
Corporate Plan 2022-23



Laid before the Scottish Parliament by
the Scottish Ministers under the Redress for
Survivors (Historical Child Abuse in Care)
(Scotland) Act 2021:21/November/2022
SG/2022/210

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Foreword

When I accepted the position of Chair of Redress Scotland in June 2021, I was determined that we would develop a public body that listened to survivors of historic abuse in childhood and contributed to addressing the injustice of the past.

Our first Corporate Plan for 2022-23, of necessity, sets out what we will do over the next year. However, more importantly, it is based on the why we are here – to provide a service for survivors by making fair and transparent decisions. This can be seen and, I hope, felt in the words of our first values statement.

Our enabling legislation, Redress for Survivors (Historical Child Abuse in Care) (Scotland) Act 2021 enshrines the values of dignity, respect and compassion in law. As I have been talking with and listening to survivors I have come to feel more and more convinced that these values provide a set of meaningful guiding principles for each of us working in Redress Scotland. Although our responsibility is to make decisions on redress, we can only do that well by working in ways that are consistent with our values.



A handwritten signature in black ink, appearing to read 'JGynne', written on a white background.

Johnny Gwynne
Chair, Redress Scotland

Scotland's Redress Scheme opened for applications on 8 December 2021. The opening of the scheme was the culmination of many years of campaigning for recognition of what happened in the past, acceptance of the need for apology and willingness to implement a redress scheme for Scotland.

Since joining Redress Scotland as the Chief Executive in August 2021, I have had the privilege of meeting with and hearing from many of the survivors who campaigned for apology and redress. Their insight and wisdom have driven how we have worked on developing our processes and systems.

Our first few months were focussed on being ready to accept applications for redress and making decisions. Of necessity, we had to design our service and make decisions at pace. We know that we will need to continuously develop what we do over the next year, and this Corporate Plan sets out how we will achieve this. A critical part of our work will be engagement and work with survivors, to ensure that our approach meets expectations and we continue to build trust and confidence.



A handwritten signature in black ink, which appears to read 'Joanna McCreadie'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Joanna McCreadie
Chief Executive, Redress Scotland

Our mission

To be an excellent public body that makes high quality decisions and fulfils expectations of our role in Scotland's Redress Scheme.

We believe we will fulfil our mission by listening to, and acting on what survivors tell us. By working collaboratively, we will develop approaches that support our mission. We are committed to developing our practice, making sure that we continuously improve. Living our values is critical to delivering our mission.



Our values statement

Dignity, respect and compassion are integral to why we are here, how we work and what we do.

All of our panel members, board members and employees are fully committed to living our values, so that they influence our beliefs and behaviour. We are committed to respecting diversity and promoting equality.

We believe that everyone should experience us as behaving with **dignity, respect and compassion**. We know that we will have to make difficult decisions and judgements, and we will do this best when we are fully engaged with our values. Communicating well is important to us, and we are committed to making sure we are clear, direct and useful in what we say.

We are committed to living our values. We know that different people in our organisation will find different ways to achieve this. We hope that we are seen and experienced as believing in, and behaving with dignity, respect and compassion at all times.

To behave with dignity, we are thoughtful and considerate with ourselves and others.

We take the time to be kind to people we have contact with. We strive to understand different perspectives and actively use these perspectives to develop our approach.

To behave with respect, we recognise that people have different needs and adjust and adapt how we work to be inclusive.

We listen and learn from others and are prepared to make changes to ensure how we work is respectful of others.

To behave with compassion, we are aware of the impact of trauma on individuals and how this affects their thoughts, feelings and behaviour.

We always take this into account in our interactions with other people.

How we have structured our corporate plan

The structure of our corporate plan is aligned to the organisational design.

Redress Scotland has three main work areas: **operations**; **people**; and **finance and resources**. These three work areas are overseen by our **governance** structure and arrangements, and underpinned by our **values** of dignity, respect and compassion.

The corporate plan therefore has five sections: governance; operations; people; finance and resources; and values. As we expect to continue to develop the design of our service throughout 2022-23, we have included this in the operations section of the plan.



How we have structured our corporate plan

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Governance is a critical part of the public body and adds value to the organisation. Our plan is to develop structures and processes for governance that ensure there is critical challenge and scrutiny of all aspects of Redress Scotland's work.

Leading and managing **operations** well drives the organisation and gives assurance to survivors that we are working to make decisions consistently and at a good pace. Our unique responsibilities, set out in our enabling legislation, mean that we are focussed on developing and delivering robust processes that support transparent and fair decision making.

