

AGENDA

	Item	Purpose	Papers	Owner
1.	Apologies			
2.	Any Other Business			
3.	Minute of the Last Meeting	Approval	Attached	NH
4.	Matters Arising			
5.	Board Governance	Approval	Attached	RMack
5.1	Board Meeting Sept 25 – Review of issues and forward planning	Discussion		NH
5.2	SCRA Board Development Day - Planning	Discussion		NH
6.	CHS-SCRA shared services MOU	Information		RMack
7.	Stornoway - Lease renewal and sub-letting	Approval	Attached	RMack
8.	Learning Plan	Noting	Attached	SD
9.	Employee Benefits	Approval	Attached	SD
Standing Items				
10.	Finance and Resource			
a.	General Update	Info	Verbal	RMack
11.	Information Governance			
11.1	General Update	Info	Verbal	AH
11.2	Breach Reporting - June	Noting	Attached	AH
12.	Practice and Policy			
a.	General Update	Info	Verbal	AH
13.	Digital Programme			
a.	General Update	Info	Verbal	DC
14.	Programme Board			
a.	General Update	Info	Verbal	LB
15.	New Risks	Discussion		
16.	Forward Plan	Info		
17.	Date of Next Meeting Thursday 6 November – North Strathclyde @ Greenock			

Present

Neil Hunter (NH)	PR/CE
Helen Etchells (HE)	Senior Operational Manager (North)
Ross Mackenzie (RMack)	Head of Finance & Resources
Douglas Cameron (DC)	Head of Digital
Lisa Bennett (LB)	Head of Strategy & OD
Paul Mulvanny (PM)	Senior Operational Manager (East & Central)
Pamela Armstrong (PA)	Governance Officer, Minute

Minute

#	Item	Timescale	Owner
1.	Apologies Alistair Hogg (AH) Head of Practice & Policy Susan Deery (SD) Head of HR		
2.	Any Other Business None		
3.	Minute of Last Meeting Agreed as an accurate record.		
4.	<p>Matters Arising</p> <p>Staff Pay</p> <ul style="list-style-type: none"> Since the last Remuneration and Nomination Committee, SD has confirmed that a revised pay offer is ready for submission to the trade union. The HR Manager secured Pay Policy approval last week pending technical clarifications—namely reconciling the detailed pay bill with agreed assumptions and verifying alignment with pay-award parameters. Upon full approval for submission, Unison has signalled a rapid ballot turnaround. <p>CCJA</p> <ul style="list-style-type: none"> The CCJA staffing model will roll out in four coordinated phases across all localities. First, Senior Practitioners will be recruited on 24- to 36-month fixed-term contracts to establish leadership capacity and allow for future funding adjustments. Next, Assistant Reporters will join to support a 5:1 ratio of support staff to seniors, followed by the phased onboarding of Reporter cohorts. Throughout, local teams retain flexibility to tweak ratios and volumes based on demand, 		

	<p>and over-resourcing can be redirected toward national practice training.</p> <ul style="list-style-type: none"> • This approach balances quality recruitment, financial resilience and operational agility. Fixed-term posts attract stronger candidates than shorter temps while allowing rollback if CCJA funding or political priorities shift. Quarterly reviews will fine-tune staffing levels, release senior practitioners for training, and adjust contract end-dates in line with funding certainty—ensuring a smooth, proportionate rollout of all four locality plans. 		
<p>5.</p>	<p>Lerwick - Lease renewal, sub-letting and building works update</p> <p>RMacK provided an update on the budget for the revamp of the Lerwick Hearing rooms, noting the need for a significant increase due to higher bids from contractors on the island.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • Revised cost of £235k reflects corrected pricing and limited contractor competition on Shetland, with a contingency built into the existing 2025/26 budget allocation. • No suitable off-island premises were found, so on-island improvements are necessary to avoid discriminating against Shetland service users and meet statutory obligations. • The refurbishment will match the high-quality finishes, soundproofing, and future-proofed court links seen in other national hearing centres. • Property leads confirmed low delivery risk, citing budget underspends, contingency, and assurance from contractors that costs will not rise further. <p>Agreed:</p> <ul style="list-style-type: none"> • To approve the revised capital budget and recognised the low risk associated with the lease arrangements and sublease. 		
<p>6.</p>	<p>Branch Committee Communication</p> <p>The PR/CE has drafted a response to UNISON to address a number of concerns about change and governance as well as a number of what the PR/CE considers misapprehensions about proposed programmes of work.</p> <p>Noted the existence of the established participative and consultative routes—involving SROs and relevant working groups—and the need to</p>		

