
Corporate Plan 2023–2026



Laid before the Scottish Parliament by
the Scottish Ministers under the Redress
for Survivors (Historical Child Abuse in Care)
(Scotland) Act 2021:SG/2023/131

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Foreword

The work of Redress Scotland is challenging and complex, but rewarding. I am pleased that our first full year of operation has demonstrated significant progress, but we all realise that there is much more work to do to maximise the positive impact that we have on the lives of survivors.

Our three-year corporate plan builds on the early progress we have made. The mission and overarching strategic aims remain the same, but we have reviewed and developed plans for specific work areas. We will continue our core activity of making fair, robust, and transparent decisions on applications for redress, whilst working closely with our partners in the Scottish Government to support the overall Redress Scheme.

Our values of dignity, respect and compassion are embedded in our approach and remain at the heart of everything we do and strive to achieve. These values will guide and challenge us as we continue to make our contribution to addressing the injustices of the past for survivors of historical abuse in childhood.



A handwritten signature in black ink that reads "Bill Matthews". The signature is written in a cursive style with a long horizontal stroke at the end.

**Bill Matthews,
Interim Chair of Redress Scotland**

Foreword

We remain focused on becoming an excellent public body, making high-quality decisions and fulfilling our role in Scotland's Redress Scheme. Our approach at Redress Scotland is to ensure survivors and their families have the best experience possible when applying to Scotland's Redress Scheme and engaging with Redress Scotland.

Over the next three years, we will continue to work with survivors. We will listen to what they tell us about their experiences to make sure we continue to improve what we do.

Our people are our most important resource. The skills, experience and expertise of our panel and team members are vital to building trust and confidence in the decisions we make. Over the next three years we will continue to invest in and develop our people to support the delivery of robust decision making. We will collaborate,

working together in an organisational culture based on our values of dignity, respect and compassion. We will also work closely with key stakeholders and increase communication and information about what we do.

By working in this way, we will continue to develop and improve all aspects of our work. This should build trust and confidence in our decision making and contribute to Scotland's Redress Scheme making a positive difference in survivors' lives.




A handwritten signature in black ink, appearing to read 'Joanna McCreadie'.

**Joanna McCreadie,
Chief Executive**

Our mission

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

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.



Survivors are at
the heart of the
Redress Scotland
process

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

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.

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.

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.

We make independent decisions that are submitted to Scotland's Redress Scheme, and the Scottish Government handles the administration of the applications and supports survivors through the process.

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 Child Abuse in Care) (Scotland) Act 2021. This legislation to set up Scotland's Redress Scheme carried unanimous support across Parliament, and included establishing Redress Scotland as the

public body responsible for making decisions on redress applications for survivors.

Redress Scotland is a unique public body, set up and designed to deliver a set of defined responsibilities. Our founding legislation states that Scotland's Redress Scheme will be open for a time limited period. This will be either five years or for two years after the Scottish Child Abuse Inquiry has published its final report. We expect, therefore, that the organisation will go through three phases: **start-up**, **delivery** and **closing down**. This means we have to be flexible and adapt to the demands of each phase of the public body's development and communicate well about what we are doing.

The National Performance Framework

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 the Scottish Government. However, our work contributes to the delivery of the purpose, values and objectives of the National Performance Framework. There are 16 national outcomes in the framework. Our work contributes 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. 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.

Best Value

Our Chief Executive is the Accountable Officer for Redress Scotland and is personally responsible for propriety and regularity in the management of public funds and for ensuring that resources are used economically, efficiently and effectively. The Accountable Officer has

a number of specific responsibilities, including ensuring that arrangements are in place to secure Best Value. The Scottish Ministers expect all Accountable Officers to comply with the duty of Best Value placed upon them.

The duty of Best Value is:

- To make arrangements to secure continuous improvement in performance whilst maintaining an appropriate balance between quality and cost; and, in making those arrangements and securing that balance.
- To have regard to economy, efficiency, effectiveness, the equal opportunities requirements and to contribute to the achievement of sustainable development.

“At Redress Scotland we are committed to using our resources well and managing all our work efficiently and effectively. An important part of this is reviewing and evaluating what we are doing, and how well we are performing.”