People are our most important resource in Redress Scotland and work to support, empower and develop our people is fundamental to delivering our operations. We have many different roles in our organisation, all designed to support delivery of our mission. Learning and development are key to how we support people in their roles. We are committed to promoting wellbeing.

In **finance and resources**, we work to support all of the work of the organisation, ensuring that operational work is enabled and supported. We are focussed on delivering best value and making good use of all our resources. Redress Scotland is a modern and digital organisation where technology enables effective and efficient working practices.

Our values are the most fundamental part of our plan, as they influence how we think about our work and how we behave and work. Our corporate plan includes our first values statement, which describes how we will live our values.

How we have structured our corporate plan

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Delivery of the corporate plan is led by a senior management team of four.

Each senior manager has clearly set out responsibilities, is accountable to the Chief Executive, and works closely with board members, panel members and their teams.

The Chief Executive reports to the Chair of Redress Scotland and is accountable to the Oversight Board in relation to her responsibilities.



Johnny Gwynne
Chair

Johnny has responsibility for the governance of the public body and has specific responsibilities and powers defined in our enabling legislation.



Bill Matthews
Deputy Chair

Bill is responsible for deputising for the Chair as well as the governance of Redress Scotland including chairing the Audit, Risk and Assurance Committee.

How we have structured our corporate plan

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Joanna McCreadie
Chief Executive

Joanna is responsible for: leadership and management of the public body; oversight of all organisational functions; external relations; advising the board on performance and the discharge of their responsibilities; and is the accountable officer for Redress Scotland.



Gary Gallacher
Head of Operations

Gary is responsible for: leading the daily operation and oversight of the organisation; supporting panels and decision makers; and administration.



Mike Stevens
Head of Finance
and Resources

Mike is responsible for: finance; ICT; data security; confidentiality and data protection; buildings; governance support; and contracts.



Michelle Nairn
Head of People

Michelle is responsible for: internal communications; human resources; training and development; health and safety; and wellbeing framework.

How we have structured our corporate plan

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Redress Scotland has a group of **panel members** who make decisions on applications for redress, reviews and other matters set out in our enabling legislation. Our panel members are appointed by Scottish Ministers and have a wide range of backgrounds. Their knowledge, skills and experience are highly relevant to their role and further developed through their training with Redress Scotland.

Decisions on applications for redress, reviews and other matters are made by **sitting panels**. Panel members prepare in advance before meeting as a panel of two or three. There will usually be a broad combination of different knowledge, skills and experience on every panel.

Each panel has a designated **Panel Chair**, who ensures that every decision is holistic and takes into account the unique experience of the survivor. Panel Chairs are supported by **administrators** from the Redress Scotland team.

Our aims

Redress Scotland is a public body with a specialist role and responsibilities. As the decision maker in Scotland's Redress Scheme, we are committed to making fair decisions on applications for redress.

Our role is defined by the Redress for Survivors (Historical Child Abuse in Care) (Scotland) Act 2021 and our work is informed by the statutory guidance. As part of Scotland's Redress Scheme, we work closely with the Scottish Government, while protecting our independence as a public body and decision maker. This ensures we can build the trust and confidence of survivors in our work.

Redress Scotland has three overarching strategic aims:

1.

to ensure all decisions are thoughtful, robust and take full account of the unique experience of individual survivors.

2.

to develop excellence in all aspects of the public body, from governance to operational delivery, with continuous quality improvement.

3.

to deliver on our responsibilities within Scotland's redress scheme and contribute to the overall success and impact of the scheme.

The aims and objectives in each work area of the Redress Scotland corporate plan flow from these overarching strategic aims for the organisation.

Governance



The aims for governance are to:

- develop and implement an approach and structure for governance that critically appraises and oversees the public body;
- ensure Redress Scotland meets guidance and legislative requirements;
- make certain that employees, panel members and board members understand and are committed to effective and impactful governance; and
- establish real and substantive additional value through the knowledge, skills and experience within our governance structures.

To ensure governance structures and processes are well supported at Redress Scotland we have completed work on the most appropriate **governance structure**. All employees, panel members and board members will complete training on governance, to support the structures we are establishing. The integrity of board and panel members will be supported through the development of a Code of Conduct and careful management of individual's interests and any potential or actual conflicts.