	<p>strengthen these further based on discussions with UNISON beyond the exchange of letters.</p> <p>The EMT stressed the need for robust governance channels and early issue resolution.</p> <p>The EMT agreed to explore:</p> <ul style="list-style-type: none"> • A follow-up discussion with UNISON Executive • Additional support to the Branch Secretary in terms of time and capacity to ensure the branch can manage workloads and maximise collaborative dialogue during this critical period of change • Schedule regular one-to-one catchups between Branch Secretary and each SRO for ongoing support and clarity. 		NH/MS/SD
7.	<p>Keeping the Promise – refocussing SCRA as a service</p> <p>PM introduced a very early discussion paper proposing an exploration of a change to the organisational name from Scottish Children's Reporter Administration (to for example Scottish Children's Reporter Service) to align more closely with the organisations evolving mission and service orientation.</p> <p>The rationale behind the proposal was to reflect the organisation's shift from administration to a service-focused entity, providing a genuine service to children and families. The rebranding was seen as aligning with the promise of being a child-centred, rights-based service. The potential benefits of the rebranding included clearer alignment with the organisation's strategic vision, improved public perception, and a more relatable identity.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • Concerns were raised about the timing and complexity of the rebranding, suggesting that the current legislative environment might not be conducive to such a change. • Members expressed support for the principle of the idea but cautioned against rushing the process, highlighting the importance of staff and stakeholders buy in and suggested aligning any potential rebranding with the next corporate plan for a more manageable timeframe. • The importance of modernisation and clarity in the organisations identity was also discussed. 		

	<ul style="list-style-type: none"> • EMT discussed the future cost implications of changing signage and branding <p>Agreed:</p> <ul style="list-style-type: none"> • To discuss the proposal with the sponsor team and seek their views in the first instance. 		
8.	<p>Learning KPIs</p> <p>EMT reviewed the regular report on Learning KPIs, noting the scale and range of learning activities across the organisation.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • EMT noted the breadth of the current learning offering: digital skills, equality-diversity-inclusion pathways, practice-development workshops, anti-racism and LGBTQ+ awareness, plus forthcoming sessions on combined operational tests. This multi-spoke model is elevating professional standards and embedding continuous improvement across every service area. • As the next step, a new learning manager will be appointed to scope an “enhanced” trauma-informed training framework—partnering internally and with NES—to ensure each role has clear development pathways. • EMT welcomed the paper, thanked the team on growing the programme in line with organisational ambition, and committed to ongoing support for broader data capture and strategic coordination of all learning streams. 		
9.	<p>Workforce Report</p> <p>EMT reviewed the mid-year workforce report, which detailed core and non-core establishment figures, fixed-term contract recommendations, unfilled posts, December 2025 contract renewals, and broader staffing updates.</p> <p>Issues Arising During Discussion</p> <ul style="list-style-type: none"> • Core establishment growth now exceeds permanent Scottish Government funding, posing a financial risk without new allocations. • Managers must recruit against vacancies per guidance or repurpose them for temporary CCJA roles. • Non-core posts generally conclude in spring 2027; the group discussed movements between core and non-core to align with business needs. 		

	<ul style="list-style-type: none"> Plans to transfer a work-experience post to Grampian were noted, with the budget holder tasked with outlining recruitment steps. Emphasis was placed on proactive management of fixed-term contracts and forward-looking workforce planning. <p>Agreed</p> <ul style="list-style-type: none"> Extend the [REDACTED] [REDACTED] funding to 31 March 2026 and submit a paper to EMT on potential to make the role permanent. Budget holder to consult Finance and HR. Transfer 0.5 fte of the [REDACTED] [REDACTED] role into the core establishment and confirm permanent status. Review [REDACTED] requirements against the enhanced partnership project; if an extension is needed, submit an establishment change form to EMT. MMCI to progress the Grampian work-experience post transfer (comms budget 2025/26) and develop clear funding and recruitment plans for 2026/27. EMT members to prepare business cases by December 2025 for non-core posts ending March/April 2026 including: [REDACTED] Additional hours for the [REDACTED] [REDACTED] [REDACTED] Managers, supported by HR Business Partners, to review core fixed-term contracts ending before 31 March 2026 and decide on extensions by 30 December 2025. Initiate strategic workforce planning for contracts concluding 31 March 2027 as part of the 2026 Challenge & Review cycle. 		
<p>10.</p>	<p>PPC Agenda</p> <p>The Planning & Performance Committee (PPC) agenda was discussed in detail. The agenda includes the Operational Performance Report (OPR), business plan updates, and a discussion paper on case sampling.</p> <p>The aim is to establish a consistent rhythm for the Committee, with the OPR serving as the central point and separate reporting on the business plan.</p> <p>EMT discussed the proposed move of oversight of the case sampling programme from the Audit and</p>		