Joanna McCreddie,
Chief Executive

Our journey so far

Redress Scotland as a public body is expected to demonstrate Best Value characteristics:

- Vision and leadership
- Effective partnerships
- Governance and accountability
- Use of resources
- Performance management

In addition, there are two cross-cutting themes which Redress Scotland as a Best Value organisation should fully embrace across all the activities by which we deliver our outcomes:

- Equality
- Sustainability

Best Value provides the building blocks on which we can deliver outcomes in a manner which is **economic, efficient, sustainable and supportive of continuous improvement**. We will monitor our performance against the Best Value characteristics and will report on how we have performed in relation to these as part of our annual report.

How we have structured our corporate plan

The structure of our corporate plan is aligned to the way that our organisation is set up. In our first year of operations we developed a new work area of policy and improvement as we recognised the need for a more structured approach in policy, communications and improvement.

Redress Scotland now has four main work areas: **operations**; **people**; **finance and resources**; and **policy and improvement**. These four work areas are overseen and scrutinised by our governance committees, and underpinned by our values.

The corporate plan therefore has six sections: **governance**; **operations**; **people**; **finance and resources**; **policy and improvement**; and **values**.



How we have structured our corporate plan

Governance is a critical part of the public body and adds value to the organisation. We have established 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 independent, high-quality 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 processes that consider the impact on survivors, and 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. We have many different roles in our organisation, all designed to support delivery of our mission. We champion regular learning and development, and ensuring the wellbeing of our people is key to how we can best support them in their roles.

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

Policy and improvement, our newest work area is critical to Redress Scotland becoming an excellent public body. Our policies and processes are both what we do and how we do it, ensuring that our approach is consistent. We will continue to develop clear, direct and useful communication about our work, taking into consideration the impact on survivors ensuring we keep survivor perspectives at the heart of this.

Our **values** are the most fundamental part of our plan, as they influence how we think about and approach our work and how we behave. Our corporate plan includes our established values statement, which describes how we thread our values through everything we do.

How we have structured our corporate plan

Delivery of the corporate plan is led by a senior management team that works collaboratively to progress and deliver the mission and aims.

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 their responsibilities.



**Bill Matthews,
Interim Chair of
Redress Scotland**

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



**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.

How we have structured our corporate plan



**Gary Gallacher,
Head of Operations and
Deputy Chief Executive**

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; information and communications technology; data security; use of buildings; and contracts.



**Michelle Nairn,
Head of People**

Michelle is responsible for: governance support; human resources; training and development; health and safety; and our wellbeing framework.



**Mel Lowe,
Head of Policy and
Improvement**

Mel is responsible for: policy and improvement; engagement; communications; knowledge and research; and confidentiality and data protection.

How we have structured our corporate plan

Panel members

Redress Scotland's panel members make decisions on applications for redress, reviews and other matters set out in our enabling legislation. Our panel members are appointed by the 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.

Each panel has a designated Panel Chair, who ensures that every decision is **holistic** and takes into account the **unique experience of the survivor**.

Every sitting panel is supported by Panel Support Co-ordinators from the Redress Scotland team.

Panel members prepare in advance before meeting together as a panel of two or three when making decisions. This means that there will be a combination of different knowledge, skills and experience on every panel.

Panel members are also members of the corporate body of Redress Scotland. Corporate body responsibilities have been delegated and assigned to the governance committees. An annual general meeting ensures all panel members have the opportunity to endorse key strategic documents such as the annual report and accounts.

Panel Support Co-ordinators

Panel Support Co-ordinators are responsible for ensuring the smooth running of panels. In advance of the panel sitting day, they communicate with panel members to ensure availability, identify conflicts of interest and ensure all the necessary documents are available. On the panel day, they provide practical and administrative support, and also take minutes of proceedings. After panel day they are responsible for ensuring that the decision letter goes through the quality assurance process and is sent to the survivor through the Scottish Government.

In addition to direct panel-related tasks, the co-ordinators also help with panel scheduling, respond to calls and emails received through our general enquiries, and are involved in responding to complaints.

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, robust and transparent 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. However, we make sure that we maintain 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:

- Establish real and substantive additional value through the knowledge, skills and experience within our governance structures.
- Make certain that employees, panel members and board members understand, are committed to and contribute appropriately to effective and impactful governance.
- Ensure the governance structure and activities critically appraise and oversee the public body.

Redress Scotland has established two governance committees: the **Oversight Board** and an **Audit, Risk and Assurance committee**.