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In 2022, we will establish the Redress Scotland Oversight Board, a committee with responsibility for governance and led by our Chair, Johnny Gwynne. We will also set up an Audit and Risk Committee, led by our Deputy Chair, Bill Matthews. These committees will scrutinise and approve our organisational strategy, scheme of delegation and reporting arrangements. An annual general meeting of the body corporate, which includes all panel members, will endorse the Corporate Plan and approve the Annual Report and Accounts.

We are determined that our **governance structures are well designed and implemented to a high standard**. To support this we are fully engaging our corporate body of panel members in the design and approval of the governance structures.

Although we do not have to publish our Annual Report and Annual Accounts until 2023, we intend to publish a Progress Report in 2022, soon after the anniversary of the enactment of Redress Scotland. This report will include information about our first year with reference to the obligations set out in our founding legislation.

This report will provide information about our first year and the work we have done. We will support continuous improvement in governance by completing a self-evaluation of our performance and using the findings to develop an improvement plan. We expect our first Annual Report to provide more detailed information on our progress.



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In order to perform well in governance, we will make sure that this area of work is **well resourced with the right knowledge, skills and experience**. This will include appointing panel members for the Redress Scotland Oversight Board and Audit, Risk and Assurance Committee. Non-executive board members will be recruited and their skills, knowledge and experience will strengthen these committees and our governance. In 2022, we will appoint our internal auditors and ensure our established risk register is scrutinised and reviewed regularly.

Our approach is to ensure that the knowledge, skills and experience within governance adds real and substantive value to the public body.

In practice, this means that we will develop and support the governance structures so that their scrutiny of delivery is proportionate and well informed. The skills and experience of board members and panel members will be combined to ensure the commitment to our mission and values is woven through our governance work.

The National Performance Framework



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The National Performance Framework measures and keeps track of how Scotland is performing in relation to the Scottish Government's purpose and strategic objectives. As an executive non-departmental public body, Redress Scotland is independent from Scottish Government. However, our work will contribute to the delivery of the purpose, values and objectives. There are 16 national outcomes in the National Performance Framework. Our work will contribute to all of these, and we will monitor our performance against three specific outcomes.

1.

Human Rights:

we will ensure all our work is based on understanding human rights and demonstrates dignity, respect and compassion.

2.

Health:

in our work we will strive to promote health, particularly mental wellbeing and health. We will learn from the past so that we can make an appropriate contribution to the quality of care experience.

3.

Communities:

as an organisation we will contribute to communities that are inclusive, empowered, resilient and safe, particularly for those who are survivors of historical abuse in care.

We will report on how we have performed in relation to these national outcomes in our Annual Report.

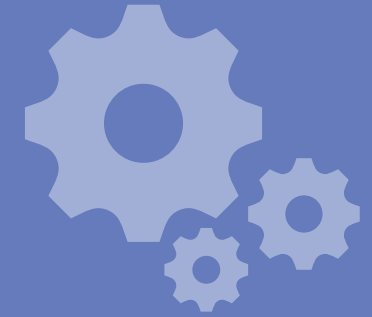
Work area 1: Operations



Our aims for operations, including service design are to:

- develop and improve effective and efficient operational processes that are values based;
- enable and inform excellent independent decision making that fulfils the expectations of survivors;
- deploy resources well, delivering at a good pace and developing and implementing trauma informed approaches; and
- engage a wide range of people and communicate honestly and simply about our work.

Our **values-based operational processes** are critical to delivering our mission. We rapidly developed operational processes for the opening of Scotland's Redress Scheme in 2021. Throughout 2022-23, we will work on continuously improving our operational processes, addressing any areas of development and ensuring that we listen to the views of survivors, particularly in the development of oral representations and communicating our decisions. We will further develop our internal guidance for panel members and employees to support consistency of practice throughout the organisation. We will also develop ways of working that are efficient and effective to make best use of our resources, particularly in scheduling sitting panels.



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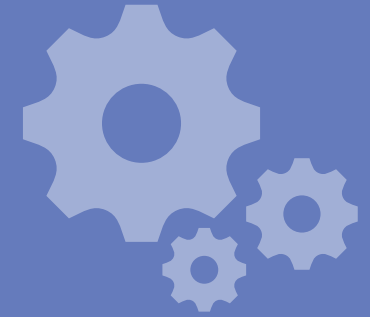
In our operations, we will **support and enable all panel decision making**. This will include developing our approach for prioritising all types of decisions. We will support and enhance the work of sitting panels by developing standards for practice. Throughout 2022-23, we will be developing our ability to evaluate our work. We will carefully monitor the volume and types of applications to assist in our planning, and develop an approach to analysing the progress of applications with the Scottish Government. Over the year, we will monitor and assess the ‘pace’ of decision making so that we can better predict the length of time it takes to make decisions. We will share this information with survivors.