	Assurance Committee (AAC) to the PPC. The PPC's role in maintaining quality assurance and the importance of intellectual engagement in the topics discussed were highlighted.		
11.	<p>Managers Event Agenda</p> <p>LB introduced the agenda for the upcoming managers event which aims to facilitate discussions among managers from different localities, providing updates on key projects and fostering collaboration.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • The discussion revolved around the combined operational tests section, designed to be flexible and adaptable based on the level of interest and questions from managers. The importance of evidence-based decision-making was highlighted, along with the need to reassure managers about the change process (sequential in nature, based on mutually assessed state of readiness, supported by OD Team etc.) and its implications. • Additionally, there was a proposal to film introductions to the combined operational tests for training and communication purposes. This initiative aims to ensure consistent messaging across the organisation and enhance understanding among managers. The filming would serve as a valuable resource for training sessions, helping to standardise the approach and maintain clarity in communication. 		
12.	<p>September Board Agenda</p> <p>The September Board Agenda was discussed and draft reports reviewed.</p>		
	Standing Items		
13.	<p>Finance and Resource</p> <p>RMacK provided the following general update;</p> <p>Year-End Forecast</p> <ul style="list-style-type: none"> • Revenue is projected to underspend by £350k, rising to over £1 million if CCAJ implementation is delayed. • Pay awards and any job-review costs will be absorbed within the existing budget, avoiding additional funding requests. • Capital spending is forecast at £860k by March, with projects like Dundee potentially slipping into the next financial year. • The sponsor division supports maximising “use-it-or-lose-it” investment to demonstrate value and manage accruals. 		

	<p>Workforce & Contracts</p> <ul style="list-style-type: none"> • Scottish Government contact for headcount queries: Lou Frampton. • Benchmarking data may be published at organisational level; permission granted but future sharing will require explicit consent. • Short-term frontline contracts will continue through June (or September by exception) instead of ending March; all other extensions assessed case by case, leveraging natural churn and current vacancy rates. <p>Audits & Reviews</p> <ul style="list-style-type: none"> • A shared-services audit called for stronger evidence on reform measures; a revised CHS MOU will go to their senior leadership team later this month. • An environmental sustainability audit is imminent; SCRA will clarify its core remit, definition as an environmental ‘major player’ while addressing audit requirements on how we use our estate. <p>Dundee Reception Project</p> <ul style="list-style-type: none"> • The Property Development Manager requests EMT endorsement of glass removal, with mitigation measures and an end-October deadline for final layouts. Concerns over staffing and user safety were addressed by a Health & Safety Advisor’s assessment, EMT confirmed the design standard to remove glass screens, subject to agreed risk mitigations. Ongoing communications will seek to reassure staff, emphasising a modern, open-plan service model aligned with other sites and industry evidence base. <p>Schedule of Delegated Authority</p> <ul style="list-style-type: none"> • RMacK proposed adding a senior manager to the delegation schedule, matching Local Service Managers’ monthly limit (up to £5,000) and annual cap (£50,000). <p>Agreed</p> <ul style="list-style-type: none"> • The new rule was approved: one senior manager will have delegation authority up to £5,000 per month and £50,000 per year. 		
14.	<p>Practice and Policy</p> <ul style="list-style-type: none"> • The call for views for the Promise Bill - response was submitted last week, and evidence to Committee on 17th Sept. • A provision of the Children’s Scotland Act 2020 took effect in June without any notification from Scottish Government, 		

