

AGENDA

#	Item	Purpose	Paper	Classification	Action
1.	Apologies AH, LB				
2.	AOB				
3.	Minute of Previous Meeting	Approval	To follow	Open	PA
4.	Matters Arising a) SCRA/UNISON Partnership Workshops	Update	Verbal		NH
5.	Gender Pay Gap	Noting	Attached	Open	SD
6.	Disclosure Scotland	Noting	To follow		SD
7.	Baseline Personnel Security Standard (BPSS)	Noting	To follow		SD
8.	Staff Survey 2023	Noting	Attached	Open	NH
9.	Budget Pressures	Discussion	Verbal	Restricted ⁱ	EM/EMT
10.	Audit & Risk Committee a) Internal Audit Plan 2024/25 b) Internal Audit Tracker c) ARC Forward Planning i. Agenda ii. Case Sampling programme 2024/25 iii. Quality assurance report on reporter decision making for offence referrals iv. Risk Management Policy	Review Approval Review	Attached Attached Attached Attached Attached Attached	Restricted ⁱⁱ Restricted ⁱⁱⁱ Open Restricted ^{iv} Restricted ^v Restricted ^{vi}	EM PA NH EM NH NH EM
Standing Items					
11.	Practice and Policy a) General Update	Update	Verbal		AH
12.	Information Governance a) General Update b) December Breach Report	Update Noting	Verbal Attached	Restricted ^{vii}	AH AH
13.	Digital Programme a) General Update b) Cyber Security	Update	Verbal		DC
14.	Keeping the Promise a) Hearings for Children b) Keeping The Promise Programme Board	Update Update	Verbal Verbal		AH LB
15.	New Risks				

#	Item	Purpose	Paper	Classification	Action
16.	Forward Plan a) Challenge & Review 14/02 a) Bairns Hoose SWLG 15/02 b) SCRA/SG Accountability Meeting c) NPF – 20/02 d) WFA – 23/02 e) ARC – 28/02 f) EMT/UNISON Workshop 2 – 01/03				
	Date of Next meeting Thursday 06 March 2024, at Ochil House, Stirling				

List of Acronyms

ARC Audit and Risk Committee
 BPSS Baseline Personnel Security Standard
 NPF National Partnership Forum
 SCRA Scottish Children's Reporter Administration
 WFA Whole Family Approach

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- i Sensitive information contained.
 - ii For approval at the February Audit & Risk Committee.
 - iii Internal use only. Contains Third Party Information. Can be issued upon request.
 - iv EMT review. For approval at the February Audit & Risk Committee.
 - v EMT review. For approval at the February Audit & Risk Committee.
 - vi EMT review. For approval at the February Audit & Risk Committee.
 - vii Internal use only. Can be issued upon request.

Present

Neil Hunter (NH)	PR/CE, Chair
Susan Deery (SD)	Head of HR
Douglas Cameron (DC)	Head of Digital
Paul Mulvanny (PM)	Senior Operational Manager (East & Central)
Ed Morrison (EM)	Head of Finance & Resources
Helen Etchells (HE)	Senior Operational Manager (North)
Lisa Bennett (LB)	Head of Strategy & OD
Pamela Armstrong (PA)	Governance Officer, Minute (By TEAMS)

	Item	Timescale	Action
1.	Apologies Alistair Hogg (AH) , Head of Practice & Policy		
2.	AOB None		
3.	Minute of Previous Meeting – 06 December 2023 Approved		
4.	Matters Arising None		
5.	<p>SCRA/UNISON Partnership Workshops – preparation and planning</p> <ul style="list-style-type: none"> • Two sessions have been planned with the UNISON branch, at their request. The aim of the workshops is to discuss organisational plans and direction of travel. This is timely due to the upcoming launch of a revised Partnership Agreement. • The propose of session one. <ul style="list-style-type: none"> ○ look back at the past 4 years and the huge challenges met by the organisation. ○ Horizon scanning in terms of policy environment ○ Principles of partnership working • Session 2 will cover, <ul style="list-style-type: none"> ○ future strategy and priorities, ○ elements of financial planning, ○ how programmes of work fit together, 		

	Item	Timescale	Action
	<ul style="list-style-type: none"> ○ Programme of work for NPF moving forward. 		
6.	<p>OD Team Proposal</p> <p>PM introduced the report, recommending the EMT supports the establishment of a permanent Operational Development Team with the additional funding it will require.</p> <p>Noted:</p> <ul style="list-style-type: none"> • The Operational Development Team formed at the beginning of this fiscal year (1 April 2023). The team was created from three distinct groups: Operational Development Analysts, staff from the Virtual Hearings Team and CSAS help desk. The team integrated the requirement to support staff in core casework processing through various digital platforms, supporting the development of the organisations operating model and contributing to ongoing CSAS developments. The OD Team is now a cohesive, high performing team with a clear identity for are delivering tangible benefits to frontline staff in localities. <p>Agreed:</p> <ol style="list-style-type: none"> 1. The EMT recognise the Operational Development (OD) Team as a permanent team that requires a permanent manager and staff structure. 2. The following recommendations will be considered at the upcoming Challenge and Review session. <ol style="list-style-type: none"> i. Make the Operational Change Lead (aka OD Manager) a permanent 1 FTE Grade F. ii. Make another OD Analyst role permanent, bringing the total to three permanent FTE Grade E. iii. Grant funding of an additional temporary OD Analyst either 0.5 or 1 FTE Grade E, for temporary periods to support projects and training spikes, via short term secondments. iv. To make the 1 FTE Operational Change Support Lead (Grade D) and 3 FTE OD Support Administrators (Grade C) permanent. 		

	Item	Timescale	Action
	2. The role of digital champions to be considered further at the upcoming Challenge & Review meeting.		
7.	OD Team Plan 2024/25 Covered in agenda item 6.		
8.	<p>Glenrothes project</p> <p>EM introduced the report, recommending the EMT</p> <ul style="list-style-type: none"> Note the current position reached in respect of the proposed works to our premises at Albany House, Glenrothes. The works planned to the ground floor and the external areas are within expectations and it is proposed that these now proceed. <p>Agreed:</p> <ul style="list-style-type: none"> Subject to confirmation that the lowest tenderer can be awarded the contract, the proposed works to the first-floor office space are undertaken and managed within the allocated budget available to this project. 		
9.	SCRA Board Meeting Draft reports for the January 24 meeting of the SCRA Board were reviewed.		
STANDING ITEMS			
10.	Practice and Policy AH on leave, an update will be provided at a future meeting.		
11.	Information Governance (AH) AH on leave, an update will be provided at a future meeting.		
12.	<p>Digital Programme (DC)</p> <p>General Update</p> <ul style="list-style-type: none"> Bladesec (1) - expect to have accreditation for the VHP by March Brightwire (2-3) - conducting work to introduce sharing electronic paper pilot to families (NB 'private beta' will be included in accreditation); Application Programming Interface (API) analysis Bridgeall (2-3) - conducting 'hardening' work in CSAS - tightening cyber-security Leidos (7-9)- work packages in development; 		

	Item	Timescale	Action
	<ul style="list-style-type: none"> • RasterEdge maintenance - scaled up resource Folding Space (2-3) - working towards AI redaction tool pilot • Axon (2-3) - working towards DESC, digital evidence sharing capability • Nuvideo (2) - AV Room Tech testing underway • Teams phone progressing; • Court guest connectivity established • Guest WiFi roll-up 		
13.	<p>Keeping the Promise (LB/AH) Hearings for Children AH on leave, an update will be provided at a future meeting.</p>		
14.	<p>New Risks None</p>		
15.	<p>Forward Plan The forward plan was reviewed.</p>		
	<p>Date of Next Meeting Thursday 09 February 2024, by Teams</p>		



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

Head of Service : Susan Deery, Head of HR

Date: 08/02/2024

Report Author: Patricia Stevenson, HR Manager

Recommendation:

1. To consider the Gender Pay Gap Report as at 31st March 2023 and the recommended actions for inclusion in SCRA's Equalities Action Plan 2024/25

Reason for Report: *For awareness and approval*

Resource Implications: *None*

Strategy/Service Plan Implications: *Inclusion & Diversity*

Consultation: *To be shared with the Equalities Network following EMT discussion*

EHRIA Duties: *None*

Document Classification: *[Not protectively marked]*

Scottish Children's Reporter Administration

Gender Pay Gap Report – 2023

1. Introduction

The Gender Pay Gap (GPG) is a measure of the difference between women and men's average earnings across an organisation. The Scottish Children's Reporters Administration (SCRA) is required by law to publish an annual GPG report and this is the sixth year that SCRA has reported on their gender pay gap.

The GPG data supplied is correct for all SCRA staff in post on 31 March 2023 (the snapshot date for the purpose of GPG reporting). The calculations are based on standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Each metric is presented as a percentage figure and shows the pay gap between female and male staff in SCRA. The metrics set out in the Regulations, relevant to SCRA, are:

- the difference in the mean hourly rate of pay between female and male full pay relevant staff;
- the difference in the median hourly rate of pay between female and male full pay relevant staff;
- the proportions of female and male full pay relevant staff in each of the four quartile pay bands.

Gender pay is different to equal pay, which is a legislative act to prevent pay discrimination between female and male staff performing the same or similar work. SCRA is fully compliant with equal pay legislation and publishes an Equal Pay Statement every 4 years.

In addition to publishing the Gender Pay Gap information, SCRA also publishes pay gap information in relation to Ethnicity and Disability, Age, Full-time & Part-time and Grade.

