 2022 as restrictions lifted. Good hand hygiene continues to be promoted with hand sanitizer being provided. We have also continued to encourage good room / hearing ventilation despite face coverings no longer being legally required.
- 2.2 Mandatory working from home risk assessments have continued with staff being provided with equipment that allows them to set up a workstation. We recognize that the home environment is uniquely different from the office and poses additional challenges in relation to health, safety and wellbeing of staff. As such, a number of different desks and chair designs have been provided to staff to allow them to set up a workstation that meets the legislation but also is practical for family life.

3.0 Accident and Incident Reporting

- 3.1 Since 1st April 2022 until the creation of this report (13th March 2023), there have been a total of fourteen incidents reported to the Health and Safety Adviser. This is higher than the last two pandemic years where there were n=5 (2021) and n=7 (2022) but still significantly lower than pre-pandemic years when the average number of incidents stood at 35 per annum. The implementation of virtual hearings as an option has reduced the number of visitors to our hearings centres, which means an expected reduction in incidents recorded.

3.2 RIDDOR

There have been no incidents reported to the Health and Safety Executive under RIDDOR.

3.3 Injuries and Ill-Health

Four minor injuries have occurred within the last year;

1. Injury to wrist of panel member from opening a stiff door. Reported to Property and fixed.

2. Staff member thumb badly bruised in key safe door after it had been removed from the wall for refurbishment work. Property informed and team advised to exercise care until it could be affixed back onto the wall.
3. Staff member sustained a strained back and shoulder while lifting crates following an office refurbishment.
4. Parent attending a hearing at Selkirk tripped and fell on uneven pavement sustaining laceration to knee.

No reports of ill health incidents were received in the past year.

3.4 Assaults / aggression

There have been five incidents involving violence and aggression;

1. Aggression between two family members. The police were called.
2. Child assaulted mother in the hearing room at Arbroath Outreach Hearing Centre. Police were called but did not attend and Reporter was able to calm the child. The hearing was abandoned.
3. Verbal abuse following the late arrival of a family member at Dumbarton office.
4. Child damaged a waiting room (including smashing a TV and stand) at Bellshill Outreach Hearing Centre. Damage was reported to property / IT at the time.
5. Young person attending hearing at Dundee hearing centre threw metal bottle across room then damaged public toilet. Police called.

All incidents were managed appropriately by the staff on site. We continue to work in partnership with Unison to encourage staff to report verbal aggression (both in person and virtually).

3.5 Other Incidents

There have been five incidents that fall within the “other” category as they do not relate to illness, injury or violence. Two of these incidents involve burglaries at SCRA premises. On both occasions, the police were informed..

Vandalism was reported at Lochgilphead with the bike rack damaged and glass bottles smashed. This was reported to the property department by the locality.

There have also been two drug related incidents;

1. Illegal substance discovered within toilet at Dumbarton Hearing Centre. The Police removed the packages.
2. Items associated with drug taking were found in the car park and near to the main entrance at Paisley Office. The Lone Working Policy was highlighted to staff and recommendation of a buddy system made for lock-up / entry in the morning. Lighting in the area was also upgraded.

4.0 Policy Development

Seven Health and Safety policies and associated Equality Impact Assessments were reviewed and considered at the H&S committee in December 2022. The policies include:-

- Accident and incident Policy (with associated guidance and form)
- Manual Handling Policy
- Eye Test Policy (and associated glasses contribution claim form)
- No Smoking Policy
- Sharps and Bodily Fluids Policy
- First Aid Policy
- Violence in the Workplace Policy

5.0 Locality Support Manager Refresher Training

Locality Support Managers have local responsibility for maintaining good health and safety practices within their offices and hearing centres. Appropriate training is provided to the LSMs to do that and two refresher training courses were held – one at the end of 2022 and a further session in January 2023. The course covered the legal requirements placed on the SCRA in relation to risk assessments and when they should be completed as well as a reminder relating to covid infection control.

6.0 Healthy Working Lives

SCRA had held the Healthy Working Lives Bronze Award for six years. However, we were advised that the scheme would end in 2022. We continue to liaise closely with the Healthy Working Lives team in Forth Valley to ensure that we maintain and keep informed of good practices and initiatives. We also provided feedback to them on the scheme. In return, they have organised a number of successful webinars on topics such as financial wellbeing and renewable energy sources.

7.0 Mental Health and Wellbeing

- 7.1 As with 2022, mental health and wellbeing continues to be a key focus for SCRA and a significant effort has been put in to promote and encourage staff to consider their own and others mental wellbeing. A further two cohorts of Mental Health First Aid training was completed in May and October 2022 respectively, the latter being funded by Unison in partnership. This has increased the number of Mental Health First Aiders to 24 across our workforce. Their contact details and photos are now included on Connect.

The organisation also continues to engage the HELP Employee Assistance Programme which encourages and supports wellbeing in the workplace. HELP gives access to a team of trained welfare and counselling practitioners who will support employees by offering confidential, independent and counselling and guidance by telephone, on-line and through face-to-face appointments for a wide variety of issues including (but not limited to) mental health, sickness absence, debt, bereavement and childcare issues.

7.2 Financial Wellbeing

SCRA's Mental Wealth Group highlighted Debt Awareness Week which was led by the charity Step Change. The campaign highlighted that debt free advice

is available and encouraged people to access support. The Employee Assistance Programme “Help” was also promoted during the week with the financial wellbeing page on Connect updated to include links to Edenred budget planning tools, ScotWest Credit Union and Benenden Health Care as well as the government cycle to work scheme, childcare vouchers and employee discount scheme.

Financial wellbeing continues to be an area of concern for staff following the cost of living crisis as energy, food and transport costs increase. SCRA will continue to update its financial wellbeing page to provide links to organisations that can provide support.