	<p>relating to courts assessing the impact of delay on children.</p> <p>Issues arising during discussion:</p> <ul style="list-style-type: none"> • EMT noted ongoing challenges in information sharing with the Scottish Courts and Tribunals Service (SCTS): <ul style="list-style-type: none"> ○ Multiple breaches in ██████████ linked to missing updates from two major local authorities. ○ LB is gathering data on which jurisdictions have implemented practice notes versus those that have not. ○ Engagement with senior SCTS contacts (including a new CEO) aims to secure a formal review and ensure consistent application of case management protocols 		
<p>15.</p>	<p>Information Governance EMT noted the monthly breach reports for May and June</p>		
<p>16.</p>	<p>Digital Programme DC provided the following general update:</p> <p>Capital Investment & Resourcing</p> <ul style="list-style-type: none"> • Programme on track through March 2026 but faces potential capital funding shortfall. • Team surfacing business dependencies, benefits and design support via OD and programme functions. • Reviewing digital establishment and temporary roles to sustain delivery; formal paper forthcoming. <p>Evolving Product-Management Model</p> <ul style="list-style-type: none"> • Propose shifting from digital team “Product Owners” to business-owned Product Managers and Product Owners. • Digital Planning and Engagement Analyst to transition into a Product Manager role that coaches/trains business colleagues. • Business leads will define user journeys, personas and requirements; digital team translates and delivers. • Aligns with Digital Government job frameworks and embeds ownership within service areas. <p>Microsoft Licensing & Enterprise Agreement</p> <ul style="list-style-type: none"> • Negotiating new Enterprise Agreement through a Scottish Government–approved reseller. 		

	<ul style="list-style-type: none"> • Mapping legacy CSAS features to rebundled licensing tiers; projecting user growth for accurate license volumes. • Graceful transition period (Sept–Dec) mitigates, but does not eliminate, risk of service interruption. <p>Joint Digital Investment with CHS</p> <ul style="list-style-type: none"> • Re-engaging with CHS to define a joint investment portfolio by month-end. • SCRA’s standalone digital investment plan is clear; collaboration will align shared priorities and funding. <p>Cybersecurity & Website Hardening</p> <ul style="list-style-type: none"> • Standardising security configurations across all partnership-hosted websites. • Implemented monitoring framework, tightened admin access and enforced MFA to reduce attack surface. • Work extends beyond core CSAS and virtual hearings platform to protect reputational integrity. 		
17.	<p>Programme Board Update</p> <p>General Update</p> <p>LB provided updates on the programme board, mentioning the comprehensive update received the previous day.</p> <p>LB discussed the strategic objectives and capital investment associated with the programme and highlighted the importance of linking the digital programme to the business. The team acknowledged the significance of these updates and the need to ensure all programme board activities are aligned with the organisational goals.</p>		
18.	<p>New Risks</p> <p>No new risks were identified.</p>		
19.	<p>Forward Plan</p> <p>The forward plan was discussed in detail, highlighting various upcoming meetings and events in September.</p>		
20.	<p>Date of Next Meeting</p> <ul style="list-style-type: none"> • Wednesday, 1st October, Central Locality @Ochil House • Thursday 6 November – North Strathclyde @ Greenock • Wednesday 3 December at Lanarkshire, Dumfries and Galloway @Hamilton Office 		



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service Susan Deery, Head of Human Resources

Date: 12 September 2025

Report Author: Patricia Stevenson, HR Manager

Recommendation:

1. To note the Learning Plan for 2024/27 as at September 2025 and provide feedback to the Head of HR

Reason for Report: *For noting*

Resource Implications: *None*

Strategy/Service Plan Implications *People Strategy*

Consultation: *EMT*

EHRIA Duties: *None*

Document Classification: *[Not protectively marked]*

1. Introduction

- 1.1 This paper provides the mid-year update on SCRA's Learning Plan for 2024 - 27 with the intention of consulting with the Senior Team ahead of launch within Locality and Head Office Teams.

2. Learning Plan

- 2.1 SCRA's Learning Plan reflects the learning needs and plans identified within the Learning Network and aligned with SCRA's Business and Corporate Plans.
- 2.2 The Plan reflects learning and development associated with the Programmes, Inclusion and Diversity, Annual Skills Training Programme, Training to support HR Policy Development, Health & Wellbeing, Practice Training, Trauma Training and Digital Skills.
- 2.3 A programme of events is planned across 2025/26 to deliver the learning needs and plans. This learning events will be publicised through the Learning Hub on Connect with bookings made through Employee Self Service to support the collection of Evaluation and Learning data.

3. Ongoing Review

- 3.1 The Learning Plan is reviewed and updated by Learning Network members at the quarterly Network meetings to ensure it remains current and the plan will be updated to reflect changes to Corporate, Business and Locality Plans.
- 3.2 Any updates to the plan will be communicated on the Connect Learning Hub.

