

HEAD OF PEOPLE AND LEARNING



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

www.scra.gov.uk



This recruitment pack provides all the information you need to apply for the Head of People and Learning role.

INTRODUCTION

Thank you for your interest in the Scottish Children's Reporter Administration (SCRA). SCRA sits at the heart of Scotland's unique Children's Hearings System and the Head of People and Learning sits at the heart of SCRA. We are looking for an exceptional candidate to succeed our current Head of Human Resources who is retiring after 30 incredible years with SCRA.

The successful candidate will be working as part of a highly experienced and skilled senior team which includes our Heads of Service for Planning and Strategy, Practice and Policy, Digital Development, Finance and Resources and alongside our 2 Senior Operational Managers who have direct responsibility for our 9 Locality teams who are the front line of SCRA's operations. The senior team and our dedicated, highly professional SCRA staff are all contributing to the ongoing development and improvement of our organisation and to ensure that SCRA is on track to fully deliver a challenging new legislative programme in 2026-2028 and in fully Keeping the Promise by 2030.

We are embarking on a programme of sustained investment in our workforce and our Children's Hearings estate. We are a major partner in the Children's Hearings Redesign Board which has been established by Scottish Ministers to support how

we and our partners will sustainably deliver on modernising the Hearings System.

We are a proud and dedicated Corporate Parent and supporters of Our Hearings, Our Voice which has helped deliver so much innovative change across the Hearings System. We are committed to partnership and engagement – across the Hearings System and with our Trade Union partner UNISON.

We are an organisation whose principle purpose is to children and young people, to ensuring their needs can be met, their safety protected and their lives full of opportunity. Our Children's Reporters and the wider SCRA team who support them, continue to work to support and protect children and young people in Scotland each day. Our Head of People and Learning plays a central role in our team, ensuring our workforce are best equipped to do this.

Thanks again for your interest in SCRA and good luck with your application for this important role.

Neil Hunter
Principal Reporter/Chief Executive

THE ROLE



The **Head of People and Learning** is a key support and adviser to the Principal Reporter/Chief Executive on areas of organisational culture and impact, as well as workforce and employment matters. This advice is captured through strategy and policy development, employee consultation and engagement, guidance for managers, partnership working as well as employment law advice on complex employment issues. The Head of People and Learning has a wide range of duties and responsibilities including:

- ♥ Lead the development, implementation and regular review of a progressive People Strategy to ensure that the workforce capacity (resources, skills and experience), culture and employee experience, throughout the full employee lifecycle, aligns with SCRA's purpose, values and objectives.
- ♥ Provide advice to SCRA's Senior Team and the Board on issues that may have a national consequence or where highly complex or contentious situations arise.
- ♥ Lead SCRA's pay and reward strategy aligning with the Scottish Government Pay Policy Guidance, whilst ensuring that SCRA remains a contemporary and attractive employer that can retain high quality staff who are committed to the work of the Children's Hearings System.
- ♥ Ensure the wellbeing of staff sits at the heart of SCRA's culture by providing a safe, open, inclusive, accessible working environment that welcomes challenge, input and provides opportunity for all staff, including having a specific focus on improving the diversity of SCRA's workforce.
- ♥ Ensure the development and delivery of corporate learning, leadership and management development strategies that equip and engage SCRA staff in planning for and working towards continuous improvement in our services to children, young people and their families.

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SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

- ♥ Ensure the development and implementation of workforce planning, data and systems to ensure that staff in the right numbers, with the right skills are available in the right place and at the right time to deliver the strategic objectives of SCRA.
- ♥ Lead the development of effective partnership arrangements with UNISON ensuring the principles of SCRA's partnership agreement are consistently adhered to and ensuring effective groups and forums are maintained for joint communication, negotiation, consultation and engagement so that staff are involved in decisions that affect them.
- ♥ Ensure the effective and proactive provision of occupational health, psychological support and health and safety services in frameworks of policies and procedures.
- ♥ Lead the systematic approach to the ongoing development of Human Resources services, including equalities and inclusion frameworks, ensuring mechanisms are in place for consistent application and ability to measure impact.
- ♥ Provide leadership, support and line management to the Human Resources Team, which includes generic HR services and management, a Business Partner function, Equality, Diversity, Inclusion and Learning services, payroll, health and safety and a professional HR administrative service.



**View the full job
description**



**View the person
specification**



THE PERSON

Given the centrality of the **Head of People and Learning** to the workforce of SCRA, we are looking for someone with experience of working in a senior HR role, and who can deliver the breadth of services outlined below, and as more fully described in the job description.

You should have the ability to work closely with and influence senior leaders and managers without impacting the credibility and trust you will build through your confidence in providing expert advice, constructive challenge and your ability to make balanced decisions on sensitive workforce matters.