7.3 ADHD & Dyslexia

Additionally, one of SCRA’s Modern Apprentices provided a presentation to a group of staff on their personal experience of living with ADHD and dyslexia. The Powerpoint Presentation along with an interview was recirculated on Connect during Dyslexia Awareness Week / ADHD Awareness Month as both events occurred in October.

7.4 Mental Health Week 2022 and Time to Talk

Mental health week (9-15th May 2022) was promoted on Connect – loneliness was the theme. The Mental Health Foundation provided a definition of loneliness and the aim of the week was to raise the issue and the support available for staff. There was a standalone landing page on Connect on the topic and there had been locally run activities. Nationally, there was a number of loneliness webinars provided by Shine Workplace Wellbeing on how to support people who might be lonely. During the week the profile of the MHFAs was raised.

The Wellbeing brochure was updated to include links to a sleeping app, carer information and grief resources including an App on bereavement process.

In addition, The Charity of the Civil Service provided SCRA with information on grief support.

Thursday 2 February was “Time To Talk day” - a national initiative run by the charity SeeMe. A number of local events were held across the organisation including two online Mindfulness sessions.

7.5 The Big Team Challenge (2022)

Also to coincide with Mental Health Awareness Week in May, SCRA offered another walking challenge called the “One Big Team Challenge” which ran for 6 weeks.

The Challenge offered a great opportunity to connect with colleagues in a fun group activity. In total 153 staff members participated walking a collective 72,448,591 steps and covering 49,556 km over the duration of the challenge. Activities that contributed to the total included walking, cycling, swimming and dancing.

7.6 **Grief Awareness Day**

To mark Grief Awareness Day in August, SCRA launched a new Health and Wellbeing resource focussed on Supporting Loss. The new page on Connect provides links to both internal and external resources as well as colleague testimonials. It aims to share and inform colleagues of the support available for those experiencing loss – whether that be of a loved one, pet or other type of loss such as family redundancy. In addition, Dr Eleanor Balfour from Strathcarron Hospice provided a number of webinars on what is grief and how to support someone leading up to and through a bereavement.

7.7 **Menopause Awareness**

In October, to coincide with Menopause Awareness Month, Principal Reporter Neil Hunter signed a pledge vowing to make SCRA a menopause aware organisation with a supportive and understanding culture

The pledge commits employers to supporting employees affected by the menopause, including encouraging colleagues to feel confident in raising and exploring any individual supports in the workplace. The gender split within the SCRA our gender split currently stands at 88.3% female employees with 11.7% male. In addition, approximately 55% of our workforce is aged 45 or over. We estimate that menopause currently directly affects around 50% of SCRA's 500 employees.

As a supportive and inclusive employer, we aim to increase understanding of how menopause impacts people at work and the ways in which we can support employees experiencing it. We see this as vital, both to support our existing workforce through all stages of their career, and to attract the best talent into the organisation.

As part of the initiative, SCRA launched our Menopause Toolkit which was developed by the Mental Wealth Group.

The toolkit is part of the journey for those experiencing menopause and for the people supporting them.

7.8 **Andy Man's Club**

In January of this year, the Mental Wealth Group organised a webinar on Andy's Mans Club. Andy's Man Club is a men's suicide prevention charity, offering free-to-attend peer-to-peer support groups across the UK and online. They want to end the stigma surrounding men's mental health and help men through the power of conversation. This session will introduce us to Andy's Man Club and give some background to the charity. It is open for any member of staff to attend, not just men – because we all have men in our lives who may benefit from the support the Club can provide.

8.0 Flu Vaccination

SCRA offered the flu vaccination to staff within the organisation. 2022 saw an increase in uptake from 170 vouchers in 2021 to 180. The annual scheme is normally launched in May with staff invited to apply for a voucher online.

In total 115 vouchers were redeemed during the redemption period (Oct- end of January) with reminders issued during that time. For 2023/24 flu season we will review the scheme and eligibility for free vaccinations and whether a claim back system would be more cost effective than buying the vouchers in bulk.

9.0 Right to Disconnect Policy

The SCRA acknowledges the effect agile working / working from home can have on an individual. Disconnecting from work is vital to a healthy and sustainable work-life balance, and to support personal resilience. In order to ensure the mental health, wellbeing and personal down-time of our employees we have developed a Right to Disconnect Policy.

10.0 Recommendation

The Board is asked to note the health and safety update and development outlined in this report.

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION
RISK MANAGEMENT POLICY

Accountable Director: Principal Reporter/Chief Executive **Date:** 29 March 2023

Report Authors: Head of Finance & Resources
Governance Officer

Recommendations:

1. To approve proposed changes to the attached Risk Management Policy.

Reason for Report: For approval

Resource Implications: Within approved budgets

Strategy: Within approved plans

Consultation: Executive Management Team

Document Classification: Not protectively marked

1. Introduction

- 1.1 Following risk training for Board members in January 2022 facilitated by the Internal Auditors, the current Risk Management Policy was updated and presented to the Audit & Risk Committee at its meeting in February 2022 and approved by the Board in March 2022.
- 1.2 The Head of Finance and Resources has carried out a light touch review and consulted on proposed changes to the Policy with Audit & Risk Committee members.
- 1.3 Training in risk management will be provided as required to new Board members drawing on the Internal Auditors materials supplemented by relevant materials from the Board Member Induction Pack and Scottish Government material.

2. Revision of the Risk Management Policy

- 2.1 The main terms of the policy document remain unchanged since March 2022 and changes proposed for approval are highlighted in red text.
- 2.2 Since approval of the Policy in March 2022 SCRA has embedded use of the new risk management tool, Decision Time. Some of the proposed changes reflect this development.
- 2.3 In addition Audit & Risk Committee members have requested a greater focus on assurance mapping, this work is underway and some proposed changes to the Policy reflect this activity.