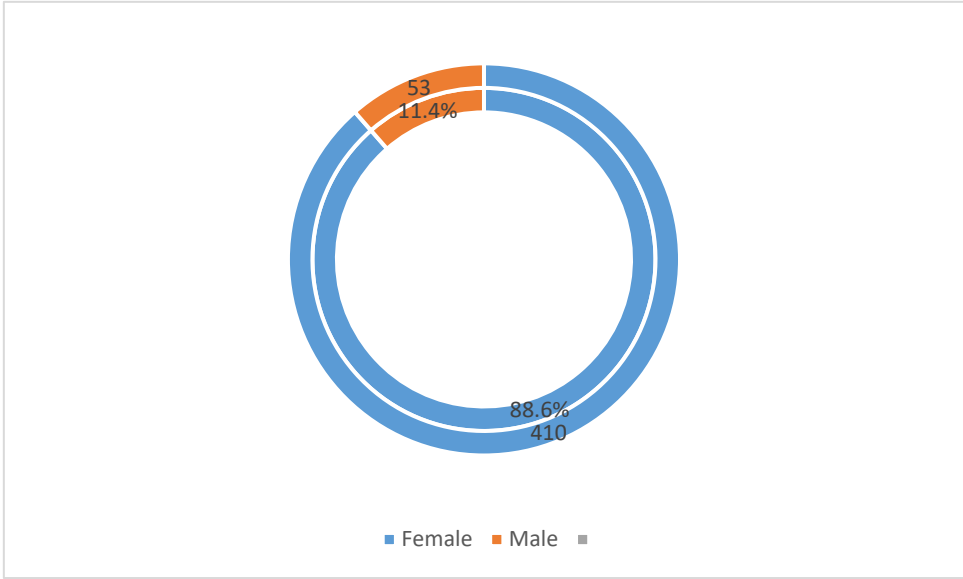
2. SCRA Workforce

The number of SCRA staff in post on 31 March 2022 was 486. Of the 486 staff in post, 22 individuals were excluded from the calculations in line with official guidance as these staff would not reflect a true hourly rate as part of the gender pay gap analysis. The exclusions were:

- 22 individuals who were excluded due to sickness, maternity and/or due to part month calculations for New Starts and Leavers

Therefore, the number of SCRA staff included in the pay gap calculations are 464 and of this number, 88.6% were female and 11.4% were male (see Figure A).

Figure A - Total relevant staff (n 464)

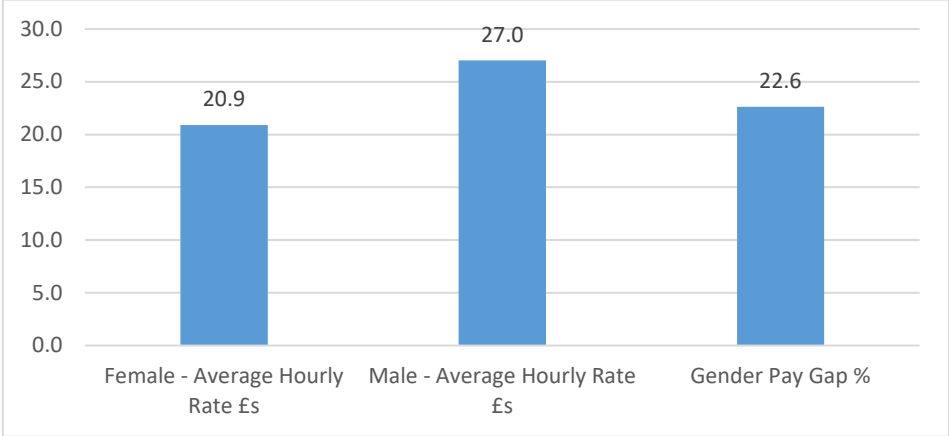


3. SCRA Gender Pay Results

a) Mean and Median Pay Gap

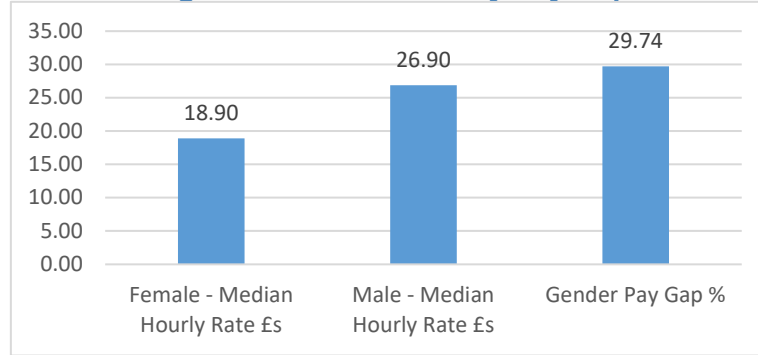
Mean pay is defined as the sum of all values divided by the number of relevant staff. The mean pay gap is the difference between average hourly earnings of female and male staff. The average hourly rate for a female was £20.9. For a male, the rate was £27.0. SCRA has a **Mean** gender pay gap of 22.6% (Figure B).

Figure B – Gender Pay Gap – Mean



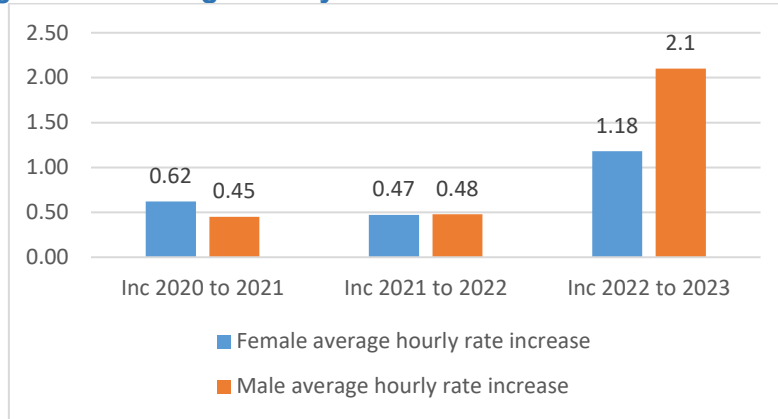
Median is defined as the middle value in the list of amounts when in ascending order. The median pay gap is the difference between the midpoints in the ranges of hourly earnings of female and male staff. The median hourly rate for female staff was £18.9 and for male staff was £26.9, resulting in a **Median** gender pay gap of 29.7% (Figure C).

Figure C – Median Hourly Pay Gap



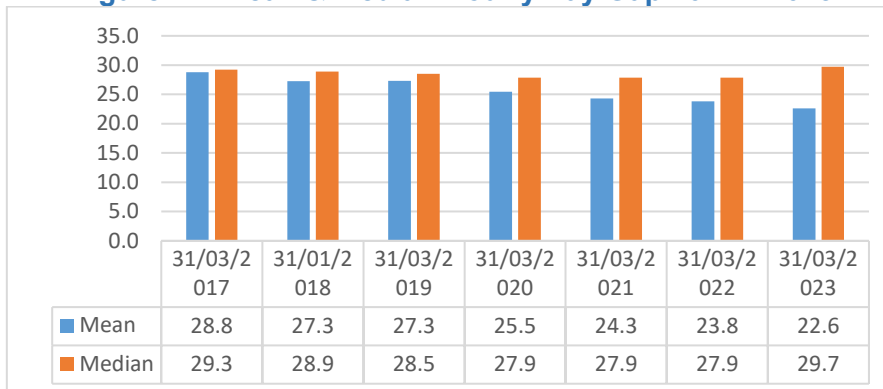
In 2023 there has been a reduction in the Mean Pay Gap of 1.20% and an increase in the Median Pay Gap of 1.8% as compared with 2022 figures. These changes are a reflection of more equal percentage pay increases across the SCRA grades as illustrated in Figure D.

Figure D – Average Hourly Rate Increases 2020-21 to 2022-23



SCRA has been reporting the mean and median pay gap since 2017(see Figure E). The trend for these figures shows that there have been some reductions over the reporting period with a further reduction of 1.2% in the mean pay gap this year. However, the pay gap overall remains high. Compared with the Office of National Statistics (ONS) 2022 Gender Pay Gap figures, SCRA’s median figure is 15.7% higher and SCRA’s mean figure is 11.1% higher than the median and mean respectively across the UK public sector staff. The overall ONS figures show a decrease in the pay gap for all employees across all sectors from 13.9 to 13.2%. It should be noted that SCRA has continued to reduce its mean pay gap over the same period.

Figure E – Mean & Median Hourly Pay Gap 2017 – 2023



SCRA does not award bonus payments therefore we are not able to report a bonus gender pay gap as defined in the Regulations.

b) Pay Gap Analysis by Grade

Analysis of our data by grade highlights that the pay gap within each grade is within acceptable limits, as outlined in in Figure F.

Figure F – Gender Pay Gap by Grade using Mean

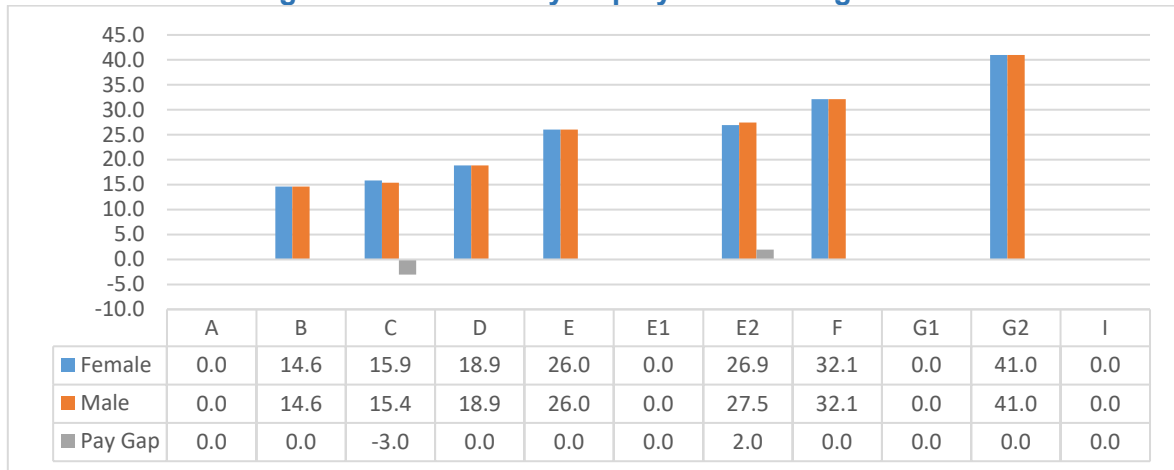


Figure F shows that the pay gap at G2 grade is 0% which is a decrease of 1.87% compared with 2022 and also shows that the F Grade mean pay gap at 0% is a decrease of 2.89% compared to March 2022. The only pay gaps reported across the remaining grades is -3.0% in favour of female staff at Grade C and at 2.0% in favour of males at Grade E2.