4. Recommendation

It is recommended that the Senior Team note the update on the SCRA Learning Plan and provide any feedback to the HR Manager.

Date created or last reviewed:	September 2025	Person(s) responsible for monitoring progress:		Head of Human Resources
Learning and Development required:	Brief description of Learning and Development aims / objectives	Priority	How will it be achieved	Date (2024/27)
SCRA Programmes				
For LSAs	Training that supports LSAs to work in more front-facing direct ways with families in support of the rollout of KTP Commitment Standards, Family Centred Scheduling and pre-hearing visits.	High	<p>Communicating in Challenging Circumstances training to be provided by Elite</p> <p>Training delivery will be aligned to the rollout plans so that training is done in localities before they go live.</p>	Sept 25 – Sept 26
Trauma training				
for all SCRA staff	<p>Help attendees to translate understanding and knowledge from the following areas into practice:</p> <ul style="list-style-type: none"> • Ways that trauma can affect people, • What trauma skilled practice looks like • hear and talk about trauma • develop relationships that support recovery following traumatic events • importance of caring for wellbeing. 	Low	<p>Transforming Connections – Trauma Skilled Training has been delivered to 80% of staff. Training will be provided for those yet to completed and on an ongoing basis as part of the SCRA Learning Programme for newstarts.</p> <p>Delivered either face to face or online provided by NES and SCRA trainers</p>	Ongoing
for identified trainers	Support trainers to learn how to effectively deliver the Trauma Skilled Training Day package as supported by NES.	Low	Offer of the NES Train the Trainer course to additional trainers to increase the pool of trainers as required in support of the delivery of Transforming Connections	Date to be agreed with NES

for managers	Support the development of managers' knowledge, skills, and confidence to lead trauma-informed change, support teams and identify systems, practices and policies which would support trauma informed change in SCRA.	low	New Managers and Leaders to attend the NES Scottish Trauma Informed Leaders Training (STILT) webinar in recognition of their key role in leading trauma informed change.	Ongoing based on NES availability
Reporters, Assistant Reporters, Senior Practitioner & practice staff.	Participate in the Trauma Informed Justice Framework training plan aligned to victims and witnesses at skilled and enhanced levels	Medium	Training in relation to this framework to be confirmed by Corporate Parenting Manager	tbc
for identified coaches (Managers & Senior Practitioners)	Trauma-focused peer support system designed to help people who have experienced a traumatic, or potentially traumatic events	Medium	Holding the reflective space NES Training for Managers and Senior Practitioners	Nov 2025 for LRM Tbc for other managers
Equalities				
For all staff	Launch new mandatory Equality Diversity and Inclusivity training for all staff across SCRA. This training is designed to deepen understanding of inclusive practices and support our collective responsibility in creating a workplace where everyone feels valued and respected.	High	Online e-learning training will be provided through Learning Nexus.	August 2025 – December 2025
for Senior Managers & staff	Provide Anti-racism and Race Equality participative learning and development focussed on supporting engagement with Black Asian & Ethnic Minority staff & stakeholders and developing an Anti-Racist Culture	High	Through a planned series of participative learning and development for SCRA and its people over a 12-month period	April 2026- March 2027

For all staff	Active Bystander training. Focuses on empowering staff to challenge inappropriate behaviour and support a culture of accountability and respect. Enables staff to have clearer understanding of what being an ally looks and feels like.	Medium	Face-to-face Active Bystander training initially prioritised for LSA's and Inclusion Ambassadors, then extended to mandatory training for all for SCRA people managers. e-learning for all SCRA Staff delivered via Learning Nexus.	Jan 25 – December 2025 2025 - 2027
for all staff	Raise awareness and knowledge of the Fairer Scotland Duty and support staff to understand the impact of socio-economic disadvantage	Medium	Series of online events related to socio-economic disadvantage planned.	Oct – Dec 2025
for locality staff	equip frontline operational staff with the essential skills to effectively communicate with individuals facing learning and communication difficulties.	Medium	Provide digital or face to face BSL training sessions and/or Makaton workshops to support staff to develop their skills and knowledge in this area	Sept 24 – Sept 25
for all staff	Raise awareness of neurodiversity enabling staff to recognise and use key terminology and apply approaches to promote neuroinclusive practice in the workplace.	Medium	Trained Neurodiversity champions will provide training to all Localities and Head Office teams. FASD Training provided by FASD Scotland	Jan 25 to Dec 26
SCRA Managers	Deliver a masterclass to managers on supporting employees with cancer in the workplace through an appropriate provider.	Medium	Training will be provided by McMillan, supported by a Cancer Toolkit developed within SCRA.	tbc

