SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Wellbeing Strategy

2026-2027



SCRA's Wellbeing Strategy 2026-27

Introduction

The Wellbeing Strategy sets out SCRA's approach to supporting the health and wellbeing of our workforce during 2026/27. It aligns with our People Strategy, Corporate Plan and Locality Plans, and reinforces our commitment to a positive and supportive employee experience. Progress will be monitored through workforce data alongside what staff and UNISON tell us.

The strategy is informed by both staff insight and external evidence. The CIPD Good Work Index 2025 identifies health and wellbeing as the job quality factors most strongly linked to job satisfaction and motivation, a finding reflected in our Staff Survey, where colleagues consistently value our focus on individual and team wellbeing. Our People Strategy 2024–27 builds on this evidence, setting out our ambition to be an employer that values and supports its people through rewarding work, development opportunities, and a culture underpinned by psychological safety, support and wellbeing.

We invest time and resources in creating a positive workplace culture, with manageable workloads and wellbeing as key priorities. While our 2026 survey highlights strong team support, positive relationships and a clear sense of purpose as central to wellbeing and motivation, it also recognises that staffing pressures and absence can at times affect team resilience. We are not complacent and remain committed to continuous improvement.

This Wellbeing Strategy recognises that our people are our greatest asset and supports delivery of our Target Operating Model, enabling a confident, capable and compassionate workforce focused on what matters most for children and families. An agile, engaged and supported workforce is central to transforming our service delivery.

We recognise the profound impact wellbeing has across all aspects of life and that colleagues bring their whole selves to work. The strategy therefore commits to clear, measurable action to support mental, physical, social and financial wellbeing. Success will be evidenced through increased awareness and uptake of wellbeing supports, alongside improvements in perceptions of inclusion, support and psychological safety across teams.

Together, this strategy and its associated measures reinforce wellbeing as a core organisational priority. Our aim is to enable staff and managers to thrive, perform at their best, and contribute to an inclusive "one team" culture that supports one another while delivering high-quality services in line with our TOM.

[1] Pay and Benefits, Contracts, Work-life Balance, Job Design, Relationships at Work, Employee Voice, Health and Wellbeing. CIPD Good Work Index 2025

Purpose - why wellbeing matters

The Wellbeing Strategy supports delivery of SCRA's People Strategy by embedding wellbeing into how we work and the experience of working for SCRA. Spanning the four core elements of the People Strategy, it reinforces our commitment to a healthy, inclusive and supportive workplace that enables our people to perform at their best and supports delivery of our Target Operating Model.

Vision - what we are aiming for

To create a confident, capable and compassionate workforce, with inclusion and wellbeing embedded within our "one team" culture, enabling everyone to grow, contribute and deliver trauma-informed outcomes for children and families.

Principles - how we operate



- **We value and care for our people's wellbeing** - We value our people and are committed to creating a supportive environment where wellbeing, respect and compassion are everyday experiences.
- **We offer an inclusive, respectful and safe culture** - We foster a "one team" culture of trust and care, where everyone feels included, listened to and psychologically safe to be themselves and prioritise their capability and wellbeing.
- **We support sustainable ways of working that support wellbeing** - We promote manageable workloads, embrace new technologies and ways of working, and development so our people can work safely, confidently and at their best.
- **We listen, advocate and respond to wellbeing needs** - We use feedback, insight and evidence to continually strengthen wellbeing support, advocate and respond to the needs of our workforce.

Aims – what we will focus on

The Strategy is designed to work towards ensuring we:

Create a collaborative, inclusive and psychologically safe workplace

- Foster a strong "one team" culture where dignity, respect, inclusion and collaboration are everyday behaviours, underpinned by our Inclusive Standards and Behaviours Framework.
- Ensure colleagues feel safe, valued and supported to be themselves and to work together with compassion to deliver our service.
- Celebrate and support further diversity across our workforce.

Enable sustainable, healthy and meaningful work

- Promote sustainable workloads, clear role expectations and supportive working practices that protect health and build resilience.
- Ensure work is meaningful and rewarding, with opportunities to make a difference, and that people feel proud of the service they provide.
- Actively acknowledge and support wellbeing during organisational change.