This represents a more balanced picture across the grades however the overall pay gap continues to reflect proportionately higher numbers of female staff in the A to D Support grades. The figure below illustrates the percentages of male and female staff across the grades.

Figure G – Gender by Grade Categories

	Manager (F to I Grade)	Professional (E, E1 & non managerial F Grades)	Support (A to D Grades)
Female	62.07%	91.18%	93.22%
Male	37.93%	8.82%	6.78%

c) Pay Gap Analysis by Part-time and Full Time

Comparing the mean hourly rate and pay gap for part-time and full-time staff (Figure H), as well as the distribution of male and female, full and part time staff across the grades (Figure I) shows that the mean pay gap for full-time staff is 9.9% higher than for part-time staff. This is a reduction compared to 2022 of 1.8%. This could also be explained in part by the graph at Figure I where the distribution of full-time male staff across the grades is concentrated in the Professional and Managerial roles. It should be noted that there are 7 male staff on part-time contracts across the organisation which is likely to be a factor in the lower mean pay gap for part-time staff.

Figure H - Gender Pay Gap - Full Time vs Part Time (Mean)

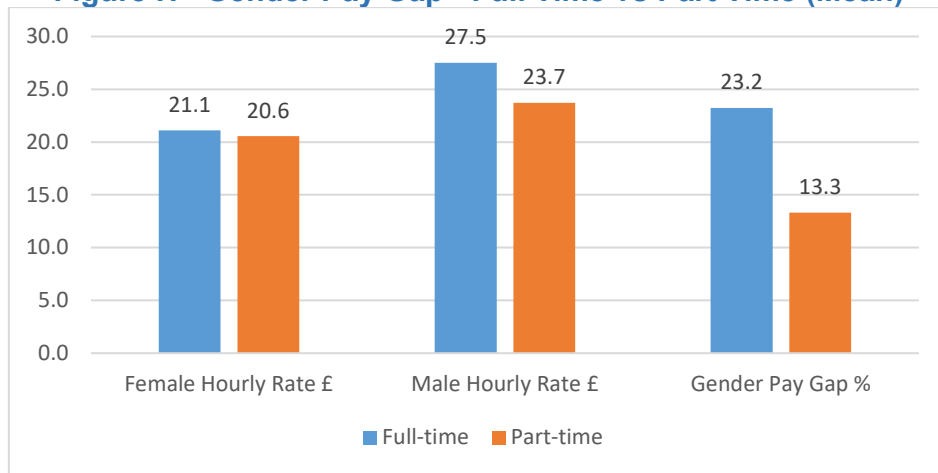
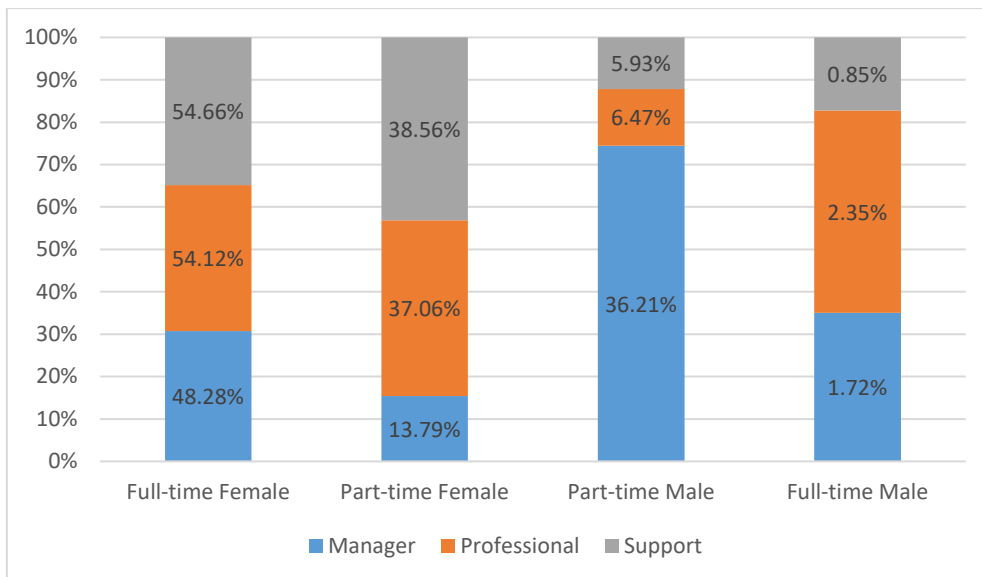


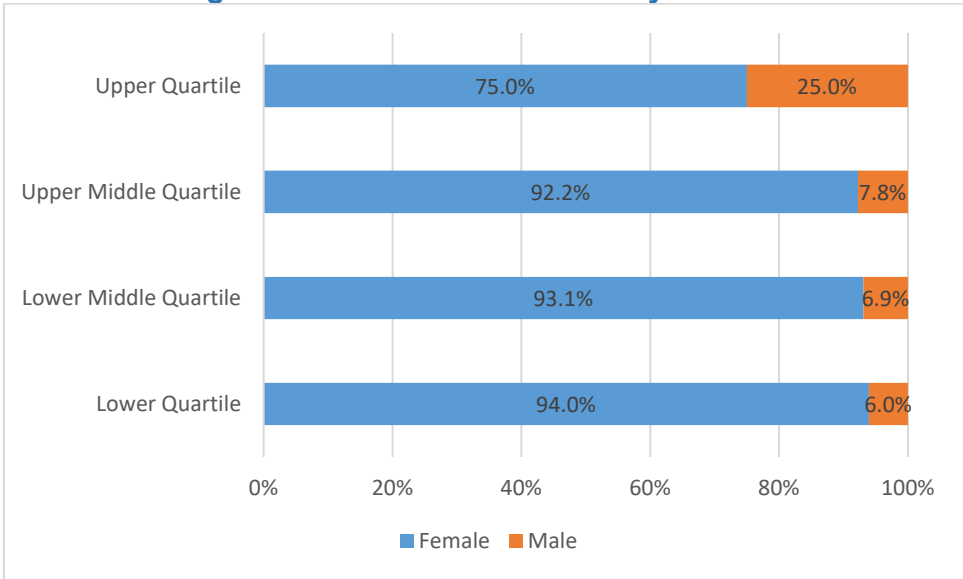
Figure I - Distribution of Male & Female Staff by Role, Full Time & Part Time Hours



d) SCRA Pay Quartiles

Quartile pay bands are achieved by dividing the SCRA workforce into four equal parts, sorting the hourly rates by lowest rate to highest rate and recording the number of female and male staff in each quartile as a percentage figure (see Figure J). The percentages of females and males in each quartile illustrates the ratio of females to males according to their hourly rate of pay. There are small increases in the proportion of female staff across all the quartiles with the biggest, 2%, in the Upper Middle Quartile.

Figure J – Gender Distribution by Quartile

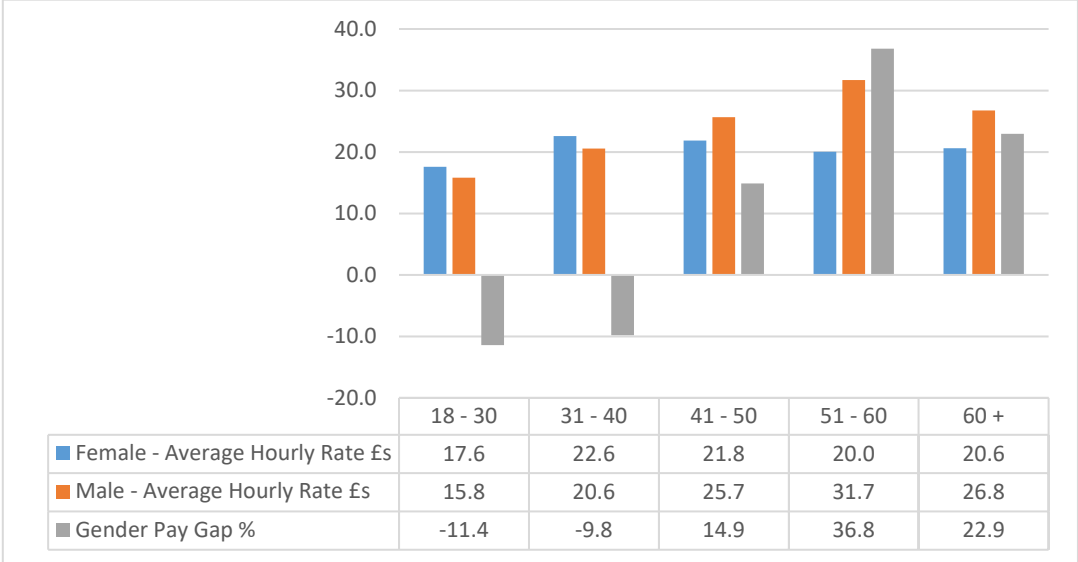


This information continues to illustrate the impact the male/female distribution in the lower quartiles with lower hourly rates has on the SCRA Pay Gap.

e) Pay Gap Analysis by Age

Figures K below shows the mean pay gap by age band. This data shows a continued improvement in the pay gap across the 18 – 30, 31 – 40 and 41 - 50 age ranges which are marginally in favour of female staff. The 51 – 60 and 61+ age ranges show an increase of 0.8% and 2.2% respectively. The highest mean pay gap continues to be shown in age band 51 to 60.