3. Recommendations

- 3.1 To approve proposed changes to the attached Risk Management Policy.

SCRA Risk Management Policy

1. Statement on Risk Management

- 1.1 The Risk Management Policy is founded upon the core principles that risk management is:
- central to SCRA's corporate governance and internal control arrangements
 - a key tool in the management of the organisation to assist staff to manage risk as part of their day to day workload
 - an important component in ensuring continuity of core activities and to assist SCRA to deliver its business objectives
 - dynamic, with frequent review and updating, and focused on the most significant risks at the time
 - is an inclusive process covering all strategic and operational risks.
- 1.2 The definition of a **risk** is the threat or possibility that an action or event will adversely or beneficially affect an organisations' ability to achieve its objectives.
- 1.3 The policy applies to all areas of the organisation's activity. It is not only concerned with strategic objectives but encompasses operational and programme/project management activity.
- 1.4 It should be viewed as a top to bottom process, involving all levels of staff, that supports continuous improvement. As well as focusing on possible threats it is important to consider the risks of not taking opportunities that would support innovation (positive risk taking) and improve service delivery.
- 1.5 Locality Management Teams and Head Office Teams are responsible for developing their own risk registers and escalating risks to the Planning and Performance Network (PPN) or EMT as appropriate.
- 1.6 The PPN co-ordinates the operational and locality approach to risk, including the development and maintenance of risks (aligned to locality plans).
- 1.7 The PPN role also includes:
- identifying and sharing good practice
 - assessing whether risks are being adequately managed within agreed appetites and tolerances across SCRA
 - ensuring that each business area and locality is regularly carrying out risk identification and assessment exercises to ensure that risk registers are accurate and up-to-date.

2. Approach to Risk Management

- 2.1 The risk management policy sets out the approach to risk management and documents the roles, responsibilities of the Board, senior management, the PPN and employees.
- 2.2 In addition, the policy describes the process the Board will use to evaluate

the effectiveness of the Administration's internal control procedures.

2.3 The following key principles outline SCRA's approach to risk management and internal control:

- the Board has responsibility for the system of internal control and for overseeing risk management within SCRA
- the Principal Reporter/Chief Executive and senior managers will implement policies on risk management and internal control approved by the Board
- a positive attitude to risk assessment and solving risk problems is adopted by the Board and senior managers
- managers at all levels are responsible for encouraging good risk management practice within their areas and all managers consider the consequences of their decisions and actions from a risk management perspective
- integration of risk management into the planning and performance framework
- the process will be supported by a programme of audit and review

3. Risk Management Policy

3.1 The objectives of the risk management framework are founded on a number of key objectives to:

- ensure the delivery of core strategic and operational objectives within available resources
- support continuous improvement in service delivery
- inform SCRA business continuity plans
- support internal controls intended to reduce losses
- facilitate the timely identification and resolution of risks
- enable effective stakeholder communication on service delivery
- enhance SCRA's reputation and image.

3.2 The effectiveness of the Risk Management Policy will be reviewed and monitored based on the following measures:

- the extent to which SCRA is successful year on year in achieving its business objectives
- the incidents of risks which have not been recognised and documented within the Risk Management structures; or which have been inappropriately rated within the structures.

3.3 The Risk Management Policy is underpinned by a commitment to training and development in risk management and the recognition of the importance of staff responsibilities in this area.

4. Risk Management Structure

- 4.1 The Risk Management Structure for SCRA is detailed at Appendix 1. Appendix 2 sets out in general the framework for managing risk (Diagram 1) and the Risk Management Process (Diagram 2).
- 4.2 These arrangements reflect the organisational structure and ensures that risk is embedded throughout the organisation and allows for a straightforward and timely process to response to risk.
- 4.3 **Information Risk Register**
A separate information risk register is maintained by SCRA's Digital Security and Governance Manager and owned by SCRA's Senior Information Risk Officer (SIRO) given the specific duties placed on the organisation in terms of information risks.
- 4.4 **Joint Risks (SCRA/CHS)**
SCRA and Children's Hearings Scotland (CHS) hold regular liaison meetings and any joint risks would be highlighted at joint Board meetings.

5. Risk management as part of the system of internal control

- 5.1 The internal control system encompasses a number of elements including:
 - Strategic planning and budgeting - the strategic planning and budgeting process is used to set objectives, agree priorities and allocate resources. Progress towards meeting objectives is monitored and scrutinised by the Board quarterly with longer term and strategic objectives reviewed at a frequency to be agreed between the Board and senior management.
 - Risk Registers – the standard template (Appendix 3) **has been set up in the risk register tool (Decision Time)** and should be used at strategic, operational and locality level. The risk registers should be included in annual business plans at these levels and formally reviewed quarterly. Localities and Head Office (HO) Teams should develop a risk register for inclusion in their Locality/team plans and ensure any risks which require to be escalated are highlighted to the appropriate management group/network and Executive Management Team member.
 - Programmes – SCRA's strategic Programmes and Projects have individual risk profiles based on risks identified by Project Managers some of which are escalated for review to the appropriate management group/network, **Programme Board** or Executive Management Team member.
 - Audit & Risk Committee - the Audit & Risk Committee will oversee, on behalf of the Board, the risk management process through co-ordination and monitoring of the implementation of the Risk Management Policy. This includes reviewing Strategic and Operational Risk Registers every six months and as necessary, reviewing the work undertaken on identified high risk areas and the action plans to mitigate the effects of such risks.

- Audit – The Audit programme is informed by an annual needs assessment and encompasses traditional fieldwork and self assessment. The internal audit programme will be focused on the significant strategic and operational risks, as identified by management, and auditing risk management processes across SCRA. External audit provides feedback to the Audit Committee on the operation of internal controls as part of the annual audit.