Build a confident, capable and compassionate, trauma informed workforce

- Strengthen capability, confidence and motivation through learning, development and rewarding careers.
- Strengthen resilience and wellbeing by equipping our people with the skills they need to thrive, encouraging collaboration, engagement and innovation, and enabling everyone to contribute positively.
- Collaborate to deliver our service for children and families in a trauma-informed way.
- Promote clear career pathways and succession planning to support development, progression and organisational sustainability, helping colleagues understand opportunities for growth within SCRA.

Listen and continuously improve wellbeing

- Build change capacity through confident and capable leaders who role-model healthy behaviours and create supportive team environments.
- Listen to our people and use workforce data, feedback and evidence to continuously strengthen wellbeing support, respond to emerging challenges and focus effort where it has the greatest impact.

Wellbeing Strategy supports the People Strategy

The Wellbeing Strategy directly supports delivery of SCRA's People Strategy by embedding wellbeing into our culture, leadership, ways of working and everyday practice. It reinforces our commitment to being an inclusive, supportive employer and enables our people to thrive while delivering high-quality, trauma-informed services.

Fostering an inclusive and supportive workplace culture

- We support the People Strategy by promoting a culture where dignity, respect and inclusion underpin how we work together. This includes challenging stigma and discrimination related to mental, physical, financial and social wellbeing, supporting a trauma-informed workforce in how we deliver services and treat one another, and embedding behaviours aligned with our Inclusive Standards and Behaviours Framework.

Building understanding and shared responsibility for wellbeing

- The Wellbeing Strategy strengthens capability and confidence by increasing awareness and understanding of wellbeing. This includes providing education, learning and resources; encouraging open conversations supported by compassionate leadership and psychological safety, in line with our Values and Behaviours; and promoting a shared language around wellbeing and inclusion across the organisation.

Embedding wellbeing into everyday practice

- We integrate wellbeing into how work is managed and how people are supported by embedding wellbeing into policies, procedures and daily interactions. Wellbeing is a consistent feature of supervision, including at least one dedicated wellbeing-focused discussion annually, with managers supported to lead with empathy, recognition and early intervention. Colleagues are supported to access early help through a range of wellbeing resources, including supervision, the Employee Assistance Programme, Occupational Health, Mental Health First Aiders, psychological wellbeing assessments and clear referral pathways.

Creating a healthy, resilient and sustainable working environment

- The Wellbeing Strategy supports sustainable delivery of the People Strategy by promoting healthy working environments and practices, enabling work–life balance through flexible and agile working where possible, and supporting personal and team resilience through training, reflection and practical wellbeing actions.

Wellbeing Strategy Pillars

Our Strategy has four pillars:



- **Mental Wellbeing** – We support good mental wellbeing by creating the conditions for resilience, managing pressures effectively, and enabling people to thrive both personally and professionally.
- **Social Wellbeing** – We aim to foster a positive, inclusive workplace where people feel connected, respected and enjoy working together, helping SCRA to be a great place to work.
- **Financial Wellbeing** – We support our people's financial wellbeing by raising awareness, providing learning opportunities and signposting to resources that help them further understand and manage their financial circumstances, and plan for the future.
- **Physical Wellbeing** – We promote physical wellbeing through a focus on prevention, healthy choices and early support where needed.

Alignment of Wellbeing Strategy with the External Environment

Our Wellbeing Strategy is aligned with the wider national and public-sector approach to employee health and wellbeing. In particular, it aligns with the *Mentally Flourishing Workplaces (MFW) Framework*, developed by Public Health Scotland, which sets out evidence-based good practice for supporting workplace mental health and wellbeing across eight core dimensions. The Framework is endorsed by the Scottish Government and reflects national policy direction and emerging evidence on what supports a healthy, resilient workforce.

Alignment with the MFW Framework ensures that SCRA's approach is grounded in recognised best practice, consistent with external expectations, and responsive to the evolving wellbeing landscape across Scotland's public services.

The strategy's aims, principles and values support the MFW focus on inclusive cultures, compassionate leadership, sustainable work, psychological safety and continuous improvement.

The MFW has seven dimensions that promote best practice – they are interconnected and at times interdependent.



SCRA's Wellbeing Strategy maps against the MFW dimensions across our four wellbeing pillars: **mental, physical, social and financial wellbeing**.

