
Redress Scotland Progress Report 2022



How we have implemented
the corporate plan



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Foreword from Johnny Gwynne, Chair of Redress Scotland

You'll see from our first progress report that we've made significant advances since Redress Scotland was set up as a public body focusing on making fair and transparent decisions that contribute to addressing the injustices of the past for survivors of historical abuse in childhood.

We have much to be proud of. We've kept our values of dignity, respect and compassion at the heart of how we work, and this has guided and challenged us to ensure that the decisions we make are fair and transparent.

We've been working at pace since the scheme opened – and this report reflects the progress we have made during our first 6 months. We've applied a learning approach to building on and improving our processes, with an ambition to become an excellent public body.

As we move through the rest of the year we have much more to do, and we must make sure we're talking with and listening to survivors to ensure they're at the heart of Scotland's Redress Scheme.



Introduction from Joanna McCreadie, Chief Executive of Redress Scotland

Our mission is to become an excellent public body, making high-quality decisions and fulfilling expectations of our role in Scotland's Redress Scheme.

I have continued to have the privilege of meeting with and hearing from survivors. I believe we will fulfil our mission by listening to and acting on what survivors tell us. We've been developing our practice while ensuring that we monitor, review and continuously improve our approaches and processes. In doing this, we've shown that we truly are committed to living our values, and that this is critical to delivering our mission.

This report sets out the progress we've made from the opening of Scotland's Redress Scheme on 8 December 2021 to our Annual General Meeting on 30 June 2022. It has been set out to align with our corporate plan.

Our values of dignity, respect and compassion underpin how we work, what we do and why we are here. We have developed a statement about our values to support how we actively work with them:

To behave with dignity, we are thoughtful and considerate with ourselves and others. We take the time to be kind to people. 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 our 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.

Introduction from Joanna McCreadie, Chief Executive of Redress Scotland

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.

We have been establishing and managing operations, and continuing to develop policies, processes and approaches, since the scheme opened. Making progress in governance, operations, people, and finance and resources, all while living our values, has truly been a team effort.

These values have challenged us to work to high standards and to be open, honest and flexible. This has ensured that we've been flexible and pragmatic in our approach, and that we have changed and evolved since the beginning.

None of the progress we've made would have been possible without the resilience, commitment and professionalism of everyone in the Redress Scotland team.



A handwritten signature in black ink, which appears to be 'J. McCreadie', written in a cursive style.

Governance



We have built on the work of the Redress Scotland Project Board to ensure our governance structures and processes are well supported.

We have established:

- An Oversight Board, chaired by Johnny Gwynne. The board is responsible for the oversight of business, finance and administration. It will oversee the preparation of the Redress Scotland Annual Report.
- An Audit and Risk Committee, chaired by Bill Matthews, our Deputy Chair. The committee has been established to support Redress Scotland in its responsibilities for issues of risk, control and governance, and associated assurance through a process of constructive challenge.
- A code of conduct, based on the model code of conduct for public bodies, for panel and board members.
- A conflict-of-interest policy that, along with the code of conduct, will enable us to carefully manage an individual's interests, and any potential or actual conflicts.
- A risk register, with the aim of identifying, managing and mitigating risks to the organisation in a quick and effective way. This will be overseen by the Audit, Risk and Assurance Committee and the Oversight Board.
- A draft document setting out how panel members will make decisions. It has been carefully drafted to capture the fundamentals of how panel members work, while allowing ongoing development of practice.

The approach we have taken should enable stakeholders to have confidence in Redress Scotland and for us to respond quickly and responsibly to any challenges.

Operations: Decision making panels



Between 8 December 2021 and 30 June 2022, 48 sitting panels had met and made 119 decisions.

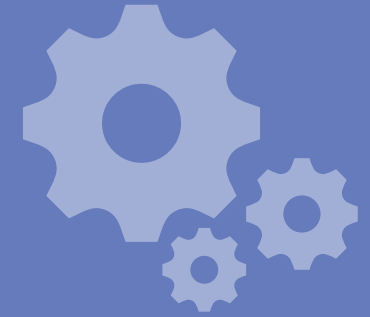
47 panels
have made decisions on
one or more Redress applications



1 panel
made decisions exclusively on
legal fees/expenses applications

20 applications were adjourned to ask for more information and clarifying questions

Operations: Decisions on applications for redress



There were at least 99 decisions made on redress applications.

53 decisions
were payment
recommendations for individually
assessed applications



29 decisions
were payment
recommendations for
other applications



4 decisions
were
made
to deny



17 decisions
to request
clarifying
questions

19 decisions were level 5 award recommendations

16 decisions were made on applications for legal fees and expenses

Operations: Applications



As of end June 2022, Redress Scotland had received a total of 128 Redress applications

83 applications
were individually
assessed applications



30 applications
were fixed payment
applications



15 applications
were other redress
application types

45% of applicants
were under 68
years of age



49% of applicants
were 68 years
of age or over

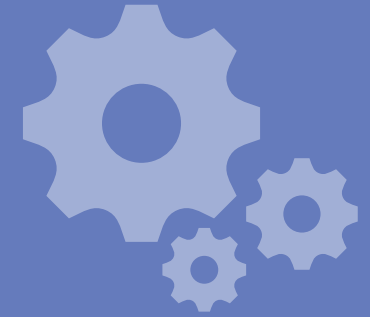


6% of applicants
had a
terminal illness

The above includes...