6. Annual Governance Statement

6.1 The Board is responsible for the effectiveness of governance arrangements within SCRA. The Principal Reporter/Chief Executive, in preparing an annual Governance Statement for inclusion in the Annual Accounts will consider the elements in section 5.1 above and the following:

- SCRA's performance against financial and non-financial targets
- organisational structure and performance of senior managers
- organisation culture with respect to management of risk
- operation of delegated authority
- timeliness in identification of control issues and new significant risks
- prioritisation of risks and action to address areas of high exposure.
- effectiveness with which corrective actions are implemented

7. Risk Management Process

- 7.1 The key elements of the risk management process are set out below and more information is provided in Appendix 8. Effective risk management is a vehicle for continuous improvement in service delivery.
- 7.2 Risk Types – it is helpful to categorise risks to ensure consistency in the process of identification, monitoring and reporting of key risks. SCRA has adopted a simple approach based on definitions for seven types of risk that should be sufficiently flexible to cover strategic, operational, group, team and programme risks.
- 7.3 Risk Identification (guidance at Appendix 4) is the process of finding, recognising and describing risks – it is the responsibility of the members of groups/teams at each level to identify risks. A workshop approach is likely to be most effective allowing individuals within the group/team to work together and look beyond their areas of responsibility.
- 7.4 Description of Risk (guidance at Appendix 4) – each risk should be defined by a risk statement which describes the risk (the event) and outlines the consequence for and the impact on the organisation if the risk is crystallised.
- 7.5 Risk Measurement (guidance at Appendix 5) – a numerical value between 1 and 5 is given to two measures of risk – Impact and Likelihood.

- 7.6 Inherent Risk is the exposure arising from a specific risk before any action has been taken to manage it.
- 7.7 Controls – the controls in place to mitigate the risk should be recorded and any new controls to be put in place should be proportional to the risk. Some form of cost benefit analysis might be required to ensure the control action represents value for money in relation to the risk being controlled.
- 7.8 Residual risk is the risk remaining after the application of key mitigating controls and reflects how effective these controls are.
- 7.9 Target Risk is the risk exposure deemed to be acceptable as informed by the organisation's risk appetite.
- 7.10 Monitoring and Reporting
- Monitoring is continually checking, supervising critically observing or determining the status in order to identify change from the performance level required or expected.
- 7.11 A key element of managing risk is obtaining assurance that key controls are in place and operating effectively. SCRA has a range of internal and external assurance providers who review and provide opinions and statements which enable EMT and the Board to form a view as to whether risks are being managed in line with its expectations. **Risk assurance is built into the risk management tool with the ability to report on sources of assurance, gaps in assurance and improvement actions.** The risk assurance **report** template is attached at Appendix 6.
- 7.12 It is important to monitor that action plans are effective and to identify further action that might be necessary. Groups/teams should self- assess their key risks quarterly and **use Decision Time** to report thereon to the appropriate level for the purposes of challenge and scrutiny.
- 7.13 Outputs – the Risk Register is the main output of the process. As well as providing crucial data internally, this document provides evidence for audit that the risk management process is operating. The overall risk management process should help ensure that significant issues are quickly highlighted to the right level of management.

8. Risk Appetite

- 8.1 SCRA recognises that the organisation may be involved in activities that expose the organisation to a measure of risk.
- 8.2 The 'risk appetite' (Appendix 7) is defined as the amount of risk that SCRA is prepared to accept, tolerate or be exposed to at any point in time. Risk appetite is about taking well thought through risks where the long-term rewards are expected to be greater than any short term losses. Risk appetite needs to be considered at all levels.

- 8.3 SCRA has considered its risk appetite using the classifications shown in the table below:

Classification	Description
Averse	Avoidance of risk and uncertainty is a key organisational objective.
Minimalist	Preference for ultra-safe options that have a low degree of inherent risk and a potential for limited reward
Cautious	Preference for safe options that have a low degree of residual risk and limited potential for reward
Open	Willing to consider all options and chose the one that is most likely to result in success, whilst also providing an acceptable level of reward
Hungry	Eager to be innovative and to choose options offering potentially higher rewards despite greater inherent risk

- 8.4 The SCRA Board has to determine its risk appetite against the different categories of risk that it is exposed to as follows:-

Type of Risk		Risk Appetite Agreed (as at March 22)
Strategic/Policy Risks		Open to Cautious
Operational/Service Delivery Risks		Open to Cautious
Finance Risk		Open to Cautious
Reputational/Credibility Risks		Open to Cautious
Accountability/Governance Risks		Open to Cautious

- 8.5 Whilst the organisation's approach is to minimise its exposure to reputational, compliance and financial risks it may accept and encourage an increased and proportionate degree of risk in pursuit of opportunities to better achieve its strategic and operational objectives.

9. Roles and Responsibilities

- 9.1 Through allocating specific risk management responsibilities SCRA have created an environment where:
- risk management is integrated into decision-making arrangements, helping to create an environment for continuous improvement and learning

- the adequacy of risk assessment, control measures and action plans are regularly reviewed, taking into account the Board's risk appetite.
- The effectiveness of the risk management framework is reviewed at regular intervals and modified as necessary.

9.2 **Role of the Board**

The Board is responsible for the system of internal control. This includes

- Setting the tone and influencing the culture of risk management
- Setting appropriate policies on internal control
- Seeking regular assurance that the system is functioning effectively
- Approving major decisions affecting SCRA's risk profile or exposure
- Annually reviewing risk management policy and risk appetite.

