



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION



PEOPLE STRATEGY 2024-2027

CARING FOR, CONNECTING WITH
AND PROTECTING OUR PEOPLE

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Introduction

Our People Strategy describes how we will support and develop our workforce over the next three years to deliver our vision, our values of Care, Connect and Protect and our strategic objectives as outlined in the 2024-2027 Corporate Plan. SCRA has four strategic aims¹ for the next three years and our workforce is one of the important factors in the delivery of our aims.

We recognise that our greatest asset is our people, who through their commitment and ability, deliver our vital, high quality services to children and their families. Our ambition is to engage and develop our staff, outlining the key priorities and drivers for our workforce for the next three years. Despite the continued financial pressures, we will focus on our workforce and maintain the organisational capacity and resilience to respond to change.

Developing our people and our organisation is a key part of our Corporate Plan. The outcome of the Children's Care and Justice Bill, our response to the Hearings for Children Report, public sector reform and our own internal improvement programme, will change the expectations on how we make decisions for Scotland's children who are in need of support. An agile, engaged and ambitious workforce will be the key to transforming the ways in which we work.

We want to be an employer that provides a positive employee experience, offers interesting and rewarding work, that respects and develops its employees and supports the health and wellbeing of our workforce.

We are taking into account all elements of equality, inclusion and diversity in all of our decision making and practices and we have agreed four main equality outcomes that will underpin our organisational transformation programme. The link to these outcomes can be found here. SCRA's 2024/27 Equality Outcomes. Our values and our core behaviours are important to us, and we want SCRA to be a place where we can do our jobs well, feel safe and respected and where we can make a difference.

Through our People Strategy developments, we want staff to recognise a positive and open culture across the organisation which enables our managers and staff to thrive, be the best they can be at what they do and be able to support each other from whichever team they work in.

In the development of this Strategy, we have listened to staff, our managers and UNISON and believe we understand what being a great employer means which is the core foundation of the People Strategy.

¹ The Best Experience, Clear Communications, The Best Service, People that Care, Connect and Protect. SCRA's Corporate Plan 2024/27

People Strategy Aims

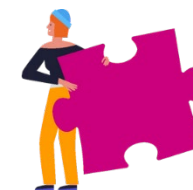


We want SCRA to be a place where:-

- We recognise that our colleagues are our greatest asset
- Our work is rewarding and makes a difference
- We are ready and can respond to change and we know what that means in how we deliver our roles
- We are supported to develop ourselves, enhance our skills and increase our knowledge
- We value diverse backgrounds, skills, and personalities
- We treat each other as equals with respect
- We develop a culture that is flexible, responsive and promotes the wellbeing of our employees

We need to know if we meet our strategy aims. We will measure this by the following:

- Feedback from staff through surveys and engagement
- HR metrics – absence rates, vacancies, staff turnover, grievance/dignity at work cases, learning KPIs, capability cases etc.
- Visible and effective leadership
- A flexible, skilled, and developed workforce
- Feedback from those joining and leaving SCRA



People Strategy

Recruiting and Retaining our People	Developing our People	Engaging our People	Supporting our People
We want our people to want to work with us because they see an ambitious and inspiring organisation with values they can connect with	We want to offer learning and development in a blended approach to empower our people, giving them the confidence to take an active role in their own development	We recognise that engaged employees are more motivated and productive. We want to encourage feedback so that employees have a voice and shape how we work together, now and in the future	We want to ensure an environment where our people can maintain good morale, health and resilience and develop a positive work/home life balance
Our Plan - Proactively working towards a diverse and healthy workforce - Support our people to work as efficiently and productively as possible, equipped with the digital skills they need to deliver their roles - Review and modernise our approaches to recruitment and retention to make sure that we attract and retain valued people who can deliver our vision and our corporate plan - Develop an annual workforce plan that enables us to identify the roles and skills we require, recruit to the roles we need, reduces our reliance on fixed term contracts, responds to challenging workloads and identifies where any gaps or challenges may be - Where staff decide it is time to move on from SCRA, for whatever	Our Plan - Understanding the skills and capabilities required as SCRA undergoes transformation, with robust planning to reduce any emerging skills gaps - Through the support and development from the Operational Development Team and Digital Champions, staff will embrace our digital technologies in the delivery of their roles - Enable learning and development to be part of the way we work, through eLearning provision, f2f learning, on the job training or through coaching and mentoring, ensuring that staff have the capacity to engage in their own learning - Embed coaching and mentoring into our culture - Create learning pathways that support career development and our succession planning framework	Our Plan - Bring our leaders together regularly - Engage with our staff on new and revised roles ensuring that their experience and knowledge is considered in role development - Ensure meaningful, supportive conversations in supervision that build strong working relationships - Continue to build on the successful partnership working with UNISON and encourage increased membership enabling all voices to be heard - Hold regular, valuable, two way engagement through a range of internal communications channels - Seek feedback on a regular basis through the staff survey, workshops and briefing sessions	Our Plan - Continue to build on the strong health and wellbeing networks across the organisation, supporting and ensuring capacity to deliver on national and local plans - Develop a workplace wellbeing strategy that describes the wellbeing offering to all staff - Ensure that our workplaces are respectful, supportive places where inclusive behaviours are demonstrable and delivered consistently across our workforce - Achieve the mental health at work standards - Implement a programme of resilience support for all staff - Encourage our managers to use language of recognition and appreciation where things have gone really well so that our people feel valued and motivated

reason, we can support them to explore that in the best way that sees them move onto positive destinations