4 requests for review, which are classed as a type of Redress application

Operations: Processing time



Redress Scotland receives completed applications from the Scottish Government. We measure and monitor how long it takes for us to make a decision and return a decision letter to the Scottish Government. This is our processing time.

The average processing time for decisions by Redress Scotland, between December and June, was just less than 20 days.

Future processing time

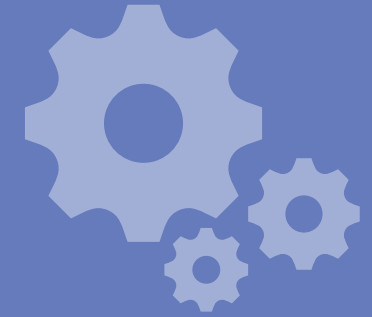
We expect that our average processing time will start to increase as we begin to receive higher volumes of applications from the Scottish Government.



Optimising processing time

Following feedback from previous applicants, we are now increasing the number of applications that are being presented to each sitting panel. We are also working closely with panel members and our team to optimise our working arrangements so that we can better manage an increase in the number of applications.

Operations: Processes and Approaches



Our values-based operational processes are critical to delivering our mission. We have been focused on the management of completed applications, from receiving these from the Scottish Government through to sending decision letters back to the Scottish Government.

We have established the following processes and approaches to support us operationally:

- We have been monitoring the volumes and types of applications we receive to assist with planning and scheduling panels, and to ensure we're working efficiently.
- We have refined how we schedule sitting panels. To do this, we've used what we know from working with completed applications to develop a method of estimating time required for a completed application. We have also assessed the capacity required from the group of panel members and administrators, and what this means in relation to overall application volumes.
- We have ensured that our values of dignity, respect and compassion flow through the work that all sitting panels undertake. We know from observation of panels that the panel members are articulating what these values mean in their work.
- To further enhance the way we work with the Scottish Government, a Joint Collaboration Board, chaired by Joanna McCreadie, Chief Executive of Redress Scotland, and Kerry Morgan, Deputy Director, the Scottish Government, has been established. The Joint Collaboration Board enables us to agree priorities and work jointly on shared issues, as we learn more from operational experience and identify areas which can be improved through partnership work. This

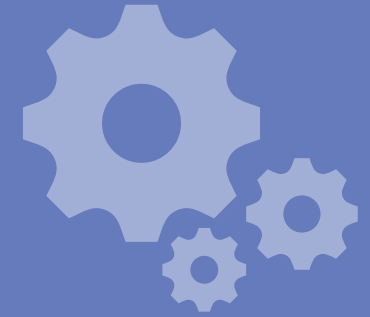


is supporting us in continuously improving our operational processes, and addressing any areas for development in partnership.

- We have developed guidance on how to manage Freedom of Information requests, Subject Access requests, and enquiries. This guidance will support consistency of practice throughout Redress Scotland.
- We have an agreed model with the Scottish Government which enables us to prioritise our decisions for those who are terminally ill, and for those over 68.
- A flow of information between Redress Scotland and the Scottish Government has been established with regular meetings and communications. This assists us in our planning and informing applicants accurately about timescales for applications.

We are sharing knowledge gained through work on completed applications across Redress Scotland, and using it to support decision making. We are continuing to develop and improve all of our processes and materials based on learning and feedback from our team.

Operations: Survivor Forum



Survivors have been integral to the design and development of Scotland's Redress scheme, and their input has helped to shape it. In our corporate plan we committed to engaging with 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.

Anyone who applies to Scotland's Redress Scheme – and any organisation which supports applicants – can become a member of the Survivor Forum. This group provides direct feedback on the scheme, and participates in our continual improvement. The Survivor Forum has been established to provide survivor feedback on the delivery and operation of Scotland's Redress Scheme, and to ensure we continuously improve.

The following approaches have been developed so far:

- We have collaborated with the Scottish Government on a questionnaire for members of the forum about the experience of applying to the scheme, and what we can do to further publicise it. Analysis of the responses to topics in the questionnaire is currently taking place.
- We have developed a draft shared engagement framework for working with survivors. This sets out how we will work with survivors, and what topics we will engage with them on, particularly over the next year.
- We've been working with the Scottish Government to develop joint principles for engagement when working with the Survivor Forum. These principles include how our values will be lived within the work we undertake with the Survivor Forum.
- Again working with the Scottish Government, we've developed Terms of Reference, agreed processes for joint working with the Survivor Forum, and a 12-month work plan.

