



JOB DESCRIPTION



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ROLE - HEAD OF PEOPLE AND LEARNING

Reports to:

Principal Reporter/Chief Executive

Management responsibility:

Human Resources Managers x 2, Equality, Inclusion, Diversity and Learning Manager, Payroll Lead, Health and Safety Adviser

Place of work:

Regular presence in an SCRA office is required, with travel to other offices, national meetings and external forums as needed. SCRA operates an agile working policy which enables working from home subject to operational need. The Human Resources Team meets weekly in SCRA's Head Office in Stirling.

Organisational Context

The Scottish Children's Reporter Administration (SCRA) is an independent statutory body central to the Children's Hearings System. Alongside partners, we focus on children most at risk, and we act to protect and uphold their welfare and their rights. The decisions made within the Children's Hearings System carry significant and lasting impact, and SCRA therefore has a responsibility to ensure practice, policy and service delivery are lawful, proportionate, trauma-informed and rights-respecting.

SCRA's people are essential to fulfilling this purpose. The Human Resources function plays a critical strategic role in shaping an inclusive, capable, well-supported workforce. Working collaboratively across the organisation, HR ensures that our people strategies, policies and practices reflect organisational priorities and uphold SCRA's Values, inclusive standards and commitment to continuous improvement.

Role Purpose

As a member of the Senior Management Team, the Head of People and Learning will actively contribute to and participate in the governance, strategic development and corporate management of SCRA. The core accountabilities expected of a member of the Senior Management Team can be found on our [website](#).

As the strategic lead for all workforce related matters, the Head of People and Learning will develop, drive and manage all aspects of workforce planning and strategies. The postholder will provide corporate management and governance of the Human Resources Team and provide expert professional leadership and advice at operational and Board level for people support, management and development matters.

This is a broad generalist HR role at a senior level.

The role ensures SCRA's work is aligned to organisational objectives and supports effective, consistent frontline delivery that leads to positive outcomes for children and families. The role leads the development, implementation and continuous improvement of comprehensive strategic and operational workforce management and which includes:

- Talent attraction, resourcing and recruitment services
- Organisational pay and reward, including job design and evaluation
- Organisational learning
- Equality, diversity and inclusion
- Workforce wellbeing and staff resilience
- Strategic and operational workforce planning
- Payroll and pension services
- Employment policy and terms and conditions development
- Health and Safety services
- Partnership working and complex employee relations matters

Role Summary

The Head of People and Learning is a senior leader within SCRA with responsibility for shaping and embedding best practice in all workforce and employment matters.

The role requires a high level of expertise in all areas of human resources management and will develop and lead SCRA's People Strategy that meets organisational priorities and objectives. Leading a team of professional managers and business partners, the role ensures the provision of a comprehensive and fully supported business partnering service to managers and staff. The role also provides vision, strategic insight and professional authority across complex and sensitive issues.

Key Responsibilities and Core Actions

The areas below are interconnected. The Head of People and Learning provides strategic and operational leadership ensuring that people, culture, organisational capability and learning are aligned to SCRA's strategic objectives and support the delivery of high-quality services for children, young people and families.

People Strategy

- Provide strategic leadership for the development, implementation and evaluation of SCRA's people and culture strategy, ensuring alignment with corporate priorities and organisational values. Lead long-term workforce initiatives that strengthen organisational performance, employee engagement, wellbeing and inclusion, whilst fostering a positive, high-performing and values-led culture across the organisation.
- Lead workforce planning activities to ensure SCRA has the capacity, capability and organisational structures required to meet current service delivery demands and future strategic ambitions. Use workforce intelligence, demographic analysis and business planning information to identify future workforce requirements, risks and opportunities, ensuring effective succession and resource planning.
- Create the conditions in which employees can perform to their full potential by promoting a culture of trust, accountability, learning and collaboration. Champion initiatives that improve employee engagement, develop leadership capability and support high levels of workforce motivation, retention and performance.
- Develop and maintain constructive and effective partnership relationships with UNISON, ensuring meaningful engagement on strategic workforce matters, organisational change programmes and employee relations issues. Provide leadership in managing complex negotiations and consultations, promoting positive employee relations and supporting successful organisational outcomes.