Through this alignment, SCRA is working towards becoming a mentally flourishing organisation, where wellbeing is part of how we lead, work together and deliver our services. Supporting our workforce to thrive, strengthen resilience and capability, and deliver high-quality, trauma-informed services for children and families.

Alignment of SCRA's Wellbeing Pillars to MFW Framework



Treating People Well links to: *Mental, Social, Financial wellbeing*

- Fair treatment and respect support **mental wellbeing** / psychological safety
- Inclusion, trust and good relationships underpin **social wellbeing**
- Fair reward, security and transparency contribute to **financial wellbeing**

Workplace Culture links to: *Mental, Social wellbeing*

- Positive, inclusive culture supports mental health and reduces stress
- Collaboration, belonging and "one team" working strengthen social wellbeing

Measuring Success links to: *Mental, Social wellbeing*

- Measuring wellbeing, not just performance, validates its importance and supports mental wellbeing
- Using staff voice and feedback strengthens social wellbeing and engagement

Mental Health Awareness links to: *Mental wellbeing*

- Awareness, education and open conversations reduce stigma
- Builds confidence to recognise issues and seek help early

Learning to Grow links to: *Mental, Social, Financial wellbeing*

- Learning and development build confidence and resilience (mental wellbeing)
- Shared learning supports collaboration and connection (social wellbeing)
- Career development and capability support financial security (financial)

Accessing Support links to: *Mental, Physical, Financial wellbeing*

- Access to mental health supports and supervision protects mental wellbeing
- Occupational health and workplace adjustments support physical wellbeing
- Financial wellbeing resources (e.g. signposting) address financial stress

Looking Back to Look Forward links to: *Mental, Social wellbeing*

- Reflection, learning from experience and change support mental resilience
- Shared learning strengthens trust, engagement and social wellbeing

People Strategy and Wellbeing Pillars alignment



People Strategy Pillar 1: Supporting Our People

Aligned Wellbeing Pillar: Social and Physical Wellbeing

How will we create an environment where our people experience positive relationships, feel supported and valued, maintain good morale and resilience, and achieve a healthy work–life balance.

Wellbeing Key Actions

- **Support a 'one team' culture and consistency of wellbeing support** through strengthened national and local health and wellbeing networks , delivering coordinated wellbeing plans.

- **Communicate the Wellbeing Strategy clearly and consistently** to ensure awareness, transparency and engagement.

- **Promote an inclusive and respectful workplace** through behaviours aligned with Inclusive Standards and Behaviours Framework.
  - Embed through practical support, including bystander training.
  - Embed the reviewed Dignity at Work Policy (2025), supported by accessible e-learning for all staff.

- **Promote meaningful connection** by strengthening a "one team" culture and opportunities for staff to connect across the organisation.

- **Supportive supervision** by equipping managers to hold constructive, developmental conversations, with manager accountability for team wellbeing support.

- **Mentally Flourishing Workplace accreditation** by demonstrating progress via Mental Wealth Group and Health and Wellbeing Group initiatives.

- **Resilience tools and support** through roll out of Resilience Framework for managers and staff during 2026.

- **Employee Wellbeing and Inclusion Passports** – expansion of Wellbeing Plans to a holistic employee wellbeing and inclusion passport – framework for documentation of agreed supports for carers, neurodiversity, health etc.

- **Recognition culture** by supporting managers to actively recognise effort, impact and contribution.

- **Employee wellbeing supports** by promoting access to EAP, Occupational Health, Mental Health First Aiders, stress risk assessments, workstation assessments, psychological wellbeing reviews and secondary trauma support for high exposure roles, including clinically informed check-ins.

- **Wellbeing awareness initiatives** focused on movement, sleep, work life balance, ergonomics, financial wellbeing including Living Wage commitments.

- **Wellbeing Time off** paid Wellbeing Day for all staff during 2026/27 - we will measure % uptake rates for wellbeing days.

- **Financial Wellbeing toolkit** – develop our financial wellbeing resources further into a financial toolkit, including debt advice, free independent mortgage advice, car salary sacrifice scheme. We will measure salary sacrifice scheme take up % and add a financial wellbeing support score into the staff survey.

- **Menopause Action Plan** – develop our menopause toolkit into an action plan ahead of statutory requirement in 2027.

- **Flu campaign** – maintain the annual flu vaccination support and measure uptake %.