- Development plans will be a core element of our supervision framework
- Refresh our annual appraisal discussions within our supervision framework
- Develop our annual learning plan based on what our staff tell us in the personal development plans
- Continue to develop our current and aspiring leaders through development programmes and create the environment that allows our people to flourish and excel

and use this to make improvements

- Our Senior Team will work visibly and closely with Head Office Teams and Localities

- Support our managers to have conversations where performance improvements have been identified to ensure that support and guidance is available to those who might be facing some challenges
- Ensure we continue our journey to become a trauma informed service



High level Action Plan

Recruit and Retain our People	Timescale	Lead
Conduct an annual strategic workforce plan to inform future workforce planning and address identified issues/priorities, particularly in respect of hard to fill posts and those staff groups that are currently under represented.	April 2024 and then annually	Head of Human Resources
Consistently use the gender decoder tool on our recruitment adverts and consider placement to attract more male applicants to consider a career in SCRA. Seek to increase the male population of our support roles by 5% over the next 3 years.	Ongoing March 2027	Human Resources Manager
Work with recruitment providers to extend the reach of recruitment adverts to under-represented groups. Seek to increase applicants from the Global Majority and applicants with a disability by 5%	March 2027	Human Resources Manager
Implement e-recruitment for all vacant posts following a pilot testing the approach – training provided to recruiting managers via eLearning/guidance	June 2024	Human Resources Manager
Undertake a review of SCRA's recruitment and retention practices that support values based recruitment decisions that align with the core values of the organisation and our Inclusive Behaviours Framework. Associated training for recruiting managers and interview panel members to support the review	September 2025	Human Resources Manager
Develop career pathways for Locality Support Assistants to be able to progress to future Assistant Reporter roles, ensuring enriching career opportunities for support. As at 2024, we expect that the numbers of Assistant Reporters to increase during the three year People Strategy period	December 2024	Human Resources Manager
Undertake a review of the role of Reporter and associated roles to ensure that the role reflects the emerging expectations on the role and that the pay for the role reflects those expectations	April 2025	Head of Human Resources
Use data available to assess workload impacts, making appropriate decisions about workload allocations and resources locally – seeking to ensure a fair and acceptable workload for all staff	Ongoing	Senior Operational Managers/Human Resources Managers
Develop a range of potential supports for staff who choose not to stay with SCRA for whatever reason which may include improved exit interview procedures, potential future exit schemes, career coaching and publication of external opportunities	Ongoing and dependent on organisational need	Head of Human Resources

Developing our People	Timescale	Lead
The Learning Network will publish an annual learning plan, developed from engagement with colleagues, Locality/Team plans as well as information derived from personal development plans recorded on Itrent. This will include options for eLearning, face to face training, external courses and supports for further education as well as the regular practice training offerings	September 2024 then annually	Human Resources Manager
The OD Team will deliver a digital skills training programme, aiming to close the digital skills gap identified. They will measure improvements in our digital capacity against the 2022 baseline through a further skills survey	Ongoing March 2025	Operational Development Lead
The Care, Connect and Protect Projects will ensure that all workforce impacts are fully considered in the transformational change programme, so that skills and knowledge gaps can be planned for in pre-implementation stages	Ongoing	Head of Human Resources/Senior Operational Managers
We will undertake a skills gaps analysis for Reporter staff following the review of the role of Reporter to ensure that all postholders are confident and skilled in all aspects of the revised role. A supported training implementation plan will be developed to meet any gaps	December 2025 March 2026	Head of Human Resources/ Senior Operational Managers/Practice Manager
We will launch the revised Supervision Framework which now incorporates the annual performance review, personal development and wellbeing discussions within the framework. Managers and staff will be provided with clear guidance on recording supervision activity and personal development plans on Itrent. We will monitor and review the engagement with these expectations to ensure improved recording for reporting purposes	April 2024 April 2025	Human Resources Manager
In conjunction with managers across SCRA, we will develop the next phase of the management development programme. This will be a mixture of soft skills development as well as more direct management training	December 2024	Human Resources Manager
We will offer a Professional Managers Programme for future managers to ensure succession planning for key management roles	March 2025	Human Resources Manager
We will implement a resilience framework programme for all managers so that they can support and manage themselves and their teams during the next period of change	March 2025	Human Resources Manager
Equality, Diversity and Inclusion training will be delivered to staff in a blended way and by promoting the learning opportunities that our membership, which is available to all staff, of the employer's network for equality and inclusion brings makes available	March 2026	Inclusion and Diversity Manager