Employee Experience

- Lead the development and continuous improvement of policies, practices and strategies that enable SCRA to attract, recruit and retain talented and skilled employees.
- Ensure reward and recognition approaches support organisational objectives, align with Scottish Government policy, promote employee motivation and maintain SCRA's position as an employer of choice within an increasingly competitive labour market.
- Provide strategic oversight of health, safety and wellbeing arrangements to ensure compliance with statutory responsibilities and the creation of a safe and supportive working environment. Lead organisational approaches to attendance management, early intervention and employee wellbeing, supporting workforce resilience, morale and reducing the impact of absence on service delivery.
- Ensure workforce policies, procedures and frameworks are evidence-based, legally compliant and support the delivery of organisational objectives. Maintain awareness of emerging workforce developments and best practice, advising senior leaders on their implications for SCRA.
- Lead programmes and initiatives that strengthen employee voice, engagement and organisational culture. Ensure meaningful opportunities for staff involvement and feedback, using insight from engagement activities to inform decision-making, strengthen organisational effectiveness and enhance the employee experience.
- Ensure the effective governance, delivery and continuous improvement of all workforce-related operational services and systems including payroll, recruitment and selection, pensions administration and HR Systems. Oversee efficient, accurate and customer-focused business processes that support employees throughout the employment lifecycle, ensuring compliance, value for money and high standards of service delivery.

Equality, Diversity and Inclusion

- Provide strategic leadership for equality, diversity and inclusion across SCRA, ensuring these principles are embedded within organisational culture, decision-making, leadership practice and service delivery. Promote a workplace environment that values diversity, encourages belonging and reflects SCRA's commitment to fairness and social justice.
- Lead the development and implementation of employment policies, procedures and people practices that promote equitable outcomes and minimise barriers to participation and progression. Ensure all workforce initiatives comply with legislative requirements and reflect best practice in equality and human rights.
- Use workforce data, employee feedback and organisational insight to identify and address inequalities affecting attraction, recruitment, development, progression, retention and employee experience. Lead targeted interventions that improve representation, inclusion and equitable outcomes across the workforce.

Organisational Learning and Capability

- Develop and implement strategic talent management approaches that attract, develop and retain diverse and skilled employees. Ensure workforce capability remains aligned to organisational priorities, changing service demands and future workforce requirements, enabling SCRA to sustain excellence in service delivery.
- Provide strategic direction for organisational learning and development, ensuring employees at all levels have access to high-quality learning opportunities that support individual growth and organisational performance. Ensure leadership development, talent management and succession planning arrangements that strengthen organisational resilience and future leadership capacity.
- Develop management and leadership capability across SCRA by providing frameworks, guidance, learning opportunities and specialist support that enable managers to fulfil their people management responsibilities confidently and consistently. Promote effective leadership behaviours that support employee engagement, wellbeing and performance.
- Provide expert strategic workforce advice and leadership on organisational change, transformation and service redesign initiatives. Ensure that change programmes are underpinned by effective workforce planning, engagement, communication, consultation and people management practices, enabling sustainable change while maintaining employee wellbeing and organisational performance.

Qualifications, Training, Knowledge and Skills

Essential

- Degree level qualification plus Chartered Membership of the Chartered Institute of Personnel and Development
- Experienced HR Professional who can demonstrate effectiveness in strategic HR management
- Comprehensive knowledge of employment law matters and HR best practice
- Experience of working in partnership with Trade Unions and/or staff forums
- Visible and dynamic leadership approach
- Strategic thinking, analytical ability and problem solving skills
- Influencing, negotiating and partnership working skills
- Highly articulate with the ability to develop strategy, policy and reports
- Ability to manage competing priorities and complex organisational demands
- High emotional intelligence and adaptive resilience
- Ability to translate strategy into operational delivery
- Strong digital competence

Working Relationships

Internal: The Board, Principal Reporter/Chief Executive, Executive Management Team, Locality Reporter Managers, Head Office managers, UNISON, locality teams and the wider workforce.

External: Scottish Government, national partners, external agencies, trade unions

Principal Challenge

In a complex organisation with a staff group which is highly educated and specialist, the post-holder needs to be able to propose new policy, produce judgements, make recommendations and take decisions which are subject to a high degree of scrutiny and challenge in the organisation, requiring the post-holder to be both intellectually and emotionally robust.

The post-holder also deals with stressful staff and management situations involving grievance, discipline, and capability, mediation and employment tribunals.

Effectively and influencing Senior management to accept ownership and delivery of key workforce matters in the face of other organisational pressures.