Information Governance				
for all staff including all new starts and staff returning from long term absence (mandatory training)	All SCRA staff training to make sure staff are aware of their responsibilities to protect the privacy rights and safety of children, families, victims, and other members of staff.	Ongoing	Training provided by Information Governance – training will be delivered digitally.	April-Mar
for all staff (mandatory training)	Breach Prevention Training to provide staff with guidance on preventing breaches.	High	Training will be provided by the Information Governance team via Teams	Sept – Dec 2025
for all staff (mandatory training)	Complaints Training to ensure that staff are aware of their responsibilities when dealing with complaints.	Medium	Training, likely online training, will be provided by the Information Governance team	Oct - Dec 2025
Operational Development & Digital Skills				
for all Locality based staff & appropriate Head Office staff	Support the digital upskilling of staff to enable effective and efficient service delivery “before” (referrals), “during” (hearings) and “after” (court), that is in line with the outcomes of our work with The Promise. Develop staff’s digital skills and capacity in support of our enabling technology programme and virtual hearing developments.	Ongoing	Locality Training and Workshops Refresher sessions Online Workshops Video based training	Jan to Dec Dates of published through on Connect.
For all staff	Support staff towards becoming confident and comfortable in using digital applications.	Ongoing	Self-directed learning to build up skills and knowledge through the MS365 Learning Portal https://scotsconnect.sharepoint.com/sites/O365Learn/SitePages/Training%20Landing%20Page.aspx	Apr – Mar (Ongoing)

Practice				
to maintain and develop knowledge and understanding of high-quality casework practice for new and existing Reporters, Assistant Reporters, Senior Practitioner & practice related staff.	Maintain & deliver the highest priority Core and Additional Practice Training Modules to ensure that new Reporter staff have the knowledge and skills to perform their role and to provide existing staff with the opportunity to reflect on and refresh their practice.	Ongoing	The modules will be provided as courses by the Practice Team, supported by Senior Practitioners where appropriate. Details of the content of each module is available within the Practice Training calendar on Connect.	Jan to Dec – Dates of published through News items on the Practice page on Connect.
Locality Support Administrators	Practice related training developed to complement training on corporate parenting for Locality Support Administrators	Medium	Training developed and to be provided within Localities	2025/26
Management Development				
to build future management capacity	As part of SCRA's succession plan the aim is to develop management capacity in recognition of the age profile of SCRA current managers by providing access to management development training	Medium	Level 1 - Prospective Managers Course Level 2 – Developing Managers Course Learning programme will be delivered by an external provider	Annual – 1 course for each level per year
To build future leadership capacity	Senior Leadership Development Programme in 2025/26 aimed at developing and empowering the organisation's current and future leaders to develop their leadership skills, developing strong, forward thinking, strategic leaders.	Medium	Leadership programme will be developed and provided by an external provider and will incorporate workshops, peer learning sets and individual coaching.	Sept 25 - Mar 26

to support the development of SCRA Mentors	Support the implementation of SCRA's Shadowing and Mentoring Scheme by provide learning and development for Mentors to enable them to provide learning opportunities for SCRA Mentees as part of SCRA Succession Planning and individual employee's development	Medium	Training delivered by external provider to support the implementation Scheme Online guides and a Mentor's Network will also be available	To align with the implementation plans
All SCRA Managers	Support the change programmes through the development of Change management skills training for managers	Medium	Training developed and to be delivered by Elite Training to SCRA Managers	Sep 25 – Mar 26
All SCRA Managers	Support the implementation of the revised Discipline, Grievance and Investigation Policies to ensure managers are aware of the Policies and are equipped with the knowledge to apply the policies appropriately.	Medium	Training will be provided by an external provider.	Jan to Jun 26
An ongoing programme of learning, development and briefing events	To keep all Managers abreast of ongoing developments and to allow them a forum to discuss and debate these as well as to provide the opportunity for LRMs to set the agendas for themselves to be discussed amongst themselves with input from the centre	Ongoing	Regular whole managers' events take place twice a year as do twice yearly LRM Networks. These are spaced in order that there is one event quarterly. The next whole managers' events take place in September and March and the LRM Network in November and May.	Ongoing
Quality Improvement				
To provide managers and other staff with expertise in QI Methodology.	to allow them to run successful projects, manage change better and to give them tools to unlock change ideas within groups of staff	Ongoing	To date around 120 managers and staff have been trained in this methodology. There will be an ongoing programme of support and training.	Ongoing