9.3 In setting the tone and influencing the culture of risk management the Board must determine the level of risk which SCRA is prepared to tolerate i.e. for any particular risk whether SCRA is prepared to accept the risk at its current level or whether any further action is needed to reduce likelihood or impact. It is expected that for all top rated strategic, operational and programme risks the risk owner will develop an action plan to reduce the risk assessment to moderate or escalate the risk to the next level.

9.4 **Role of the Audit & Risk Committee**

The Audit & Risk Committee is charged by the Board with overseeing the operation of the system of internal control and with ensuring robust risk management arrangements within SCRA.

9.5 **The Principal Reporter/Chief Executive**

As Accountable Officer the Principal Reporter/Chief Executive has overall executive responsibility for risk management arrangements within SCRA, leading the risk management systems and ensuring that responsibilities delegated to other senior managers and staff at all levels within SCRA are discharged in an effective manner. The Principal Reporter/Chief Executive is also responsible for signing the Governance Statement which is included in the annual accounts.

In addition to overall executive responsibility for risk management the Principal Reporter/Chief Executive oversees the maintenance of the Operational Risk Register which is owned by EMT.

9.6 **Senior Managers**

All senior managers are responsible for:

- implementing policies on risk management and internal control
- identifying, assessing and developing actions plans for the most significant risks faced by SCRA

9.7 **The Head of Finance & Resources**

The Head of Finance and Resources has specific responsibility for:

- day to day operation of SCRA's risk management arrangements
- regular reporting to the Executive Management Team, Audit & Risk Committee and Board on strategic risks and controls
- facilitating an annual review of the effectiveness of governance arrangements and reporting thereon to the Audit & Risk Committee

9.8 **Planning and Performance Network (PPN)**

The role of the PPN is to act as an internal focus for the development of SCRA's approach to risk issues, providing leadership on the delivery of SCRA's Risk Management Policy at Locality level.

Risk leads within the PPN will act as risk champions which will include:

- having a specific role of raising awareness of both the risk management process and specific risks.
- providing local staff with advice and support on risk management issues
- working with other risk champions to bring consistency of approach to risk management, share knowledge and experience
- assisting with making the necessary changes happen – both process and cultural changes.

9.9 **All Employees**

All employees should have the necessary knowledge, skills, information and authority to establish, operate and monitor the system of internal control and be responsible for managing risks as an integral element of their job.

9.10 **The Senior Information Risk Owner (SIRO)**

The Senior Information Risk Owner (SIRO) owns the information risk policy and provides advice to the Accountable Officer on the content of the Governance Statement relating to information risk.