- **Workplace Ergonomics and Environment** - provide workspaces designed to be ergonomic, comfortable and supportive of health and wellbeing needs in line with our Property Standards.

People Strategy Pillar 2: Developing Our People

Aligned Wellbeing Pillar: Mental and Financial Wellbeing

We aim to empower our people through inclusive, blended learning and development that builds confidence, capability and wellbeing at work.

Wellbeing Key Actions:-

- **Trauma-informed practice** by embedding trauma-informed approaches in both service delivery and workforce support, including Occupational Health input where appropriate.

- **Early Intervention** – map out and communicate clear 'referral pathways' that differential between EAP (short term) supports, Occupational Health (medical fitness and adjustment focused support), specialist trauma therapy and annual proactive psychological wellbeing support.

- **Resilience framework** for managers to support leadership capability during periods of change and challenge, and to mitigate 'compassion fatigue'.

- **Supervision framework** incorporating performance, development and annual wellbeing discussions, monitored through iTrent.

- **Coaching and mentoring** embedded as core elements of supervision to support growth and progression.

- **Annual learning plan** shaped by staff PDPs and wellbeing needs.

- **Learning pathways** that support career development, succession planning and professional recognition (e.g. PDAs).

- **Mental Health First Aiders** we will train a fifth cohort of MHFAs during 2026/27 and we will also look to offer specific Suicide Prevention training – a tier of support beyond MHFA to not only ask about suicide but create 'Safety Plans'. Also develop suicide postvention plan.

- **Active Bystander training –** following training last year – empowering one team culture and actively remedying inappropriate behaviours.

- **Volunteering** – promote our volunteering policy recognising the social wellbeing benefits of volunteering including via MCR pathways.

People Strategy Pillar 3: Recruiting Our People

Aligned Wellbeing Pillars: Mental and Social Wellbeing

We want to attract and retain people who connect with SCRA's Values and see us as an inclusive organisation that supports health, wellbeing and development.

Wellbeing Key Actions

- **Employer of choice** by offering a wide range of wellbeing supports and a strong learning culture. We will introduce candidate feedback scores on wellbeing offering.
- **Inclusive recruitment and retention practices** aligned to SCRA Values and the Inclusive Standards and Behaviours Framework, supported by training, and aligned to our Equality Outcomes to diversify the workforce.
- **Workforce planning** to anticipate future skills needs, improve job security and reduce reliance on fixed-term contracts where possible.
- **Digital capability** to enable efficient, productive working and support job satisfaction and wellbeing.

People Strategy Pillar 4: Engaging Our People

Aligned Wellbeing Pillars: Mental and Social Wellbeing

We recognise that engagement and wellbeing are mutually reinforcing and that giving people a strong voice supports motivation, resilience and performance.

Wellbeing Key Actions:-

- **Role development** by involving staff in shaping new and revised roles.
- **Strong supervisory relationships** through meaningful, supportive supervision.
- **Partnership with UNISON** to strengthen collective voice, representation and wellbeing support.
- **Clear and accessible internal communications** with a strong wellbeing and development focus.
- **Regular wellbeing feedback** gathered through surveys and wellbeing groups to inform improvement and awareness.
- **Wellbeing budgets and social connection** – engage staff in wellbeing budget spend on activities and initiatives locally that enable social connection, particularly in an agile working environment, and downtime from work.

Measurement of Actions

Leadership and Management

- Leadership and management contribution to wellbeing is assessed through performance objectives, supervision and appraisal.
- Expectations include actively creating supportive team environments, promoting psychological safety, and responding appropriately to wellbeing concerns.

Staff Feedback and Experience

- Staff wellbeing is monitored through the annual Staff Survey wellbeing measures, supported by targeted pulse surveys where appropriate.
- Qualitative feedback from individuals and teams is used to understand confidence, capacity, collaboration and ability to adapt during change.
- Exit feedback is reviewed to identify wellbeing-related themes, trends and areas for improvement.

Workforce Metrics and People Data

- Workforce data is used to monitor indicators that reflect wellbeing and sustainability, and that who whether wellbeing interventions are reducing pressure including:
    - employee turnover rate %, average length of service; and exit interview wellbeing-related reasons %.
    - absence levels to – absence rate % - overall and by absence reason e.g. work related stress
    - sustainable returns to work following absence
    - % of employees receiving at least 1 wellbeing supervision annually

- Data is reviewed regularly to identify emerging risks, target wellbeing interventions and inform decision-making.
- Progress towards Mentally Flourishing Workplace accreditation is reported annually.)