The **Oversight Board** is led and chaired by the Chair of Redress Scotland and oversees the work of the public body. The **Audit, Risk and Assurance committee** is chaired by a non-executive member of the Oversight Board, typically the Deputy Chair, and scrutinises finance and risk. The rules of procedure for governance were developed by Redress Scotland and approved by Scottish Ministers in 2022. These rules set out how governance works in Redress Scotland.

Governance in Redress Scotland is strengthened with the appointment of **four non-executive members**, who have



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been appointed by the Scottish Ministers. Both governance committees now have a very good mix of skills, experience and knowledge brought by both non-executive and panel members. This ensures that the work of the committees is well informed with direct experience of decision making.

Over the next three years we will work to continuously strengthen governance and ensure that our committees and their work add value to the organisation. Each year the governance committees will complete their own evaluation of effectiveness. This evaluation will be used to develop work plans for the committees and further improvements. Careful consideration will also be given to whether there would be additional value in making changes to the structure of meetings including whether any

additional governance committees would benefit Redress Scotland.

The Chief Executive, who is also the **Accountable Officer**, will regularly review aspects of the organisation and report on these to the governance committees. These reviews will have a focus on Best Value, efficiency and effectiveness. The Chief Executive and senior team will provide high-quality reports, information and analysis that support scrutiny and challenge. These will cover: financial performance; risks and risk management; quality assurance and improvement; policies; feedback and the views of survivors; and progress in relation to this corporate plan. The scheme of delegated authorities will be reviewed each year with the aim of ensuring that this clearly and

appropriately sets out responsibilities and accountability.

Our **Oversight Board**, the public body, will oversee the preparation of the annual report and accounts for Redress Scotland. The first of these will be published in **Autumn 2023**. Each report will provide information about the work of Redress Scotland, how we have progressed towards fulfilling our mission and what we have delivered. We will be honest about our work and our annual reports will be useful and direct.

Our **Audit, Risk and Assurance committee**, will continue to support, scrutinise and challenge our work in risk, control and governance. This provides assurance that public funds and resources are being well managed and protected.



The **Oversight Board** and the **Audit, Risk and Assurance committee** will ensure that the corporate plan is implemented and progressed over the next three years. They will also review the business plans to ensure that they have a positive impact and highlight the views of survivors.

Throughout the next three years the governance committees will have a focus on diversity and equality. It is important that Redress Scotland actively promotes diversity and equality across the team, with panel members and in our work. This focus will include development of team members in addition to assessing and improving practice overall.

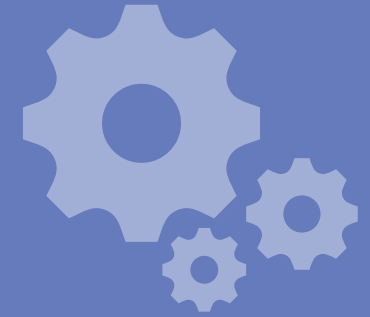
We will publish information about our governance work on our website, making sure that we are being open and honest. Our publication scheme sets out what milestone documents we will publish. In addition, we will also share all of our responses to Freedom of Information requests. The information on governance will show that we have planned carefully to make effective use of our resources, including considering the impact of governance activities on the work that we deliver in Redress Scotland.

We will be able to evidence the success of our governance work in the outcomes we achieve. Redress Scotland will have constructive and positive working relationships between the non-executive members, senior and operational

teams and panel members. This will ensure that the public body has an open working culture with a learning organisation approach.

Evaluation and review, including the work of Internal Audit, will find that governance has added insight, constructive scrutiny and challenge. Oversight activities will be supported by meaningful key performance indicators that are monitored over time. This will support steady improvements over the three years that can be reported and evidenced, making sure that key stakeholders are confident that Redress Scotland is a well led and managed public body that is delivering its responsibilities well.

Work area 1: Operations

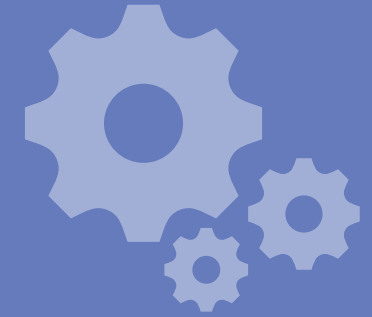


Our aims for operations are to:

- Ensure Redress Scotland uses resources well and is efficient and effective.
- Continuously improve operational processes, including developing standards for practice.
- Identify, select and implement digital and modern ways of working.
- Communicate directly and honestly about our work in decision making.
- Engage with a wide range of people, with a particular focus on enabling survivors to influence our work.