An important part of our operational development in 2022-23 will be **establishing materials, systems and tools which help manage workflow and tasks efficiently and effectively**. This will include identifying and implementing digital solutions that support our work. We will also ensure we complete work on operational policies and procedures.

Redress Scotland is a learning organisation and we expect this to help us continuously improve.

In 2022-23, we will develop a well-designed quality assurance and improvement framework. We will collect and collate management information and develop a small number of key performance indicators. Our intention is to report to survivors on how well we perform and what we are working to improve.

Throughout 2022-23 we will continue to work at pace to meet the expectations of survivors. This will be supported by **ensuring that our operations have enough resources** to complete our service design work and manage the volume and complexity of applications, reviews and other matters. This means that we will continue to recruit and employ specialists in 2022-23 at the same time as building our permanent team.



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In 2021, we heard from survivors that our communications should be simple, honest and useful. Our objective is therefore to communicate simply and honestly about our work, even when it is difficult to do so. We will work with external partners to develop and deliver our communications approach.

Our team, panel members and board members are committed to using simple language; this means we are trying not to use acronyms and jargon. We will continue to develop our communications to ‘get the tone right’ and will add information and updates to our website.

In 2022-23 we will **engage a wide range of people in our work, with a particular focus on enabling survivors to influence what we do and how we do it.** The Survivor Forum, as set out in our enabling legislation, will be important in listening to survivors and involving them in how we work and what we do. We will also complete work on reviewing and understanding the views of survivors that were shared during the development of Scotland’s redress scheme. Our engagement work will be supported by a framework for practice and building capacity in our team.

Work area 2: People



As an organisation, Redress Scotland is reliant on people to deliver our mission. Employees, board members and panel members are a vital resource and we are working to support them in their roles and develop their knowledge and skills.

Our aims are to:

- prioritise the wellbeing of all our people, supporting them effectively to fulfil diverse and complex roles and responsibilities;
- develop, implement and continuously improve our people practices from everyday interactions to policy and procedure;
- work to become a learning organisation, providing excellent learning and development opportunities;
- work across the organisation, enabling all teams and people and supporting continuous improvement; and
- establish a people and engagement strategy to support the organisation and effective delivery of the mission and values.

Given the importance of people to our mission, we will **establish this work area as a hub of support that will be enabling.** In 2022, we will complete a people and engagement strategy for the organisation. This will be informed by engagement and discussion with individuals and groups across Redress Scotland.

We understand that internal communication that works well for everyone is important. This will be part of our development of **internal engagement to support positive working relationships.** In particular, we will encourage feedback that contributes to Redress Scotland as a learning organisation where everyone can influence change and improvement. **This will be supported by setting up structures, including forums, that facilitate reflection and feedback.**



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A significant development in 2022 will be our **wellbeing framework** for employees, board members and panel members. This framework will be accessible to everyone in Redress Scotland and include a range of different supports. We will foster a culture of wellbeing in Redress Scotland, where people are able to talk openly and seek support when they need to. We will also develop specialist policies in consultation with employees.

Connected to our work on the wellbeing framework is the **development and implementation of health and safety and the prioritisation of physical and emotional safety**. As part of this work, we will appoint external advisors, who will also support us in identifying and mitigating risk.

As we have been developing Redress Scotland as a public body, we have been investing in training and learning. Our objective is to have highly skilled employees, board members and panel members.

In 2022 we will develop a learning and development plan, informed by a thorough analysis of training needs. We will have a systematic and structured approach to learning and development and make good use of digital approaches. All employees, board members and panel members will have appraisals and their own learning and development objectives.

Our work in this area will be supported by establishing clear and robust policies and procedures. This will include recruitment, where we expect to have a high level of activity during the year and where our objective is to recruit and retain **motivated, knowledgeable and skilled people to Redress Scotland**. Our recruitment will be managed in phases, and we expect to have the full permanent team in place by the end of 2022.

Work area 3: Finance & resources



Redress Scotland, as a non-departmental public body, must ensure that finances and resources are managed well, and that they support the functions of the organisation.