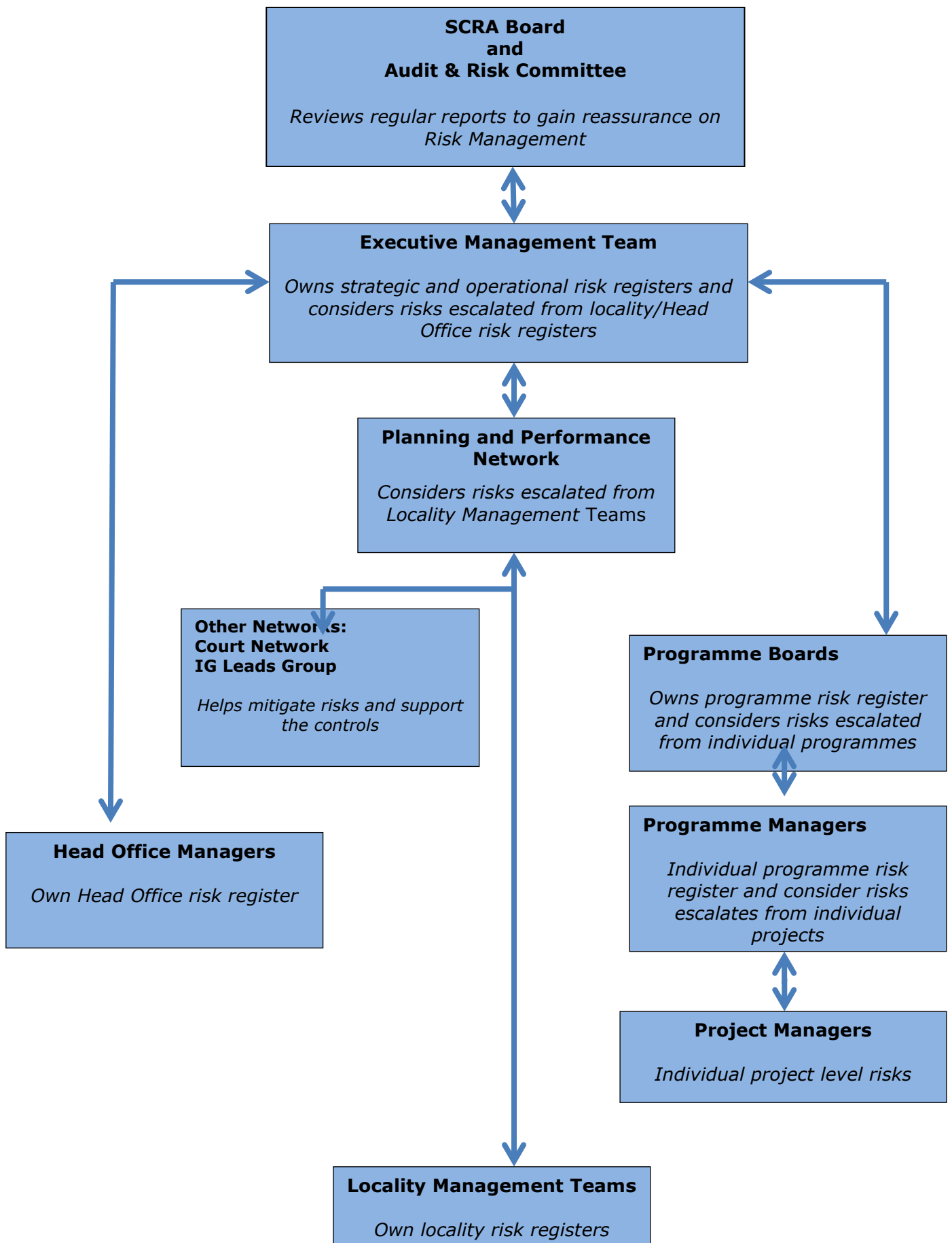
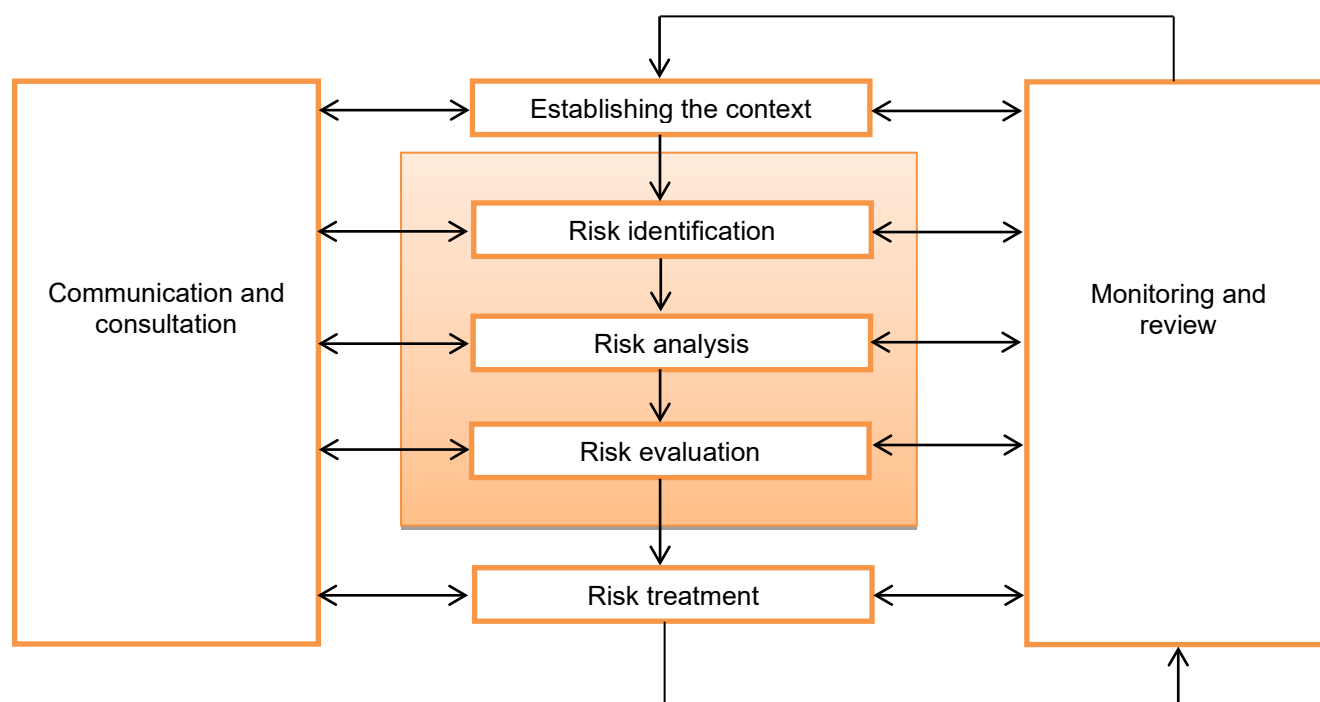
Risk Management Structure

Diagram 1: Relationship between the components of the framework for managing risks:



Diagram 2: Risk management process:



APPENDIX 3

Risk Register Template

Risk No	Reference to Locality Objectives	Risk Type	Risk Description	Risk Owner	Inherent Risk Score L*I	Key mitigating controls	Control Effectiveness	Residual Risk Score L*I	Risk Appetite	Target Risk Score L*I	Actions and Timescales	Action Owner /Deadline
1						•					1.	
2						•					1.	
3						•					1.	
4						•					1.	
5						•					1.	
6						•					1.	

Risk Identification Guidelines

The following guidelines have been developed to assist risk leads across SCRA to adopt a consistent approach to identifying new risks (the same approach can be used to identify changes in existing risks or risks which are no longer relevant):

- The existing meeting structures for Locality/Team planning and performance reviews, facilitated by Planning Business Partners, should be used for identifying new risks.
- A facilitated workshop, at least once per year, as part of the Locality/Team meeting is usually the best method of generating new risks.
- Good documentation of discussions is important.
- Consideration should be given as to how to gather input from those staff not involved in the Locality/Team meeting.
- Some pre-work is encouraged e.g. ask those attending the meeting to identify top 5 new risks which can then be discussed and developed further.
- A major refresh of the Locality/Team risk register should take place every two years.
- Consider different types of risks (external, governance, information management, compliance, financial management, human resources, operational).
- As well as facilitated workshops other tools and techniques and sources of information can be used to support identification of new risks (SWOT analysis, PESTLE, questionnaires, checklists, inspection reports, audit findings).
- Risks should be related to objectives in Locality/Team Plans although care should be taken to identify any generic risks which will impact on objectives but might not always be apparent when thinking about particular objectives.
- Risk identification is not an exact science and should be a continuous process which keeps up with changes in the Locality/Team.

The role of risk leads in Head Office (Head of Finance & Resources and Governance Officer) includes supporting and challenging individual Localities/Teams on their risk descriptions and risk scores and comparing risk registers to identify common themes, feeding back findings to the Planning and Performance Network and EMT.