Underpinning our operational work is that **survivors are at the centre**. We will ensure that any developments capture the perspective of survivors, and directly influence improvements. Our values-based approach will continue to inform all practice, as we further develop and embed how we live our values across the team.

In operations, **we will continue to support and enable robust decision making**. We will support the continuous development of decision-making practice through a number of initiatives over the next three years. This will include training and development opportunities; ensuring learning and knowledge is shared across all panel members; and developing processes that continue to support panel members.

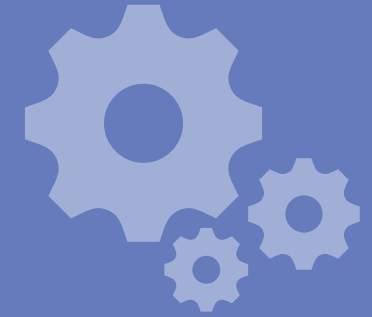


The new **quality framework for Redress Scotland** will include service standards, to ensure there is a shared understanding of quality across the organisation. Our commitment to developing excellence in all aspects of our work will continue and include reviewing aspects of practice in ways that support improvement. Redress Scotland has established a **Practice Development Group**. The membership of this group includes team and panel members, so that developments can be fully and carefully considered by a range of different people with varying expertise.

Within the operational team, we will continue to develop our systems and approaches to better support decision-making panels. This includes continued investment in the operational team to ensure the development of skills and expertise in the delivery of redress for survivors. This will be supported through the ongoing development of internal guidance, supporting consistency of practice. There will also be continued monitoring of applications to ensure that operationally we can meet the demand of applications being received. We will use our pace of decision-making key performance indicator to enable us to measure if we are making our decisions and completing the decision letter within 30 working days.

Redress Scotland is a learning organisation, which means that we value all feedback and actively make changes and improvements. The views and perspectives of survivors will be a particular focus to support development and improvement of the overall service delivery of Redress Scotland. Engagement work will provide clear channels of communication and we will also ask survivors for their direct feedback on how well we meet and deliver on our responsibilities.

Work area 1: Operations



We will continue to build on the good working relationship with the Scottish Government that has already been established. This will include regular communication and information sharing. Where appropriate and useful, we will collaborate with the Scottish Government on issues and areas of shared interest. This will include continuing to jointly lead and manage shared areas of work. We expect this to deliver improvements for survivors and their experience of the Redress Scheme.

There will remain a focus on communication with survivors, with a need to develop additional tools and approaches to ensure awareness throughout their engagement with Redress Scotland. This should continue to be simple, honest and useful. This should also capture the views of survivors, through listening to them, that will support the shaping of the service moving forward. There is a commitment to communication that is jargon free and uses simple language.

Redress Scotland will work to ensure that operations are **sufficiently resourced to meet the demands of the scheme and address the complexities of decision making**. Establishment of the full operational team will support the development and delivery of operations over the next three years. This will be carefully monitored by the senior management team and the governance committees to ensure the team has the skills, knowledge, experience and capacity required and expected. Measuring delivery using key performance indicators and feedback from survivors will ensure that gaps or shortfalls in resources are identified and addressed.

Work area 2: People



Our aims for people are to:

- Prioritise the wellbeing of all our people, supporting them effectively to fulfil their roles and responsibilities.
- Develop, implement and continuously improve our people practices.
- Deliver and provide excellent learning and development opportunities.
- Work across the organisation, actively promoting equality and diversity and supporting continuous improvement.

Redress Scotland is committed to ensuring that the dimensions and principles of fair work – **security, opportunity, fulfilment, effective voice** and **respect** – are central to the work we do to support our people. We will continuously develop our work in this area by listening to people and responding to their views and experiences.

The people team will develop positive internal engagement opportunities. This will include structured team meetings, team development sessions, opportunities for reflection and surveys. Listening, and encouraging feedback is part of our approach as a learning organisation where our people can directly influence change and improvement.

We have developed an equalities and diversity policy that sets out our

Work area 2: People



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commitment to being an organisation with **inclusion at its heart**. It is important that our people feel valued and respected and that we are committed to creating an inclusive and respectful organisation by preventing and eliminating unlawful and unfair discrimination, harassment and victimisation in every way possible.

A wellbeing framework will be developed and implemented. This framework will support us to foster a culture of wellbeing where people are able to talk openly and seek support when they need to. We will also be able to monitor how effective we are in supporting peoples' wellbeing across the organisation and take action when appropriate. This will be supported by our key performance indicators in this area which will measure our absence rates and staff turnover rates.