We expect our work in this area to increase over the next few months. It is fundamental that the way survivor engagement takes place should evolve, and be directly shaped by survivors' voices.

People



We have focused on building capacity and capability in Redress Scotland. We've designed our staffing structure to meet the requirements of establishing a public body, supporting good decision making, and allowing flexibility to meet demand.

We have achieved this by:

- Investing over 3000 hours of time in training to ensure that all our people are trained to the highest standard to deliver the best possible service and decisions. These programmes have an emphasis on developing practice skills in decision making and supporting decision making, and have been positively evaluated.
- Ensuring that all new panel members complete mandatory training before they sit on decision making panels. New team members also have a structured induction programme to support them in their new post, and to ensure they understand their role and responsibilities.
- Adding increased and specific focus on our values in the panel member training programme.
- Ensuring our training for all staff covers elements such as values, history of care in Scotland, trauma training, the Act and applying legislation, and our code of conduct.
- Including exploration of our values in all recruitment activities, and in the end-of-probation review form and process.



- Working on developing an appraisal process that includes challenge and reflection on the values of individuals, and the absorption of our organisational values. This ensures that we can challenge ourselves, and reflect on how well we are living our values on a day-to-day basis, and when we are making decisions.
- Beginning work on our wellbeing framework for employees, board members and panel members. This framework will be accessible to everyone in Redress Scotland, and will include a range of different supports.
- Actively developing health and safety policies which prioritise physical and emotional safety. We have mandatory training in place to encourage people to support themselves while working from home.
- Finalising our Employee Assistance Programme. We are promoting awareness of the Programme to all our people, and ensuring they can access support when needed.
- Putting our Occupational Health Surveillance in place. To support us in identifying and mitigating risks, we have introduced an interim Health and Safety policy, and a self-assessment checklist.

Overall, we are establishing clear and robust policies and procedures. We expect to continue to have a high level of activity in, and focus on, recruitment, and will continue to use both internal and external resources to support recruitment processes and the significant workload that it creates.

Finance and Resources



We have undertaken significant work on financial policies and procedures to establish and support good practice, as well as the scheme of financial delegated authorities.

This has included:

- Introducing and exploring financial policies and procedures, ensuring there is appropriate segregation of duties, budgetary authorisation and approvals activities. We have also ensured compliance through regular reconciliation activities.
- Working closely with the Scottish Government procurement team since the inception of Redress Scotland. We have now commissioned a fully managed service from them to cover the significant amount of procurement support we require. This work will include the longer term contract for media relations, external health and safety advice and support, and consultation work on our building needs.
- Early discussions with staff about office space. These have indicated a strong preference for hybrid working, which will combine working remotely and in offices. This builds on our current approach of being a largely digital organisation, with our panels working digitally. We see this as a strength which will give us a flexible approach to buildings and facilities.



- Continuing to work digitally and offering hybrid working to all our employees. This will be part of our ‘green plan’, ensuring that Redress Scotland minimises its carbon footprint and supports delivery of the Scottish Government Climate Change Plan 2018–2032.
- Having been and continuing to be well supported in information technology by iTECS, the Scottish Government ICT service.
- Introducing approaches and processes to ensure that we have robust data security and protection arrangements in place.

The work we have done in finance and resources will support Redress Scotland to deliver effectively and efficiently and fulfil our organisational mission.

Summary and our next steps

Redress Scotland is a very new public body, and it is right that we are continuing to develop and improve our processes and approaches. Throughout the rest of the year we will continue to build capacity and capability across Redress Scotland.

This will enable us to successfully grow the organisation and our work by:

- Strengthening our governance with Ministerial appointed non-executive board members to ensure that we have the right knowledge, skills and experience.
- Developing a new three-year corporate plan for 2023 to 2026.
- Completing a self-evaluation of our performance during 2022, and using the findings to develop an improvement plan. This will further support our governance, and ensure our commitment to continuous improvement.
- Improving the information we collect and use. This will enable us to consider reporting requirements for Redress Scotland, how these can be met, and how this information should be developed.
- Developing our green plan. This will be part of a collaborative piece of work once we have a clearer view of what the longer-term facility needs of Redress Scotland will look like.
- Developing our financial reporting further. We are working towards the first annual report and accounts, which are due in 2023.

Summary and our next steps

- Exploring options for information sharing and collaborative working internally within Redress Scotland. Identifying and implementing digital approaches should enhance efficiency and effectiveness as well as supporting positive working relationships.
- Developing communications for survivors that are simple, honest and useful. We need to update and improve the information that we hold and put on our website, and we will be proactively drafting news articles to add to our site.

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 the rest of this year, holding us to account and ensuring we work to high standards in an open, honest and flexible way. We will continue to evolve as we work towards becoming an excellent public body, making high-quality decisions and fulfilling expectations of our role in Scotland's Redress Scheme.



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