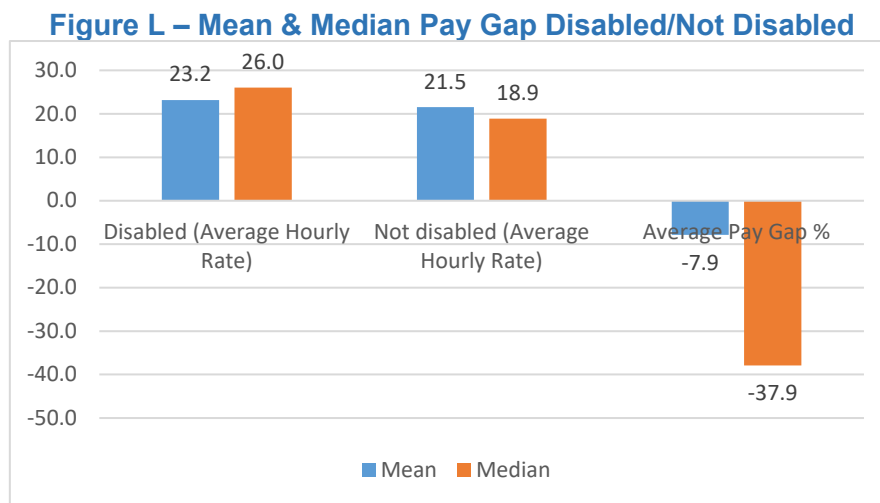
Figure K – Mean Pay Gap by Age



f) Pay Gap Analysis by Disability

SCRA’s disability gap measures the differences in average hourly rate between those staff who have declared a disability and those who have not or chosen not to declare. SCRA’s overall disability gap (mean) is -7.9% which is a decrease of 4.2% in favour of those with a declared disability.

Figure L shows both the mean and median gender pay gap as it relates to staff reporting a disability. The number of staff reporting a disability on the e-hr system is 25 compared with 19 at the 2022 snapshot date. Over 48% of staff reporting a disability are in Grade E and above compared with 52% of those not reporting a disability which reflects the high median pay gap.



SCRA remains committed to supporting and retaining staff with a disability, through implementing reasonable adjustments, our Disability Leave Policy and a long term investment in occupational health and support. We believe that our workforce are underreporting on disability classification and are working with them to encourage more accurate reporting. SCRA is a Disability Confident Employer.

g) Pay Gap Analysis by Ethnicity

SCRA’s ethnicity gap measures the differences in average hourly rate between those staff who have declared their ethnicity as noted below* compared with those whose ethnicity is declared as white or not known/stated. SCRA’s overall ethnicity gap (mean) is 4.0%.

The percentage of staff who have declared their ethnicity as BME is 1.94%, with 68% of staff recording their ethnicity. This data continues to highlight an under representation of staff with a declared ethnicity across the staff group and in particular at professional and management grades.

SCRA’s People and Inclusion Strategies continue to achieve an improvement in the diversity of our workforce to better reflects Scotland’s diverse population and we acknowledge that this will take some time.

*African, African Scottish or African British, Any other Asian background, Any other Mixed or multiple ethnic group, Chinese, Chinese Scottish or Chinese British and Pakistani, Pakistani Scottish or Pakistani

6. Understanding the SCRA Gender Pay Gap

SCRA's pay gap at 22.6% (mean) and 29.7% (Median) with mean being at the lowest level over the last 7 years of reporting, as outlined in Figure D on Page 3, replicated in the table below. It is acknowledged that the improvements being made are marginal but do represent a reduction in the mean pay gap of 4.98% over a 6 year period.

	31/03/2017	31/01/2018	31/03/2019	31/03/2020	31/03/2021	31/03/2022	31/03/2023
Mean	28.8	27.3	27.3	25.5	24.3	23.8	22.6
Median	29.3	28.9	28.5	27.9	27.9	27.9	29.7

SCRA's pay gap at grade level shows there is a zero pay gap at Manager and Senior Manager and also shows very small differences in Grade E2 and Grade C. SCRA's Inclusion and Diversity activities which have been embedded and have contributed to reduction in the pay gap include:

- Inclusion & Diversity Action Plan
- Good evidence of promotion of women into management roles
- Women into Leadership Network which will be refreshed in 2024/25
- Visibility of flexible working options at all levels
- Continued and increased access to development opportunities such as Professional Manager Award and the Scottish Improvement Leaders Programme
- Funding attendance at the Women into Leadership Conference
- Progressive Pay Awards
- Inclusion and diversity mandatory e-learning
- Inclusion Ambassadors
- Locality Equality, Diversity & Inclusion Lead Network

These have all contributed to this improving Gender Pay Gap picture, particularly at a senior level.

SCRA also continues to show progress with regard to disability and ethnicity pay gaps. Although the percentage of staff within these groups is small, SCRA continues to encourage staff to update their personal information in recognition of the contribution this data makes to the development of recruitment, development and staff progression policies and action plans.

As previously reported, the shape of the workforce particularly in relation to gender distribution across our grades, is reflected in our overall current pay gap. SCRA continues to recognise that a more equal gender mix in the A to D grades, currently 93.2% female and 6.8% males would be required to significantly change the pay gap.

The gender pay gaps for staff over 40 are higher than those under 40. Although to a lesser degree, this pattern was noted in the 2023 ONS figures, and SCRA's position reflects the trends of higher pay gaps for older members of staff across the UK.

It is recommended that the Equalities Network and SCRA's People Strategy, continue to promote and focus on a Women into Leadership Action plan, aim to increase the age and gender diversity within A to D grades, improve the overall diversity of our workforce through targeted recruitment and retention practices, as well as advise on development programmes to support recruitment and promotion within these grades.

7. SCRA Gender Pay Gap Recommended Actions

The following actions, which are aligned with our Corporate Plan, People and Inclusion Strategies will be progressed to support our continuing commitment to improving SCRA's pay gap.

- We will reinvigorate our Women into Leadership Network, which currently has 39 enthusiastic members as part of our work to encourage and equip women for management roles, offering attendance at the national Women Into Leadership Conference.
- We will promote management and leadership learning and development across SCRA, offering opportunities for development to staff who are seeking to progress into management/leadership roles.
- We will revise our recruitment and selection processes and our recruitment materials to encourage a broader, more diverse, candidate pool to apply for roles within SCRA., seeking external support to understand any potential barriers where necessary.
- We will use the Gender Decoder tool to ensure our job adverts and recruitment materials encourage people of all genders to apply for vacancies in SCRA
- A programme of Equality and Inclusion training for all staff will be developed and delivered.
- As part of our Succession Plan, we will provide mentoring and career support for women across grades and age bands to increase opportunities and support career paths as well as develop a learning and development programme to support the career development and progression of staff.

8. Declaration

I, Neil Hunter, Chief Executive, Scottish Children's Reporters Administration, confirm that the information in this statement has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and is accurate.



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION
Chief Executives Report – 2023 Staff Survey results

Accountable Director: Neil Hunter
Principal Reporter/Chief Executive
Date: 31 January 2024

Recommendation:	
1.	To note the Chief Executives update on 2024 staff survey
2.	to note the progress made in the 2022 staff survey action plan
3.	to note the Chief Executives/EMT's intention to consult with staff and Partnership Forum on priorities for 2023 staff survey actions and report to the Board in March 2024

Reason for Report To advise of the outcome of the annual SCRA staff survey and to consider implication and actions required

Resource Implications None

Strategy Findings contribute to Corporate Plan priorities 2024-27

Equalities Duties Indicate whether an Equalities and Human Rights Impact assessment (HRIA) is required and has been completed. Describe in the body of the report any issues/findings/adjustments that have been made.

Equalities Required/Completed	Impact	Assessment
<input type="checkbox"/>	Yes	
<input checked="" type="checkbox"/>	No	

Consultation Issues/action points:-
Will be subject to reporting at National Partnership Forum and Health and Wellbeing Group and CEO/PR Team Brief sessions

Document Classification Open

1. Background information

- 1.1 At its March 2023 meeting the Board approved a series of actions aimed at responding to the 2022 SCRA staff survey. The 2022 survey results were amongst the most challenging the organisation has ever faced and came in the midst of a building public sector funding crisis, a post pandemic series of organisational, operational and societal challenge a cost of living crisis in the UK and ever increasing tensions over staff pay, reward and recognition. The 2022 staff survey came just weeks after SCRA announced a vacancy freeze following the acute uncertainty in the run up to the Scottish Government Emergency budget, where the agreed in year support to the organisation was deemed under threat.
- 1.2 Despite much of the economic and policy context and levers being outwith SCRA's control, the organisation embarked on an ambitious plan of actions to address the downward slide of key measures such as:
- morale,
 - job security,
 - confidence in the future of the organisation
 - management of change
 - deterioration in pay
 - drift of our reward structure in comparison to other comparable roles across Local Authorities and other public bodies in the justice sector.