In line with our commitment to wellbeing, we have developed health and safety policies, procedures and activities. Our appointed external health and safety advisors will provide expert advice and challenge to ensure we are working to high standards. Redress Scotland will establish a health and safety improvement plan which will be reviewed regularly and overseen by our governance committees. This will include ensuring that digital working is well supported.

In 2021 and 2022 we recruited most of the permanent team for Redress Scotland. We have developed a **values-based approach** for recruitment and aim to give candidates good information about the organisation and the different roles and responsibilities. After appointment, we strive to

provide high-quality induction to all panel, board and team members. Redress Scotland has also developed and designed intensive role specific training. Recognising the importance that we place on investing in our staff we carefully monitor the quality and amount of training. This ensures that all team, panel and board members are well prepared for their roles and responsibilities.

We have established a **learning and development plan** that will support us in continuing to develop highly skilled team, board and panel members. Annual reviews, and personal learning and development objectives, will provide additional focus on this area and support our people across the organisation to deliver on our mission.

Work area 3: Finance & resources



The aims of finance and resources are to:

- Provide the right information, at the right time, contributing to delivery of the mission and meeting survivors' expectations.
- Carefully analyse and report on financial and resource matters, supporting the leadership and management of the organisation.
- Support the delivery of value for money across the organisation including procurement and commissioning services.
- Support the selection and implementation of digital and other resources that enable the organisation to deliver effectively and efficiently.

Robust reporting on spending and financial performance is essential in our work. We have established good reporting arrangements including more detailed analysis of particular areas. **Over the next three years we will continue to develop our financial reporting to include different breakdowns and analysis of financial information.** This work will be supported through digital improvements.

We will continue to develop and improve our financial policies and procedures, ensuring that all team, panel and board members understand and work within these. We will seek and gather feedback from our people and stakeholders to enable us to implement value-adding improvements. We will continue to contribute projects that support our

Work area 3: Finance & resources



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open approach to sharing information with stakeholders. This supports us in being an open and transparent public body.

In 2023 we will publish our **first annual report and accounts** that will provide key information that reflects our performance against our mission. We will build on this first annual report and accounts in the following years, using feedback to ensure we provide clear and accessible reports and accounts.

For finance and resources our key performance indicators that we have developed are our expenditure against budget and our payment of invoices.

Redress Scotland has appointed internal and external auditors. We expect that both internal and external audit will support and inform our continuous improvement journey. We will develop an improvement plan, using our own evaluation and the findings of internal and external audit to drive meaningful and useful improvements.

We have established procurement processes and have commissioned a fully managed service from the Scottish Government procurement team. This will enable us to continue to work with a wide range of service providers and maintain effective working relationships with them. Our approach, combined with the fully managed service, will help us to ensure that we are **aligned to good procurement practice and secure value for money**.

Redress Scotland has now established an effective approach to digital working and does not have an office base. This enables greater flexibility and diversity across our people and activities. To build on this further, we will identify, assess and implement digital resources across all organisational work areas. This is likely to include digital resources for decision making, finance, and people which should enhance effectiveness and efficiency.

Work area 4: Policy & improvement



Policy and Improvement Team

The aims for policy and improvement are to:

- Ensure that as a learning organisation we focus on, and support, quality assurance and continuous improvement.
- Communicate in a helpful, honest and simple way that provides information that is survivor focussed.
- Develop and implement our policies in line with legislations, ensuring that they are based in our values of dignity, respect and compassion.

Redress Scotland is a learning organisation with a clear focus on continuous improvement. By using a variety of reporting arrangements and measures to drive improvement we will focus on assessing how effectively we are delivering our objectives and commitments against our founding legislation. We will build on our published reporting to ensure transparency for survivors on how well we perform and what we are working on to improve.

As part of our commitment to **continuous quality improvement**, we will continue to use the learning gained through day-to-day practice and further develop means through which to share such learning across the organisation. We remain committed



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to develop and improve our policies, processes and materials based on learning and feedback from survivors and colleagues.

We will also proactively look ahead and develop and expand the library of resources available to staff, board and panel members. Keeping survivors at the heart of what we do, we will continue to question, consider and adapt our resources in line with the evolving needs of the organisation.