Culture, Inclusion and Psychological Safety

- Dignity at Work and grievance data is monitored to assess levels of psychological safety, respectful behaviour and alignment with Values and Inclusive Standards.
- The use of formal and informal routes for raising concerns is reviewed to ensure colleagues feel safe, supported and able to speak up.

Recognition and Positive Wellbeing Behaviours

- Evidence of recognition, positive leadership behaviours and supportive practices is reviewed through formal recognition mechanisms, feedback processes and management activity.
- Insight is used to understand impact on morale, engagement and wellbeing, and to reinforce good practice.

Key Recent Wellbeing Achievements

- Introduced Mental Health First Aiders nationally across roles and geography
- Delivered Trauma Skilled Practice Training
- Delivered Menopause Toolkit, resources and training
- Delivered Menstrual Health Toolkit, resources and training
- Delivered Men's Health support and resources
- Launched Financial Wellbeing resources and Power of Attorney training.
- Wellness Plans roll out - to expand to be Employee Passports which also include other supports at work such as recognising demands on carers (develop into Employee Wellbeing and Inclusion Passport), we will measure % of staff with an Employee Passport.
- Offer Annual Big Team Challenge encouraging camaraderie, accessing nature and being active
- Designed and offered Active Bystander Training
- Designed and rolling out Resilience Framework in 2026
- Annual Flu Vaccination Campaign
- Implemented new Retirement policy
- Implemented Carer's Leave
- Implemented Neo Natal Care Leave
- Improvements to Maternity and Adoption Pay, and Paternity Leave January 2026

Appendix - Priority Themes and Actions – Staff Survey 2025

What staff told us:-

Wellbeing, Resilience and Sustainable Workloads

Colleagues value wellbeing initiatives and supportive teams, but staffing pressures and workload can impact resilience and wellbeing.

Actions:

- Continue to implement the Wellbeing Strategy, with a focus on sustainable workloads and healthy ways of working.
- Strengthen uptake and awareness of wellbeing supports, including supervision wellbeing discussions, EAP, Occupational Health and MHFA. % staff accessing EAP, OH services will be measured, and number of MHFA trained staff recorded.
- Roll out resilience tools and training to support individual and team resilience and measure resilience training participation rate.
- Monitor absence, workload indicators and feedback to identify pressure points and respond early.

Leadership, Management and Supportive Supervision

Positive relationships with managers matter, and supportive supervision is central to wellbeing and engagement.

Actions:

- Support managers to lead with empathy, clarity and compassion through leadership development and resilience training.
- Embed the supervision framework, including performance, development and annual wellbeing discussions.
- Reinforce expectations for managers to role-model inclusive behaviours and psychological safety.
- Use feedback from supervision and surveys to strengthen consistency and quality.
- Measure wellbeing related training hours undertaken per manager)

Culture, Inclusion and Psychological Safety

Team support, trust and relationships are strengths, but colleagues want confidence that behaviours consistently reflect our values.

Actions:

- Embed the Inclusive Standards and Behaviours Framework across the organisation.
- Continue embedding of bystander training to empower staff to challenge inappropriate behaviour.
- Promote awareness and understanding of the revised Dignity at Work Policy and reporting routes and measure completion rates.
- Monitor dignity, and grievance data to assess psychological safety and measure completion rates including number of dignity at work complaints and grievances; and % of cases resolved informally v formally).

Engagement, Communication and Voice

Colleagues want clear communication, opportunities to be heard, and involvement in shaping change.

Actions:

- Promote focus on wellbeing in communications.
- Strengthen engagement through wellbeing groups and pulse feedback.
- Provide feedback to staff on actions taken in response to survey results.
- Measure wellbeing group participation rates nationally.

Development, Capability and Meaningful Work

Learning, development and meaningful work support motivation and wellbeing.

Actions:

- Align learning and development to staff PDPs and survey feedback.
- Embed coaching and mentoring to support growth and confidence.
- Support trauma informed practice in service delivery and workforce is supported.
- Communicate development pathways and opportunities.



Contact Information

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