2. Our programme of work in response to the 2022 staff survey

- 2.1 The following action plan was presented to the Board in March 2023 and approved;-

2.2 Pay and reward – key actions

- maximise year on year cost of living increases for SCRA staff within the parameters of Ministerial policy.
- separate incremental progression from annual cost of living increases
- undertake a full pay and reward benchmarking exercise with UNISON as part of our 23/24 pay discussions.
- seek approval to review the role of the Children's Reporter in light of the recommendations of the Hearing System Working Group

2.3 Workload – key actions

- maximise the investment required to fulfil the workload requirements for SCRA arising from the Children's Care and Justice Bill.
- We will proactively work with SG on a stable and sufficient financial framework for implementing the HSWG recommendations
- continue to make resource shifts between operational teams to improve alignment between assessed demands and staffing, using our existing resource allocation framework

- secure the extension of the vast majority of fixed term posts for 23/24 and seek integrate these roles through turnover in establishment.
- commence work on optimising ways of working between Reporters and Locality Support Administrators, reducing where possible unnecessary transactional work via a revised operational model (target operating model)
- commence a programme of activity in 2023/4 aimed at stabilising our operational model and movement toward improving overall efficiency and effectiveness in our work improved CSAS functionality

2.4 Morale – key actions

- We will continue to build on the successful programme of work on health and wellbeing across SCRA – with a focus on individual and collective health, team building, respect, kindness and a positive organisational culture
- We will continue to build on the clear improvements in our multi-channel, multi-mode communications work, continue to commit to a culture of openness and transparency, increase the visibility of the Senior Team and the Board.
- We continue to try and work the highest principles of engagement and consultation in Partnership with UNISON. In 2023/4 we will work within the National Partnership Forum to refresh and update any aspects of the Partnership Agreement to ensure these principles are as visible across SCRA.
- We will deliver a comprehensive plan of support and training in support of the delivery of the Locality Support Administrator job description, roles and responsibilities
- We will build upon the progress made in recent staff survey results on areas such as direct support from line managers, working in a supportive team and job/role enjoyment

2.5 Managing Change – key actions

- put in place a comprehensive programme of training for all managers on the Scottish Government Quality Improvement model. This is already driving improvements and inclusive tests of change at team and locality level.
- recommenced the Professional Managers Award after a suspension during the pandemic
- We are implementing a comprehensive package of measures to establish a programme board and project management structure across SCRA, including investment in staff to support these arrangements.
- deliver a targeted programme of learning and skills development with the aim of improving the confidence and effectiveness of the 15% or so of the workforce who expressed a need for more intensive help and training

2.6 We have made progress on all of these key actions – a tabular summary of progress is shown at appendix C.

3. 2023 SCRA survey

3.1 The results of the 2023 staff survey are shown at appendix A. In total 261 staff members completed the survey which is 54% of all staff. This compares with 249 staff in 2022.

3.2 Key results from 2023 staff survey

3.3 A summary of key staff survey results is shown at appendix A. A comparison of highest and lowest movement in the survey results is shown at appendix B. Overall the staff survey shows modest improvements across most core areas. The lowest scoring items remain confidence in raising issues with the senior team, followed by pay and ability to challenge the way things are done in SCRA. Even so some, albeit small progress was made in all of these 3 lowest scoring indicators.

- **I feel confident in the future of SCRA** – this measure has shown significant improvement, (+18 pp) although in the individual comments continue to emphasise the uncertainty as a result of the Hearings for Children report recommendations, the challenge to SCRA’s future role in the Hearing System and the known financial instability of the organisation.
- **Confidence in SCRA to manage future change** – also has shown improvement in areas such how staff will be supported to manage change (+19 pp) as well as the organisations overall ability to manage change (+24pp)
- **Challenging the way things are done in SCRA** – whilst this remains one of the lowest rated areas of the survey – there have been reasonable levels of improvement since 2022 with the overall number of people reporting feeling confident increasing by 22 points

3.4 To some extent these more encouraging results reflect the investment of time and effort both SCRA and its trade union partner UNISON have made in trying to improve our approach to change management, improved communication and engagement, culminating in an enhanced and refreshed partnership agreement. The completion and publication of the Hearings for Children Report will also have contributed to a gaining sense of confidence in the future of SCRA and the Children’s Reporters continued relevance and function. This was enhanced by the visibility of SCRA staff engagement work and the resultant influence and impact that it had in the Hearing System Working Group final deliberations.

3.5 A key area of focus in the past year was completion of the revised partnership agreement a renewed focus on staff engagement, participation and perspective, prioritising further improvements in a sense of openness and transparency and shortening lines of communication. We recognised in 2022 that the unhappiness connected with the review of Locality Support Administrators (LSA) made a significant impact on measures such as this. In 2023 we saw a considerable commitment and expansion of a supported implementation programme. It is clear from the small number of comments across the staff survey that there remain some areas of concern that need to be addressed in terms of training, skills development and confidence.

- **SCRA's vision, values and priorities** – the results in 2023 remain strong at 88%, showing a small increase from 2022
- **Morale, enjoyment of my job and pride in SCRA** – overall, whilst the vast majority of people enjoy their job (89%) morale remains much lower than we would want at 56%. The single biggest factor influencing morale mentioned by staff in the comments section was workload.
- **Support from my line manager and working in my team** – the previous strong showing across these results in the mid 80% continued into 2023

3.6 We need to continue to focus on the multiple variables that contribute to morale in the work place – control, autonomy, engagement, influence, well managed change, optimism for the future, wellbeing, manageable workload and reward. We see some of them recovering from 2022 – but not all and not all at the same rate and time. The creation of budget stability, in turn allowing us to end the staff vacancy freeze an increased sense of future and forward plan, more clarity in the strategic and policy landscape around the hearing system all contributed to creating the conditions where morale may improve and a small improvement was evident and needs to be built upon.

- **Workload** – as suggested earlier – workload and morale have a clear link. Whilst a sense of acceptable workload did improve in 2023, 1 in 5 staff in SCRA report having an unacceptable workload, with the key reasons attributed to volume of work and insufficient staffing levels
- **Terms, conditions and pay** - whilst overall terms and conditions in SCRA rate relatively highly (74%) and are improving (+13pp), satisfaction with pay remains very low at 32%. Whilst SCRA has now agreed a 2 year pay settlement with UNISON to 2024/25 despite being at the high end of public sector agreements, remain below headline rates of inflation and occurs in the context of a prolonged and well recognised crisis in the cost of living affecting all of our staff.
- **Health and Wellbeing of the SCRA workforce** – the reported health and wellbeing of the workforce remains strong despite the challenges faced around workload and capacity. SCRA was an early adopter of strong programmes of work – particularly on mental health, stress and anxiety and these continue to be rated highly through individual comments. Notable in the last 2 years has been the extent to which health and wellbeing has been embedded in teams and the degree of energy, dynamism and forward planning of wellbeing leads.
- **Office Environment** – scores very strongly and the individual comments on the improvements happening across our estate to modernise and make best use of space are highly positive. Our biggest challenge in the next few years is to continue momentum and access to capital as well as offload avoidable revenue costs to be reinvested in front line services.
- **Supervision and engagement from my line manager** - all 3 key measures are reported in the range 80-85%. Line management support, supervision and responsiveness to individual needs remains a cornerstone of the SCRA approach and current and future programmes of work aim to continue this through leadership and management learning and development. Quite a number of individual comments across the survey refer to the changing demands on our managers and leaders, the scope of expectation and span of control and responsibility. There are some signs of stress and pressure emerging. These

are areas we need to be alert and responsive to – we will continue an open and honest dialogue with managers about how we can evolve and develop our model and support within SCRA.

- **Communication in SCRA** – quality of the channels of communication remains high at 88% - time to meaningfully stay connected across SCRA is under pressure and undoubtedly related to workload and capacity pressures
- **Leadership in SCRA** – confidence to make contact and raise issues with the senior team remains lower than we would wish and aspire to (47%) although overall confidence in the leadership of SCRA is increasing (75%)
- **Equality, diversity and inclusion** – for many years this has been some of the strongest results in the annual survey and continues in this trajectory
- **Harassment, victimisation and discrimination in SCRA** – we have developed and strengthened this section for 2023 – a third of the survey respondents report having witnessed harassment, victimisation and/or discrimination in SCRA, 43% reported it and of that number 71% felt it was taken seriously.
- **Learning and Development in SCRA** – there is a massive appetite for learning and development in SCRA. 78% of respondents felt the organisation supported individual learning and development goals – there were a number of barriers for some staff identified to taking up learning and development opportunities – such as workload and topic relevance – but the vast majority of respondents rated this area positively. SCRA’s capacity to deliver ongoing learning opportunities is an area that will require current and future investment – not least in light of the Hearings for Children report, UNCRC, and the Care and Justice Bill proposals.

Appendix A - more detailed findings

Table 1

Type of post	Responses with comparison to prior year	Proportion of responses	Response rate
Head Office staff/Business Support staff	31 (40)	12%	56%
Locality Reporter Manager/Head Office Manager	35 (36)	13%	61%
Locality Support Manager	14 (8)	5%	54%
Senior Manager/EMT	5 (6)	2%	71%
Senior Practitioner/Reporter/Trainee Reporter/Assistant Reporter	105 (99)	40%	50%
Locality Support Administrator/Trainee Support Administrator/Modern Apprentice/	71 (60)	27%	51%
Total	261 (249)	100%	54%

Table 2

Area	Responses with comparison to prior year	Proportion of responses	Response rate
Ayrshire	23 (27)	9%	55%
Central	19 (15)	7%	49%
Glasgow	28 (25)	11%	56%
Grampian	19 (14)	7%	59%
Head Office/Business Support	53 (60)	20%	58%
Highlands and Islands	17 (13)	7%	68%
Lanarkshire/Dumfries & Galloway	32 (25)	12%	55%
North Strathclyde	20 (19)	8%	36%
South East	21 (21)	8%	53%
Tayside/Fife	29 (27)	11%	58%
Total	261 (249)	100%	54%

1. I feel confident in the future of SCRA

69% of staff who responded said yes – they were confident in the future of SCRA whilst 31% indicated no. Both these measures showed increases because the option of ‘don’t know’ was deleted in 2023 making precise direct comparisons difficult. Last year 31% of respondents answered don’t know. The increase in those answering yes this year was +18% and no was +13%. This suggests overall a small moderate increase from last year.

Individual comments

This question generated 80 individual responses, raising over 90 discrete issues.

By far the most significant was uncertainty about SCRA and the Children's Reporters future role in the Hearing system as a result of the Hearings for Children Report – just under 30% of all responses related to the Promise/Hearing System Working Group generating uncertainty about the future (and very existence of SCRA) and a further 14% about SCRA's future role being weakened or undermined.