Our mission in relation to engagement activity is that our work is shaped by survivor perspectives and feedback that they give us. We will engage with survivors, in a variety of ways, through the survivor forum and also other

networks. It is important to us to identify improvements and gaps in our work and fill these with information from survivors. We hope this in turn shows survivors that our work is focused on them and that their perspectives make a difference to the way in which we carry out our work.

Collaborative working is key and we aim to create sustainable relationships with stakeholders such as survivor organisations and legal practices to ensure we are working together to support survivors.

We will start to explore and develop our thinking, by listening, engaging and learning from stakeholders about the legacy they want us to leave when Scotland's Redress Scheme ends.

This will include developing how we will contribute to the wider work in Scotland of addressing what happened to people who experienced abuse in care settings as children.

Communication plays a key part in the work Redress Scotland does and is vital in our relationship with survivors. We are clear that our success should be measured by ensuring that survivors have confidence in the Redress Scheme and that they feel that they have been listened to, believed and have benefitted from the process.

Redress Scotland will be successful if we can play a meaningful role in the continuing healing journey that many survivors are on. However, we



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know that there are improvements to be made and one of our key goals is to improve communication with survivors to ensure they do not feel alone during their engagement with Redress Scotland. Taking this proactive approach to communication will ensure that external audiences and partners have an improved understanding about what we do.

We will continue to focus on being a high performing organisation, with **quality** and **consistency** at the heart of all that we do. We will develop and implement our policies in line with all statutory obligations, ensuring that they are values based and that we listen to the perspectives of survivors to influence our policies at a strategic and operational level. We will work collaboratively with our partners; to agree processes, improvements, shared goals and common standards to ensure we meet the needs of survivors. This will mean that our policies and processes evolve and improve to meet the needs of all our staff, panel and board members.

“Redress Scotland will be successful if we can play a meaningful role in the continuing healing journey that many survivors are on.”

Values



Our values of dignity, respect and compassion are integral to why we are here, how we work and what we do. Our values underpin every aspect of our work and are woven through our corporate plan for 2023–2026.

1.

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.

2.

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.

3.

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.



Our aims for our values continue to be 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.
- Resources are managed and decisions made based on dignity, respect and compassion.

“We understand that our values must drive how we work, how we think and what we do to ensure that we make fair and transparent decisions. These values exist to challenge us and hold us to account, ensuring that we keep survivors at the heart of everything that we do.”

Measuring our performance

To monitor our performance against the strategic aims set out in this plan, we will use both quantitative and qualitative measures. We have developed a set of key performance indicators covering critical areas of our organisation. We will use these to support monitoring and measurement of our performance.

The key performance indicators have been developed in a way that enables them to be: **a direct measurement of performance; straightforward to capture and analyse; useful to our governance committees, senior management team and the wider team; relevant and make sense to stakeholders**; and will be externally published.

We will also set out in our yearly business plan our **aims, objectives**, and the **actions** we will take to deliver our strategic aims. This business plan will be reviewed on a quarterly basis, linked to our key performance indicators and quality assurance and improvement framework.

These reviews will be reported to our governance committees, ensuring there is good oversight and critical appraisal of our work on a regular basis. Seeking direct feedback from survivors will be an important part of how we measure our performance. We will also monitor whether changes have a **positive impact** or whether **further change and improvement is needed**, ensuring that we continuously improve over time.

About our corporate plan

Since the inception of Redress Scotland, we have moved through different phases of development. We were initially in a start-up phase focused on readiness for the launch of Scotland's Redress Scheme. We have since moved to implementation and optimisation, with a focus on delivering operationally and continuous improvement.

We now have a greater focus on developing delivery, consolidating staff frameworks, building teams, embedding our values and culture, preparation for volume applications and a continued focus on quality improvement and continuous development of staff and their skills.

This **three-year** corporate plan will enable us to continue to develop, implement and improve the work that we deliver across our main areas of the organisation. It will focus our approach on communication and always remind us that we must communicate in a clear way, that is survivor focused, and is useful and direct.

We aim to use this plan ensure that the independent decisions we make are **fair, transparent** and **robust** and that this in turn enables survivors to have trust and confidence in the decisions that we make.

Our annual business plan will support the corporate plan and provide a roadmap of how it will be delivered.

In our next corporate plan, we expect to move into a different phase for the organisation with a **focus on concluding Scotland's Redress Scheme**. This will include how we will contribute to the wider work in Scotland of addressing what happened to people who experienced abuse in care settings as children.



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