Health & Wellbeing				
to support Health & Wellbeing in the workplace	Support staff and managers to develop their knowledge and increase their awareness of Health and Wellbeing within the workplace and receive access to support and information through a series of topic-based events, training, awareness raising information sessions and online resources.	Ongoing	Programme of events including but not limited to, menopause awareness and toolkit / manager training, resilience framework training, relaunch of Wellness Plans and their purpose (under revision to widen to employee wellness passports/plan), suicide prevention awareness webinars for mental health first aiders and all staff / managers, supporting carers – power of attorney awareness webinars, digital awareness and impacts on wellbeing events etc.	Apr - Mar
to provide managers and staff with the tools to recognise and support their resilience	Roll out Resilience framework to support understanding of what is resilience, what factors influence it and what tools and strategies can we adopt to support our resilience, and that of our teams. Managers roll out in 2025/26 and then staff roll out in 2026/27.	Ongoing	Combination of online and face to face delivery supported by online resources tools and an action planner	2025/26 and 2026/27
New Staff				
to provide SCRA induction training for all new employees	Welcome new employees to SCRA, help them settle in and ensure they have the knowledge and support they need to perform their role	Ongoing	SCRA e-learning induction course supplemented by a Locality/Head Office Team led Induction Programme, CSAS training for Locality based staff and Unit 1 of Professional Development Award	Apr - Mar
to provide SCRA operational development training for all new employee	Provide Locality based newstarts with a CSAS learning plan based on their role.	Ongoing	Locality Training & Workshops Refresher sessions Online Workshops Video based training	Apr - Mar

General				
to provide on-going learning & development opportunities	Support staff's personal development plans through the provision of a range of skills- based learning.	Low/Medium	<ul style="list-style-type: none"> • On-line skills-based training. • Children in Scotland eLearning • Further Education opportunities • External courses base on identified need. • Shadowing & mentoring opportunities. • Women into Leadership. • SG – access to courses. • Unit 1 	Annual Training Programme
for all Locality based staff involved in supporting hearing activity	Provide Dealing with Conflict courses to be completed by staff involved in supporting hearing activity to equip them with the knowledge and skills	Medium	We will also provide in-house training sessions at locations across Scotland for staff on this topic.	Annual Training Programme
for trainers – Practice and Senior Practitioners	Skills based training for staff involved in training others as part of their role to develop their training skills and knowledge	Medium	Face to face training programme via Elite in 2025/26 Course provided biennially based on need from 2026	Annual Training Programme
for PDA candidates and other staff who want to develop their skills	Presentation skills training to support staff to develop their skills and confidence in undertaking presentation and presenting either in court or in other work-based situations, such as PDA.	Low/Medium	In person training course provided by external provider.	Annual Training Programme
for staff involved in coaching others as part of their role including Senior practitioners	Skills based training for staff involved in coaching others with support to develop their coaching skills & knowledge. Also aimed at supporting the career development of those wishing to progress to Senior practitioner roles.	Low/Medium	Online or face to face training programme	Annual Training Programme

for Managers	Handling difficult conversations training aimed at managers to support them to discuss difficult topics within the workplace	Medium	In person training course provided by external provider.	Annual Training Programme
for Managers and staff	Training to support the roll out of SCRA's Dignity at Work Policy & Procedures including Bystander training and develop staff and managers understanding of the policy and their responsibilities.	High	e-Learning Active bystander training	Ongoing
For all staff	Training for staff and managers to help them feel more confident in the workplace	Low	Assertiveness training course provided by Elite training	Annual Training Programme
for Managers and Staff (mandatory training)	Training to support the roll out of SCRA's staff code of conduct to develop staff and manager's understanding of the Code and their responsibilities.	Mandatory	e-Learning for all staff e-Learning will form part of new employee's induction programme	Ongoing
for all staff (mandatory training)	Mandatory Health & Safety and Inclusion & Diversity training to maintain staff's knowledge and awareness in these areas.	Mandatory	e-Learning modules completed on a 2-year cycle	Ongoing