A further 14% felt there was too much change generally, 7% lack of government support and funding and a range of other views covering areas such as Care and Justice Bill, poor leadership of change, general funding and lack of resources, introduction of technology and new roles were mentioned.

2. Confidence in SCRA to manage future change

68% of respondents answered yes to this question – and 31% answered no. Again this question was modified from last year to delete 'don't know' responses. Last year 33% of respondents answered didn't know. In 2023 the number of people who answered yes rose by 24% and no by 9% suggesting a reasonably strong shift in positive views in 2023. Communication and engagement continue to be the areas most highly rated in terms of continuing progress on confidence in the organisations ability to manage change.

Table 3

The things I need to feel supported to respond to future changes are (you can choose more than one)	Count (prior year)	% (prior year)
Improved communication	157 (141)	63% (59%)
Direct engagement	138 (110)	55% (46%)
More consultation	75 (79)	30% (33%)
More regular team meetings	71 (64)	29% (27%)
More learning/training opportunities	121 (105)	49% (44%)
Support from my line manager	90 (60)	36% (25%)
Other (please specify)	22 (27)	9% (11%)
	Yes	No

What I need to feel supported to respond to future change – individual comments

22 people responded to this raising a broad range of issues – the most common was ensuring that we listen to the impact of change on front line staff, that staff remain engaged and have time to be able to do so and that ongoing communication is regular and meaningful.

3. Challenging the way things are done in SCRA

66% of respondent felt able to challenge the way things are done in SCRA, with 34% feeling the opposite. In last years survey 27% answered 'don't know'. In 2023 those answering yes increased by 22% and those answering no by 5%.

Individual comments

There were 57 individual responses raising 60 issues. The largest single issue raised was that challenging issues in SCRA with senior management would make no difference (28%), followed by the need for more consultation, engagement and active listening by senior management (25%) and direct access to senior managers (17%) by front line staff. 1 in 10 of those who made comment felt that trust between senior managers and staff could be improved and managers needed to understand staff experience more. A range of other comments (> 3%) felt that promotion of stronger trade union and/or staff and collective representation would be helpful.

4. SCRA's vision, values and priorities

88% of survey respondents agreed that they understood SCRA's vision, values and priorities over the next 12 months with 12% disagreeing. The option of 'don't know' was removed in 2023. In the previous year 13% of people said they didn't know. In 2023's survey those who responded positively increased by 8% and those who disagreed by 5%, suggesting a small increase from over the last 12 months, albeit from a very high previous rating.

5. Morale, enjoyment of my job and pride in SCRA

89% of survey respondents overall felt they enjoyed their job an increase of 6% from 2022.

Table 4

	Yes	No
Overall, I enjoy my job	89% (up 6pp)	11% (down 6pp)

Whilst overall enjoyment on peoples jobs remains high, morale in SCRA continues to struggle with only 56% of respondents agreeing that morale is good, 23% were neutral on this question and 21% feel that morale is poor.

Table 5

	Agree	Neither agree nor disagree	Disagree
Overall, my morale at work is good	56% (up 5pp)	23% (no change)	21% (down 5pp)

73% of respondents felt proud to work for SCRA, whilst 3% did not and 24% were neutral. 4% of responses were attributed to 'don't know' in 2022 and in 2023 there was a 4% increase in the reported sense of pride in working for SCRA.

Morale - individual comments

90 people provided comments in this section with 142 individual issues raised – key themes are:

- workload – 18%
- shortage of staffing – 8%
- better line management – 8%
- poor pay – 6%
- too much change – 6%
- better recognition of staff – 6%
- administrative burden – 6%
- sickness absence of colleagues 4%
- staff turnover – 4%
- temporary contractual arrangements – 4%
- poor communication – 4%
- poor senior management – 4%
- inconsistent application of agile/flexible working – 4%
- workload inequity – 2%
- micro management – 2%

A range of other issues were mentioned by in turn by ~ 1% of respondents-

- poor relationships at work
- behaviour of other colleagues
- favouritism in decision making
- bullying
- lack of learning opportunities
- introduction of digital technologies
- lack of autonomy
- career progression
- status of SCRA in hearing system

6. Support from my line manager and working in my team

Table 6

I get the support I need from my line manager	80% (up 1pp)	10% (down 5pp)	10% (up 6pp)	n/a (down 2pp)
	Agree	Neither agree nor disagree	Disagree	
My manager supports me to work in an agile way?	84% (up 1pp)	11% (down 4pp)	5% (up 3pp)	
	Agree	Neither agree nor disagree	Disagree	Don't know
I get the support I need from my Locality/Team colleagues	86% (up 11pp)	12% (down 6pp)	1% (down 5pp)	n/a (no change)
	Agree	Neither agree nor disagree	Disagree	
My team are accessible and support each other while we work in agile ways?	84% (up 6pp)	11% (down 4pp)	5% (down 2pp)	

Support from line managers continues to be experienced positively by 80% of respondents a marginal increase from 2022. Those who disagree rose by 6 percentage points to 10%. There was significant increase in those reporting working in a supportive team (75% - 86%) and the previous high levels of support experienced for agile working have continued.

7. Workload

63% of respondents reported that their workload was acceptable to them, 18% disagreed and 18% were neutral. The category 'don't know' was removed in the 2023 survey – only 1% didn't know in the previous year. The number of people who agreed that their workload was acceptable increased by 14%, the number of people who neither agreed or disagreed (neutral) decreased by 11%. The number of people who reported regularly working at weekends and non working days decreased by 7%, those who reported occasionally working in this way was 43% - a small increase on the year before and those who never worked in this way also showed a small increase.

Table 7

	Agree	Neither agree nor disagree	Disagree	Don't know
I have an acceptable workload	63% (up 14pp)	18% (down 11pp)	18% (down 2pp)	n/a (down 1pp)
	Regularly	Occasionally	Never	
Do you regularly work at weekends/non working days (not planned overtime)?	17% (down 7pp)	43% (up 1pp)	41% (up 5pp)	

Workload – individual comments

There were 62 individual comments raising 75 issues. The issues raised were

Staff shortages/staffing capacity	21%
Volume of work	11%
Role needs reviewed (specifically LRM/LSM)	9%
Demands of Court	9%
Capability of colleagues	9%
Inconsistent demands	8%
Inequitable distribution of resources between/within teams	8%
Lack of time in contracted hours	7%
Complexity of work has increased	5%
Insufficient training to carry our role	4%
Too much administrative work	4%
Demands of the PDA	4%
Limitations/performance of CSAS	4%
LSA role review	4%
Can't take time back after excess hours Fair allocation of work To much change Specialist role with no cover	1%

Table 8

If you answered regularly, why is this? You can choose more than one option.	Count	%
	(prior year)	(prior year)
Managing my workload	40 (56)	62% (67%)
Pressures of workload	36 (61)	55% (73%)
Supporting team members	18 (27)	28% (32%)
Quieter working environment	10 (19)	15% (23%)
Suits my personal circumstances	16 (14)	25% (17%)
Providing cover	7 (9)	11% (11%)
Keeping on top of emails	27 (35)	42% (42%)
Other (please specify)	12 (15)	18% (18%)

Working regularly outwith contracted hours- Individual comments

There were 12 individual comments, raising 13 issues.

The majority (33%) mentioned unable to meet demands within part time working patterns, followed by demands of coursework on training courses (PDA) (25%), balancing caring responsibilities (25%), demands in court related work (18%) issues with working patterns (8%) and workload exceeding contracted hours (8%).

Overall 89% of respondents felt able to manage good work-life balance.

Table 9

	Yes	No
I can manage a good balance between home and work life	89% (up 2pp)	11% (down 2pp)

8. Autonomy, tools, challenge, feedback and engagement

Table 10

	Agree	Neither agree nor disagree	Disagree	Don't know
I am given the necessary autonomy to carry out my role	81% (down 3pp)	12% (up 3pp)	7% (up 3pp)	n/a (down 2pp)
I have the right equipment to carry out my role?	99% (up 17pp)	1% (down 14pp)	n/a (down 3pp)	
If you answered no, please specify...				
	Agree	Neither agree nor disagree	Disagree	Don't know
I am sufficiently challenged in my role	77% (down 3pp)	18% (up 5pp)	5% (down 1pp)	n/a (down 1pp)
I am consulted on decisions that affect my work or role	55% (up 8pp)	28% (up 1pp)	17% (down 6pp)	n/a (down 3pp)
I get clear feedback on how I am performing in my job	72% (up 2pp)	20% (up 2pp)	8% (down 3pp)	n/a (down 2pp)

There were small variations in these measures – sense of autonomy, whilst down by 3% remained high at 80%. Similarly feeling challenged in role (77%) was slightly down on 2022, receiving feedback on performance slightly up at 72% and feeling consulted on decisions showed a moderate improvement from last year. There was a more significant increase in the number of people who felt that they had the right equipment to carry out their roles.

Right equipment to carry out my role – individual comments

There were 33 individual comments raising 48 issues

- 33% of issues raised cited the lack of access to SCRA mobile phones to conduct their work
- 13% of issues identified lack of sufficient hearing room/virtual hearing hardware
- 10%- raised issues of poor performance/lack of office based printers
- 8% focussed on ongoing concerns about CSAS performance and functionality
- 6% identified network performance issues, access to split screens at home, connectivity at court respectively

Single issues raised included – lack of home workstation, lack of allocated desk in the office, issues with home connectivity, lack of printer at home and desire to see recording devices assist with precognition work.

9. Terms, conditions and pay

Agree	Neither agree nor disagree	Disagree	Don't know
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Table 11

	Agree	Neither agree nor disagree	Disagree	Don't know
I am satisfied with the overall terms and conditions package that SCRA offers	74% (up 13pp)	14% (down 3pp)	12% (down 9pp)	n/a (down 1pp)
Compared to people doing a similar job in other organisations I feel my pay is reasonable	32% (up 6pp)	22% (up 2pp)	46% (no change)	n/a (down 7pp)

Satisfaction with overall terms and conditions in SCRA increased by 13 percentage points to 74%. Whilst the question was changed this year (by removing 'don't know') the impact based on previous year seems minimal.