The aims of finance and resources are to:

- provide the right information, at the right time, empowering Redress Scotland to deliver the mission and meet survivors' expectations;
- maximise value for money from all resource utilisation, balancing efficiency, effectiveness and economy;
- provide good quality resources that support and enable people and operations; and
- ensure compliance with all statutory obligations and procurement processes and guidance.

Delivering on these aims will give confidence to stakeholders and survivors that our expenditure is necessary and well managed. **In 2022, we will establish the finance functions of Redress Scotland, ensuring robust reporting through established governance structures.** This will ensure that the Redress Scotland Oversight Board and the Audit and Risk Committee can fulfil their governance responsibilities.

We will have clear and understandable financial policies and procedures, ensuring there is appropriate segregation of duties and checks and balances. Although we are not required to publish Annual Accounts until 2023, we will follow the processes of preparing Annual Accounts in 2022. We will also appoint internal auditors and engage with external auditors.

Work area 3: Finance & resources



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Our procurement work will be **well-planned and efficiently delivered**, in order to ensure best value. We expect to work with a range of service providers and establish effective working relationships with them. This will include developing our approach to **ensure Redress Scotland has the buildings and facilities needed to support operations.**

As we are currently an entirely digital organisation, we are going to build on this as a strength and have a flexible approach to buildings and facilities. This is likely to mean that we will have small scale offices and working arrangements in place for larger scale events and meetings. This will also ensure that any meetings with survivors can be organised to meet their needs and preferences.

This unique and flexible approach will assist us in meeting our **environmental, social and economic responsibilities.**

Continuing to work digitally and offering hybrid working to all our employees will be part of our ‘green plan’. This will work best when we have the **ICT equipment, resources and guidance that help people fulfil their roles and responsibilities.**

We aim to have robust data security and protection arrangements in place. As part of our commitment to open and honest communication we will respond to requests for information in good time and as openly as we can.

Values



Our values underpin all of our work and are woven through the Corporate Plan for 2022-23.

While this is the shortest section of our plan, we recognise how important this area of work is, and in recognition of that have included a values statement as part of our plan.

Our aims for our values are that:

- they are woven through the culture and practices of Redress Scotland, brought to life through the behaviour of employees, panel members and board members;
- survivors can see, feel and read dignity, respect and compassion, and tell us this is their experience of any contact with Redress Scotland; and
- resources are managed and decisions made based on dignity, respect and compassion, and to further the living of them.

We understand that our values must drive how we think, and how we behave. Our objective is to **ensure that our values of dignity, respect and compassion are lived throughout the organisation.**

To support this we have developed a statement of values and we will work with employees, board members and panel members to bring these to life.

Our recruitment and appraisal processes will include challenge and reflection on the values of individuals and the absorption of our organisational values. All of our training programmes will have values included. To ensure we challenge ourselves, we will build in processes of reflection on how well we are living our values on a day-to-day basis and when we are making decisions.

Summary of Corporate Plan

Redress Scotland is a very new public body, and we will continue to develop our work throughout 2022-23.

Through working across the main areas of the organisation – governance, operations, people, finance and resources and values – we will ensure progress in all aspects of our work. In particular, by listening to and working with survivors, we aim to build trust and confidence in the decisions that we make.

Our values of dignity, respect and compassion underpin how we work, what we do and why we are here. We expect these values to challenge us throughout 2022-23 to work to high standards and be open, honest and flexible. This means that we expect that we will change and develop throughout the year.

“Scotland’s Redress Scheme has been established by the Scottish Government to address the terrible wrongs and injustices that too many children and young people experienced when they were growing up in care. It is our hope that we can contribute, in a small way, to the healing of individuals and our broader shared community.”

Joanna McCreadie, Chief Executive

Our journey so far

Redress Scotland is an executive non-departmental public body which was established in 2021. It is one of two organisations responsible for Scotland's Redress Scheme, established to provide financial and non-financial redress for survivors of historical abuse in care.

In October 2018 the Deputy First Minister made a formal apology in the Scottish Parliament to those who were abused in care as children. In addition to this unreserved apology, a commitment was made to establishing a financial scheme for survivors.

This commitment was fulfilled in the Redress for Survivors (Historical Abuse in Care) (Scotland) Act 2021. This legislation set up Scotland's Redress Scheme, which includes Redress Scotland as the public body responsible for making decisions on applications for redress.

**More information on Redress Scotland
is available on our website www.redress.scot**



PO Box 27177, Glasgow G2 9NL | t: 0300 244 9090 | e: enquiries@redress.scot | www.redress.scot