We will embed our coaching and mentoring programme, piloting this with managers first before rolling this out to the wider organisation. We will offer access to internal and external coaching and mentoring opportunities for managers and staff	March 2026	Human Resources Manager
We will pilot a 360° feedback process for the Senior Team to ensure that priorities for individual and team development can be identified. We will use the learning from the senior team pilot to roll out to all managers for their own individual development purposes	April 2025 March 2027	EMT/Human Resources Manager
We will communicate learning opportunities on Connect such as webinars, focus groups, podcasts, external modular opportunities as well as eLearning courses	Ongoing	Human Resources Manager
We will develop our eLearning content, increasing the offering and visibility of the platform as well as empower staff to engage with the variety of short internal and external courses that are available.	Ongoing	Human Resources Manager

Engaging our People	Timescale	Lead
We will ensure that there are opportunities for all staff to engage with the Care, Connect and Protect Programmes so that the changes to our operating model, roles and practices and procedures are developed based on the knowledge, experience, and input from our people	Ongoing	Project Managers
We will promote partnership working with UNISON, providing updates to teams on the benefits and expectations of staff and managers to work in this way. We will encourage membership of SCRA's UNISON through regular communication to ensure everyone has a voice	June 2024 Ongoing	Head of Human Resources/UNISON Branch Secretary
We will include UNISON, as our key internal partner, in our organisational and workforce decisions and changes to ensure that staff's views are fully represented in those decisions	Ongoing	All Managers
Our management networks will meet bi-annually in addition to the regular LRM /LSM Network meetings so that all our leaders are engaged in organisational developments and management development	Ongoing	Business Integration Manager/All Managers
We will expect our managers to hold regular team and individual supervision sessions so that all staff have the opportunity to develop good team relationships and be updated on management information and to share their own views and thoughts on personal, team and organisational issues	Ongoing	All Managers
Communicating with our workforce is very important and we will deliver a programme of staff engagement including team briefing sessions, annual staff survey, focus groups, workshops, podcasts, Connect and other media to be as open and transparent in our communications as possible and to ensure that staff have a number of opportunities to engage with developments across the organisation	Ongoing	EMT/Communications Manager/Programme Manager/Project Managers
Our Senior Team will regularly hold their monthly meetings in Locality Offices, providing an opportunity for the senior team to work alongside colleagues locally	Ongoing	EMT

Supporting our People	Timescale	Lead
We will develop a Wellbeing Strategy to further promote SCRA's wellbeing offering to staff and expect that the delivery of this People Strategy will have a positive impact on the wellbeing and morale of staff	December 2024	Human Resources Manager
Following the implementation of a resilience framework for managers we will roll a further programme out for all staff based on the learning and experiences for managers	March 2026	Human Resources Manager
We will continue to develop supports required to fully embed the Inclusive Behaviours and Standards Framework, including the consideration of bystander training to help staff have the confidence to raise any issues that they may witness but are not directly impacted by	March 2025	Inclusion and Diversity Manager
We will achieve the Mental Health at Work Standards that will be based on our commitment and evidence of the progress and developments from the Mental Wealth and Health and Wellbeing Groups	December 2026	Human Resources Manager/Inclusion and Diversity Manager
We will develop a three year programme of work to establish anti-racist practice in SCRA and to understand how racism and discrimination can affect our work with children	March 2027	Principal Reporter/Inclusion and Diversity Manager
We acknowledge the importance of employee recognition and as such we will deliver constructive conversations training and develop managerial guidance for managers to role model the positive impact recognition can have in relation to employee achievements, acknowledging effort and providing constructive feedback	March 2025	Head of Human Resources/Human Resources Manager
We will implement a framework of proactive trauma support, initially for Reporters staff, so that there is an annual opportunity for Reporters to receive trauma support from professionally trained advisers. Dependent on the learning from the first year, we will consider the extension of this to support and head office roles	September 2024 March 2026	Human Resources Manager
We will develop the next phase of transforming connections training delivered by internal verified trainers as well as participating in the NES trauma training for witnesses	March 2025	Human Resources Manager/Practice Manager/OD Manager
We will review our Dignity at Work Policy so that we are providing the best support, guidance and clear expectation on how we treat each other at work and the procedures where there are breaches of these expected behaviours. We will ensure that there is appropriate eLearning training available to all staff to support the roll out of this revised policy	September 2024	Human Resources Manager
We will develop an Equalities and Inclusion Plan to support the delivery of our Equality Outcomes and the ambitions of SCRA's Corporate Plan	September 2024	Inclusion and Diversity Manager
The HR Sub Group will agree an annual cycle of policy review to ensure that SCRA's policies and terms and conditions align with the organisations culture, direction and workforce expectations	Annually	HR Sub Group

**published
May 2024**



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