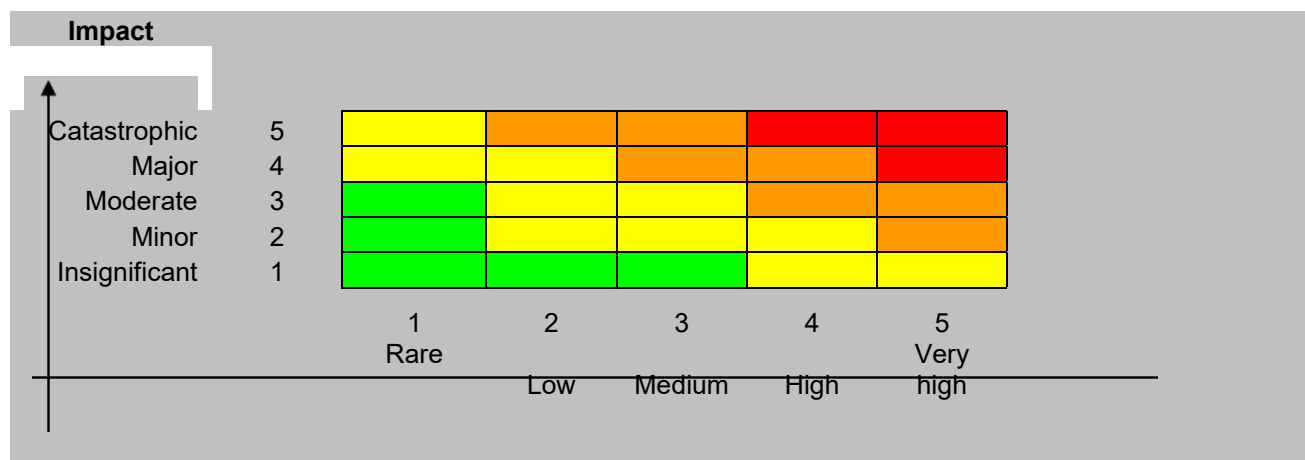
Risk descriptions

Once a new risk has been identified it is important to develop a good description or statement of the risk. There are some basic rules which should be followed:

- Avoid stating impacts which may arise as being the risks themselves, and to avoid stating risks which do not impact on objectives.
- Avoid defining risks which are simply the converse of the objectives.
- Identify the root causes and don't mistake these for the symptoms.
- A statement of risk should encompass the risk event, causes of the impact and the impact to the objective (or consequences) which might arise.
- This should mean you identify a risk which you can't control. For a risk which you can't control it may be advisable to draw up a contingency plan.

Risk Scoring

Risk Matrix



Risk level	Score	Risk level description
Very high	20 - 25	Reporting: To Accountable Officer/ Audit & Risk Committee for upward reporting to Board
High		Reporting: consideration should be given as to whether High risks should be escalated. Scores between 10 - 14: No, scores between 15 - 19 Yes
Medium	4 - 9	Rating: Acceptable level of risk exposure subject to regular active monitoring Reporting: Director level
Low	1 - 3	Rating: Acceptable level of risk exposure subject to regular passive monitoring Reporting: Director level. Do risks that low still exist?

Likelihood of a risk materialising

Score	Likelihood	Definitions
5	Almost certain	81-100% - almost certain will occur. Highly likely, could occur on a regular basis (i.e. several times a year).
4	Likely	51-80% - more likely to occur than not. Likely, could occur, but on sporadic basis (i.e. at least once a year). Potential of it occurring several times within the time period or has occurred recently.
3	Possible	21-50% - fairly likely to occur. Possibly, could occur, but infrequently (i.e. not more than once every 12 months). Could occur more than once within the time period and may be difficult to control due to some external influences.
2	Unlikely	6-20% - low but not impossible. Unlikely, (i.e. an event that is unlikely to occur more than once every few years) or has not occurred historically.
1	Exceptional	0-5% - extremely unlikely or virtually impossible (i.e. one-off event).

Impact of the risk

Score	Impact	Definition	Regulatory	Business Objectives	Reputational	Financial
5	Catastrophic	Likely to threaten the survival or continued effective functioning of SCRA, either financially or reputationally. Likely to have major impact on the whole organisation. Immediate action required. Must be managed with an effective control.	As below causing catastrophic loss.	> 20% variance	Ongoing media campaign, Parliamentary attention.	> £1m
4	Major	Likely substantial financial impact on SCRA. Significant impact on SCRA's strategy or operational activities. Significant stakeholder concern seriously damaging SCRA's ability to deliver its service. Likely to have major impact in many areas of the organisation. Likely to cause some damage, disruption or breach of legislation. Prompt attention required. Risk controls and actions to be developed.	As below causing major loss.	10-20% variance	Short term media campaign, meet partners and Minister to provide reassurance.	> £250k
3	Moderate	Financial impact on SCRA is likely to be moderate. Moderate impact on the SCRA's strategy or operational activities. Moderate stakeholder concern having some impact on the SCRA's ability to deliver its service. Likely to have major impact in one or a few areas of SCRA. Unlikely to cause much damage and/or threaten SCRA. Monitor and review.	As below causing moderate loss.	5-10% variance	Headline media interest causing public embarrassment, proactive contact with partners and Minister.	£50-£250k

Score	Impact	Definition	Regulatory	Business Objectives	Reputational	Financial
2	Minor	Financial impact on SCRA is likely to be small. Low impact on SCRA's strategy or operational activities. Low stakeholder concern. Likely to have minor impact in many areas of SCRA. Primary impact is on the internal business. Unlikely to require specific application of additional resources. Manage through existing controls. Monitor and review.	As below causing minor loss.	2.5-5% variance	Headline media interest, reactive approach to limited interest from partners and Minister.	£25-£50k
1	Insignificant	Likely to have minor impact in one or a few areas of SCRA. No significant impact on SCRA as a whole.	Act or omission causing legal or regulatory breach causing insignificant loss.	< 2.5% variance	Minor media, partner, Ministerial interest	< £25k