Satisfaction with pay against comparable roles remains very low at 32%.

10. Health and Wellbeing of the SCRA workforce

Respondents generally reported high levels of both physical and mental health at work, a position retained from last years survey. There was a drop (-7%) in the degree to which respondents felt that communication on health and wellbeing was sufficiently regular or useful, albeit satisfaction remained at a relatively high level (78%).

Table 12

	Yes	No	Don't know
Generally, my mental health at work is good	81% (up 9pp)	19% (down 1pp)	n/a (down 7pp)
Generally, my physical health at work is good	90% (down 1pp)	10% (up 4pp)	n/a (down 3pp)
	Yes	No	
I believe that SCRA provides me with regular, useful and proactive information or opportunity to improve/maintain my health and wellbeing at work?	78% (down 7pp)	22% (up 7pp)	

By far and away the most significant factors in supporting health and wellbeing were rated as the ability to work in an agile and flexible way, followed by support and empathy for health and wellbeing issues from line managers and colleagues, awareness of health and well being issues and the visibility of both national and local groups promoting health and wellbeing.

Table 13

What information and support have I found supportive to my mental health at work? You can choose more than one option.	Count (prior year)	% (prior year)
Increased awareness of mental health issues across the workforce	81 (94)	33% (41%)
Empathy and support shown by managers and colleagues	137 (117)	55% (51%)
Access to counselling and other EAP services (HELP EAP)	49 (38)	20% (17%)
Consideration and discussion about reasonable adjustments in the workplace	42 (31)	17% (14%)
Access to Mental health first aid trained colleagues – who can listen and signpost for professional support	23 (13)	9% (6%)
Promotion of agile working	151 (161)	61% (70%)
Promotion of flexible working	134 (124)	54% (54%)
National and Local wellbeing groups designing a plan of activity to support wellbeing	52 (55)	21% (24%)
Access to personal resilience technique support e.g. mindfulness, mentoring, coaching	33 (28)	13% (12%)
Access to occupational health advice	25 (n/a)	10% (n/a)
Not applicable	25 (19)	10% (8%)
Other (please specify)	10 (10)	4% (4%)
	Yes	No

11. Office Environment

While SCRA continues to work on a comprehensive improvement programme of our estate and introduce SMART working environments and improve efficient use of space – we are doing so on the basis of a very positive view of our existing working environments across Scotland.

Table 14

	Yes	No	Not applicable/ or WFH
I believe SCRA provides me with a safe and welcoming working environment when I work from the office/Hearings suite	89% (up 2pp)	11% (up 4pp)	n/a (down 6pp)

12. Supervision and engagement from my line manager

In recent years the respondent ratings to support from their line manager has improved consistently. In 2023 that progress is largely maintained (see table 4) – and built upon through regular discussions (85%) and team meetings (80%).

Table 15

	Yes	No
I have regular one to one discussions with my line manager	85% (no change)	15% (no change)
If yes, do these discussions cover... (you can choose more than one option)		
	Count (prior year)	% (prior year)
Personal issues	162 (133)	72% (64%)
Work issues	220 (207)	98% (99%)
Team issues	174 (167)	77% (80%)
My development	162 (140)	72% (67%)
My wellbeing	169 (143)	75% (68%)
Other (please specify)	12 (3)	5% (1%)
	Yes	No
I attend regular team meetings	80% (no change)	20% (no change)

13. Communication in SCRA

We have experienced many years of steady growth in the ratings of internal SCRA communications. This year there have been small changes in peoples ratings of ability to stay connected in the organisation (-4%), alongside modest decrease on time to read and digest communications (-7%).

	Yes	No
I find meaningful ways to stay connected within the organisation	68% (down 4pp)	32% (up 4pp)
If yes, please give an example...		
I find that the communications from SCRA (either via all staff emails, the Team Brief, Team Brief virtual sessions, webinars or from Connect) give me sufficient, timely and accessible information?	88% (no change)	12% (no change)
I make the time to read/and or digest the communications issued either at local or national level?	70% (down 7pp)	30% (up 7pp)

14. Individual comments - meaningful ways to stay connected within the organisation

73 individuals commented on this mentioning 122 ways of staying connected

SCRA intranet/Connect	19%
MS Teams and email	10%
Informal team discussions	10%
Team meetings and events	10%
Team Brief	9%
National Networks	7%
Face to face meetings	7%
SCRA training events	7%
Wellbeing activities	3%
National Reporter	3%
Mindfulness, WhatsApp group	2%

15. Leadership in SCRA

Confidence in the senior team of the organisation has been an area of significant challenge over a number of years. In 2023 we removed the option of 'don't know' from the survey. Respondents confidence in raising issues via the senior team remains low at 57%, with most of the shift from 2022 being from 'don't know' to 'no'. Confidence in the leadership of the organisation has shown a reasonably significant improvement to 75%.

Table 17

	Yes	No	Don't know
I know who the Executive Management Team (EMT) are?	71% (up 1pp)	29% (up 9pp)	n/a (down 11pp)
I feel able to contact EMT or a member of EMT, if I have an issue I want to raise	47% (up 3pp)	53% (up 18pp)	n/a (down 21pp)
I'm confident in the leadership of the organisation	75% (up 20pp)	25% (up 13pp)	n/a (down 33pp)

16. Equality, diversity and inclusion

Fair treatment, respect and inclusion remain highly rated in SCRA. Whilst the 'don't know' response was deleted in 2023 – the majority of previous don't know responses have moved to positive ratings on SCRA commitment to equality and inclusion (95%), valuing difference (91%) and expression of ideas (80%). Personal- (98%) and line management responsibility (94%) for equality, inclusion and diversity remains very high.

Yes No Don't know

Table 18

I am treated fairly and respected in SCRA ?	91% (up 11pp)	9% (up 2pp)	n/a (down 13pp)
SCRA is committed to equalities, diversity and inclusion	95% (up 7pp)	5% (up 2pp)	n/a (down 10pp)
I think that SCRA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	91% (up 11pp)	9% (up 4pp)	n/a (down 15pp)
SCRA provides an environment for the free and open expression of ideas, opinions and beliefs	80% (up 12pp)	20% (up 11pp)	n/a (down 23pp)
	Yes	No	Don't know
I understand my individual responsibility for inclusion and diversity and how this relates to my role.	98% (up 2pp)	2% (no change)	n/a (down 3pp)
My line manager demonstrates commitment to and support of inclusion and diversity	94% (up 15pp)	6% (up 4pp)	n/a (down 18pp)

17. Harassment, victimisation and discrimination in SCRA

This is section that has been jointly developed between UNISON and SCRA in order to establish a baseline set of measures on harassment, victimisation and discrimination across SCRA. Over a third of respondents reported having witnessed behaviour that can be defined as harassment, discrimination or victimisation in SCRA, the vast majority involving a colleague. Only 41% of respondents reported this incidence, despite 67% feeling confident about reporting such issues. When it was reported 71% of respondents felt that it was taken seriously by the organisation.

Table 19

If I had a concern about harassment or discrimination I know where and how to report that concern	83% (down 2pp)	17% (up 8pp)	n/a (down 6pp)
I would feel confident about reporting harassment, discrimination or victimisation.	67%	33%	
Have you every witnessed harassment, discrimination or victimisation while working for SCRA?	34%	66%	
If yes, was the perpetrator...	Count	%	
Colleague	66	79%	
Member of the public	11	13%	
Professional	2	2%	
Other (please specify)	7	8%	
	Yes	No	
If yes, did you report the harassment, discrimination or victimisation?	43%	57%	
If you reported it, was it treated seriously?	71%	29%	

18. Learning and Development in SCRA

The strong results established over the last period in SCRA have continued. A number of the questions have been amended in 2023 in that the 'don't know' option was removed. Whilst direct comparability is more difficult there is a reasonably strong

growth in opportunities to share knowledge and experience (82%) and support for individual development goals (78%). The main inhibitor of staff take up of learning continues to be workload and relevance.

Table 20






I have opportunities to share my skills and knowledge with others in the organisation.	82% (up 13pp)	18% (up 3pp)	n/a (down 16pp)	
I feel my skills and experience are valued and utilised by SCRA	75% (up 13pp)	25% (up 7pp)	n/a (down 20pp)	
SCRA supports me in exploring my learning and development goals and plans?	78% (up 17pp)	22% (up 7pp)	n/a (down 24pp)	
Activities I have participated in the last 12 months include (you can choose all that apply)	Count (prior year)	% (prior year)		
Webinars	138 (139)	53% (57%)		
e-learning	218 (184)	84% (75%)		
Team Brief virtual sessions	126 (168)	49% (69%)		
Staff Event 2023	111 (n/a)	43% (n/a)		
Self directed learning	106 (84)	41% (34%)		
Face to face training	159 (123)	61% (50%)		
Groups or networks	105 (92)	41% (38%)		
Shadowing or mentoring (within SCRA)	69 (46)	27% (19%)		
External shadowing or mentoring	15 (10)	6% (4%)		
Not applicable (haven't participated in any)	5 (8)	2% (3%)		
	Yes	No	Not applicable	Don't know
These activities are helping my personal or career development in SCRA...	77% (up 12pp)	19% (up 5pp)	4% (down 14pp)	n/a (down 3pp)

If not, I haven't been able to participate in training due to...	Count (prior year)	% (prior year)
Lack of relevant opportunities	20 (23)	50% (44%)
Workload	20 (35)	50% (67%)
Other (please specify)	10 (11)	25% (21%)