You will have high levels of personal awareness, emotional intelligence and a deep understanding of human and organisational behaviours. SCRA places a significant emphasis on inclusion, equality and psychological safety in a modern challenging public service environment which demands performance and results.

You will role model SCRA's values and inclusive behaviours in helping support our staff to do the best for children, young people and their families. With strong strategic communication skills, you will be able to communicate complex workforce issues clearly with the ability to facilitate at times difficult and complex conversations. At the same time, you will be leading and managing our workforce strategy, equalities and inclusion programmes and developing our learning in a changing environment which requires resilience, flexibility and the ability to maintain focus whilst supporting others through change.

You must be able to deliver the following:

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People Strategy

- Lead the development and delivery of SCRA's people and culture strategy
- Ensure workforce plans support current and future organisational needs
- Promote an inclusive, engaged and high-performing workforce
- Ensure robust partnership working arrangements with UNISON that supports ongoing organisational change and complex employee relations issues

Employee Experience

- Ensure effective approaches to recruitment, retention, reward and recognition
- Demonstrate visible commitment to the wellbeing of the SCRA workforce and create conditions that support healthy, engaged, resilient and high performing teams
- Develop employee engagement and organisational culture initiatives
- Ensure business critical HR processes work effectively and meet staff's needs timeously such as payroll, recruitment and selection, pensions administration, HR systems etc

Equality, Diversity and Inclusion

- Lead organisational approaches to equality, diversity and inclusion.
- Ensure workforce practices promote fairness, equity and equality of opportunity
- Monitor and address workforce inequalities and barriers to inclusion

Organisational Talent, Learning and Capability

- Lead talent attraction and retention strategies to ensure that SCRA has the right skills and experience to deliver high quality services to children, young people and their families
- Lead learning, leadership development and succession planning activities.
- Ensure managers are equipped to lead people effectively
- Support organisational change through effective people practices

Qualifications, Training, Knowledge and Skills

- 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

THE ORGANISATION

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

OUR MISSION

Together, we protect and uphold the rights of Scotland's children and young people, making decisions in a compassionate, inclusive and trauma informed way.

OUR VALUES

Supportive
Child Centred
Respectful
Accountable



Further information about SCRA and our work:

[Information about SCRA](#)

[SCRA's Corporate Plan 2024-27](#)

[SCRA's People Strategy 2024-27](#)

[SCRA as a corporate parent](#)

[SCRA's website](#)

OUR STRATEGIC AIMS

Care: The Best Experience
Protect: The Best Service
Connect: Clear Communications
People: People Who Care, Connect and Protect

OUR OBJECTIVES

1. To influence and implement policy and practice.
2. To deliver a service which is compassionate, trauma-informed, rights based and inclusive.
3. Deliver services and ways of interacting with SCRA to give more options, and to help enhance the Hearings experience for everyone.
4. Develop, evaluate and implement the types of communications people need, and the information, tools and language that support this.
5. Improve the looks, feel and functionality of our buildings, and our overall environmental performance across our estate
6. Use data and research to evaluate, inform and influence to ensure that change and improvement have a firm base in evidence.
7. Deliver the most effective and efficient route through the Hearings System. Our services will be fair, inclusive and informed.
8. Become a trauma-informed workforce who are valued, skilled, and motivated to deliver the best service for children, young people and families.
9. Embed our commitment to eliminating discrimination and encouraging diversity amongst our workforce and throughout our organisation at large.

Children and young people in Scotland will be cared for, included, respected and safe with opportunities for a positive future.

THE PAY AND REWARD PACKAGE



Salary

£80,345 – £87,663

Place of work

SCRA supports flexible/agile working and has office bases across Scotland. Whilst your formal base and place of work may be subject to negotiation and discussion, SCRA's HR Team is based in Stirling and you will be expected to meet there regularly. Extensive travel within Scotland will be involved in this role and you will be expected to be visible and accessible to SCRA staff.

Pension details

SCRA is a member of the Local Government Pension Scheme.

Closing date

30th October 2026

Interview Date

17 and 18 November 2026

At SCRA, we are proud to be a socially inclusive employer and welcome applications from individuals of all backgrounds and experiences. We value diversity in all its forms and recognise the strength that different perspectives bring to our work. We encourage applications from people of all sexes, gender identities, those undergoing or who have undergone gender reassignment, races, ethnic origins, ages, pregnancy and maternity statuses, sexual orientations, religions or beliefs, marital or civil partnership statuses, disabilities, care experience, socio-economic backgrounds and other lived experiences. We believe that diverse perspectives strengthen our work and help us better serve Scotland's children, young people and their families with compassion and integrity.



FOR AN INFORMAL DISCUSSION PLEASE CONTACT:

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For the full recruitment pack and how to apply, please visit the [Recruitment section](#) of our website.