Risk Assurance Map template

Risk	Risk Impact	Risk Controls	Assurance Sources	Gaps in Assurance	Improvement Actions	Due Date	Assurance Control RAG rating

Assurance Sources – Decision Time:

- Operational Control (1st line)
- Corporate Oversight (2nd line)
- Internal Audit (3rd line)
- External Assurance (3rd line)

Risk Appetite

SCRA has considered its risk appetite using the classifications shown in the table below:

Classification	Description
Averse	Avoidance of risk and uncertainty is a key organisational objective.
Minimalist	Preference for ultra-safe options that have a low degree of inherent risk and a potential for limited reward
Cautious	Preference for safe options that have a low degree of residual risk and limited potential for reward
Open	Willing to consider all options and chose the one that is most likely to result in success, whilst also providing an acceptable level of reward
Hungry	Eager to be innovative and to choose options offering potentially higher rewards despite greater inherent risk

Current Risk Appetite

Type of Risk	Risk Appetite Agreed (March 2022)
Strategic/Policy Risks	Open to Cautious
Operational/Service Delivery Risks	Open to Cautious
Finance Risk	Open to Cautious
Reputational/Credibility Risks	Open to Cautious
Accountability/Governance Risks	Open to Cautious

Risk Management Process

1. Risk Identification (Reference & Link to Business/Group/Programme/Project objective)

It is best practice to integrate risk management into the annual business planning and quarterly performance monitoring process. Risks should be identified, assessed and prioritised in relation to SCRA's objectives. Each risk should have a unique reference number (for audit trail purposes) and be cross-referenced to one or more Business Plan/Locality Plan/Programme/Project objectives. The management of risk at strategic, operational and Programme levels needs to be integrated to ensure actions at different levels are co-ordinated.

Initial risk identification should be carried out as a facilitated group exercise involving the owners of plans and objectives at each level of the organisation. All participants should have the opportunity to identify and assess risks however the exercise should conclude with an overall group view on the risk profile to be captured in the Risk Register. Continuous risk identification and assessment is achieved as part of the quarterly reviews of the Risk Register, although new risks can be identified and assessed outwith the cycle.

The participants in initial and ongoing risk identification exercises will want to consider the following internal factors:

- Annual plans and Quarterly Operational Performance Reports (OPR's)
- Weekly, monthly/quarterly performance reports
- Quality Assurance, External Audit and Internal Audit findings
- Research and Evaluation findings
- Significant Case Reviews
- Casework issues/appeals activity

Identification of risks should involve looking externally as well as internally. Areas for consideration include:

- Stakeholder feedback
- Economic changes
- Issues from other jurisdictions
- Partnership Working issues
- Inspectorate reports and action plans

2. Risk Type

Once identified, individual risks typically fall into natural groupings. Capturing these groupings or categories of risk can act as a check that the range of potential risks that may arise have been considered. The following risk categories should be used at all levels of the organisation:

Strategic Risks - Risks that relate to doing the wrong things

Operational Risks - Risks that relate to doing the right things but doing them in the wrong way

Information Risks - Risks that relate to loss or inaccuracy of data, systems or reported information

Reputation Risks - Risks that relate to SCRA's image

Financial Risks - Risks that relate to losing monetary resources or incurring unacceptable liabilities

People Risks - Risks associated with employees and management

Regulatory Risks - Risks related to the regulatory environment

3. Responsibility for identification, assessment, recording, reporting, management and escalation of risks

Activity	Executive Management Team (strategic and operational risks)	Localities/Head Office	Programme/projects
Risk identification	All Members	All Members	All Members
Risk assessment	All Members	All Members	All Members
Updating Risk Register	Head of Finance & Resources	Risk Lead	Programme Manager
Reporting risks	Head of Finance & Resources	Risk Lead	Programme Manager
Identification/assessment of controls	Risk owner	Risk owner	Risk owner
Action plan and progress	Risk owner	Risk owner	Risk owner
Escalation of risks	PR/CE	SOM/Risk Lead	Programme Manager

4. Key Mitigating Controls and Control Effectiveness

The controls in place should be recorded by the Risk Owner. In addition there should be an assessment of how effectively the controls are operating.

5. Action Plan & Timescales

The key actions required to mitigate the risks should be recorded along with a clear timescale for implementation.

6. Owner

The individual responsible for ensuring that the risk is managed and monitored over time. They should have sufficient authority to ensure the risk is effectively managed but may not be the person who implements the agreed actions.

7. Progress against Action Plan

Progress should be recorded on an ongoing basis on the register, with outstanding actions clearly marked.

8. Escalation

Risks may be escalated for a number of reasons: they can no longer be managed at local level; they are not confined to one area of the business; they cannot be managed effectively in isolation; there are correlations where one risk has an impact on another. The register should record where the risk is to be escalated:

Risks at Locality or Head Office level should be escalated to the Senior Operational Manager (Operational Risk Register) or Executive Management Team (Strategic Risk Register). Project risks should be captured on Programme Risk Registers and where necessary to the Senior Operational Manager (Operational Risk Register) or Executive Management Team (Strategic Risk Register). Risks that may require to be escalated to Executive Management Team (and Board) include risks that pose a significant threat to corporate objectives, targets or resource plans, risks that are deemed intolerable or have potential for significant adverse publicity.

9. Closed risks

Risks that are no longer applicable should be recorded as 'closed' and moved to a closed risk register.