Appendix B - range of responses






Areas with the most positive responses

Percentage

Q24 I have the right equipment to carry out my role?	99%	
Q56 I understand my individual responsibility for inclusion and diversity and how this relates to my role.	98%	
Q47 SCRA is committed to equalities, diversity and inclusion	95%	
Q57 My line manager demonstrates commitment to and support of inclusion and diversity	94%	
Q48 I think that SCRA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	91%	






Areas with the most negative responses

Percentage

Q44 I feel able to contact EMT or a member of EMT, if I have an issue I want to raise	53%	
Q29 Compared to people doing a similar job in other organisations I feel my pay is reasonable	46%	
Q7 I feel able and confident to challenge the way things are done in SCRA?	34%	
Q4 I am confident that I will be effectively supported in future changes in SCRA?	33%	
Q6 Do you have confidence in the organisation to manage future change successfully?	32%	






Areas with the largest changes in positive values

Percentage point diff

Q6 Do you have confidence in the organisation to manage future change successfully? (68% in 2023 vs 44% in 2022)	24pp	
Q7 I feel able and confident to challenge the way things are done in SCRA? (66% in 2023 vs 44% in 2022)	22pp	
Q45 I'm confident in the leadership of the organisation (75% in 2023 vs 55% in 2022)	20pp	
Q4 I am confident that I will be effectively supported in future changes in SCRA? (67% in 2023 vs 48% in 2022)	19pp	
Q3 I feel confident about the future of SCRA... (69% in 2023 vs 51% in 2022)	18pp	

Areas with the largest changes in negative values

Percentage point diff

Q44 I feel able to contact EMT or a member of EMT, if I have an issue I want to raise (53% in 2023 vs 34% in 2022)	18pp	
Q3 I feel confident about the future of SCRA... (31% in 2023 vs 18% in 2022)	13pp	
Q4 I am confident that I will be effectively supported in future changes in SCRA? (33% in 2023 vs 20% in 2022)	13pp	
Q45 I'm confident in the leadership of the organisation (25% in 2023 vs 12% in 2022)	13pp	
Q49 SCRA provides an environment for the free and open expression of ideas, opinions and beliefs (20% in 2023 vs 9% in 2022)	11pp	

Appendix C- 2022 staff survey – action plan update

1.	Pay and reward – key actions	Progress	Status
a	We will continue to try and maximise year on year cost of living increases for SCRA staff within the parameters of Ministerial policy.	2 x pay deals have been successfully negotiated during cost of living crisis. Whilst well below headline inflation have been at the higher end of that allowable by Scottish Ministers	Achieved until 2024/25
b	We will examine with SG pay policy the potential to separate incremental progression (to those entitled to progression) from annual cost of living increases should negotiations remain protracted in future years	Agreed	Achieved 2023/24
c	We will undertake a full pay and reward benchmarking exercise with UNISON as part of our 23/24 pay discussions. We will use the results of this benchmarking to assist with our ongoing discussions with the SG regarding pay policy	Underway with UNISON	Ongoing and will feed into the Review of the Role of the Reporter
d	We will bring a proposal to the Board in September 2023 seeking approval to review the role of the Children’s Reporter in light of the (likely) recommendations of the Hearing System Working Group recommendations. We will create an internal team from across SCRA to	Approved by Board September 2023	Project Team being assembled Q4 2023/24 – aim to complete whole review and business case Q4 2024/25

	assist with this review, will do so in partnership with UNISON and will seek external capacity and assistance where necessary.		
2	Workload – key actions	Progress	Status
a	We will seek to maximise the investment required to fulfil the workload requirements for SCRA arising from the Childrens Care and Justice Bill. We will proactively work with SG on a stable and sufficient financial framework for implementing the HSWG recommendations	Full assessment has been captured in CCJB financial memorandum. Circa £900k revenue transitional arrangements secured in 2023/24. Balance planned in budget scenarios for 2024/25 for consideration and Board Jan and March 2024	Ongoing (CCJB) Still to commence (HFC) – SG policy position delayed to Dec 2023
b	We will continue to make resource shifts between operational teams to improve alignment between assessed demands and staffing, using our existing resource allocation framework	Delivers as required throughout 2023/24 – EMT continue to regularly monitor workload versus resource ratios approving short and long term resource shifts where required.	Ongoing
c	We have secured the extension of the vast majority of fixed term posts for 23/24 and will seek opportunities to integrate these roles through turnover in establishment.	Achieved – reliance of fixed term posts greatly reduced. Significant stabilisation across all roles	Significant progress – continue to monitor
d	Having achieved assimilation of the Standard Operating Model across the service, we have further committed to ongoing improvement to our organisation wide ‘Target Operating Model’. This will include optimising ways of working between Reporters and Locality Support Administrators, reducing where possible unnecessary transactional work.	Ongoing – Target Operating Model work has commenced. Operational Development Team has been established to act as dynamic conduit between Localities, SOM’s and Digital Team priorities	Underway – Target Operating Model – 2025/26. Incremental improvement and developments ongoing
e	We will embark on a programme of activity in 2023/4 aimed at stabilising our operational	As above – in addition Digital Work Programmes 3- 6 planned out for	Ongoing through digital work packages 3 – 6 in

	model and movement toward improving overall efficiency and effectiveness in our work – including a focus on better understanding and improving the intersectionality of operating procedures, processes, practice requirements and CSAS functionality in order to tackle the concerns about reducing administrative transactions.	2024/25. Digital Champions developed across localities creating synergy with Digital and OD team	2024/25 and Operational Development Team plan 2023/24. Will be expanded to align with next corporate planning cycle and support to develop and implement TOM
3.	Morale	Progress	Status
a	We will continue to build on the successful programme of work on health and wellbeing across SCRA – with a focus on individual and collective health, team building, respect, kindness and a positive organisational culture	Health and Wellbeing programme now very well embedded across SCRA. Wellbeing Champions and wellbeing plans in all areas of the organisation	Ongoing and showing strength and dynamism – highly rated in staff survey
b	We will continue to build on the clear improvements in our multi-channel, multi-mode communications work, continue to commit to a culture of openness and transparency, increase the visibility of the Senior Team and the Board	All channels of communication developed and regularised – highly retd in staff survey	Capacity continues to in part inhibit engagement and uptake in minority of staff
c	We continue to try and work the highest principles of engagement and consultation in Partnership with UNISON. In 2023/4 we will work within the National Partnership Forum to refresh and update any aspects of the Partnership Agreement to ensure these principles are as visible across SCRA.	Partnership Agreement refreshed and updated jointly by SCRA and UNISON	Series of UNISON SCRA workshops will kick of programme of visibility and implementation (1 Feb 2024)
d	We will deliver a comprehensive plan of support and training in support of the delivery of the Locality Support Administrator job description, roles and responsibilities	Commenced March 2023	Under constant review in terms of impact, reach and sufficiency.

e	We will build upon the progress made in recent staff survey results on areas such as direct support from line managers, working in a supportive team and job/role enjoyment	Ongoing through management development programme	Ongoing – remains highly rated in staff survey. Need to assess ongoing support and capacity for managers across SCRA as signs of stress and stretch emerge
4	Managing Change	Progress	Status
a	We are putting place a comprehensive programme of training for all managers on the Scottish Government Quality Improvement model. This is already driving improvements and inclusive tests of change at team and locality level.	Complete – many QI projects have now become tests of change as part of ongoing work under Programme Board. Feedback from managers has been encouraging. Small cohort has entered SCiL programme	Complete – assess next phase.
b	Over and above this we have recommenced the Professional Managers Award after a suspension during the pandemic	Ongoing – cohort 3 now in place. Feedback positive and dynamic	Continue to invest in future cohorts as required
c	We are implementing a comprehensive package of measures to establish a programme board and project management structure across SCRA, including investment in staff to support these arrangements. This work is aimed at providing more coherence, managed and well planned approach to managing change across SCRA and the wider Hearing System at an unprecedented time	Extensive programme board structure now developed overseeing 3 x core programmes – Care/Connect and Protect aligned to Corporate plan priorities and structure to 2027	Underway – staff group in place – programmes of work scoped and developing quickly
d	Following an in-depth survey of SCRA skills, undertaken by an independent expert organisation, we will deliver a targeted programme of learning and skills development	Range of training, mentoring coaching being delivered by Operational Development Team – priority 1 is the 15% of staff with self acknowledged	Ongoing – assess resources for 2024/25 in budget setting process.

	with the aim of improving the confidence and effectiveness of the 15% or so of the workforce who expressed a need for more intensive help and training	ongoing learning and skills development needs	
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AUDIT & RISK COMMITTEE

Wednesday 28th February 2024

10.30 am – 1 pm

By MS Teams – details in meeting invite

AGENDA

Timing	Item	Description	Lead	Purpose
	1.	AOB		
	2.	Apologies		
	3.	Declarations of interest		
	4.	Minute of Previous Meeting: 23rd November 2023 Action Log & Workplan	Chair	Approval
	5.	Matters Arising		
10:40	6.	Information Governance	Head of Practice and Policy	
	6.1	Six-monthly report		Approval
11:05	7.	Quality Assurance and Performance	Head of Strategy and OD	
	7.1	Participation rights in children's hearings		Approval
	7.2	Case sampling programme 2024- 25		Approval
11:35	8.	Risk Management Policy	Head of Finance & Resources	Approval
11:50	Break			
12:00	9.	External Audit	Audit Scotland	
	9.1	Annual Plan 2023-24		Approval
	9.2	General Update		Noting
12:20	10.	Internal Audit	BDO	
	10.1	Workforce Planning		Approval
	10.2	Partnership Engagement		Approval
	10.3	Corporate Governance		Approval
	10.4	Progress Report 2023-24		Approval
	10.5	Annual Audit Plan 2024-25		Approval
12:45	11.	Pensions Update	Finance Manager	Monitoring
12:50	Standing Items			
	12.	Topical/Regulatory/Governance Issues		
	13.	New Risks		
	14.	Date of Next Meetings: Thursday 23 rd May 2024 Thursday 22 nd August 2024 Thursday 21 st November 2024		