



People Strategy 2021-2024

September 2021-2024



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1. A shared vision – a shared commitment

At the time of writing this People Strategy, we (the SSSC staff) are still working from home during a global pandemic. We have demonstrated that we are a people focused, agile, innovative and collaborative organisation. With the right people and the right technology, we have not only got through this difficult time, we have also seen positive change. It is important that we build on these positives as there is likely more change to come.



In the last year we have relied on technology more than ever. Because of our significant investment in 2019, we were able to work from home from day one. We must continue to develop our digital skills and use technology in ways that enhance what we do and keep up to date with the latest developments.

We have an ambitious strategic plan and there is a significant change agenda within our areas of work with the planned introduction of the National Care Service as set out in the Independent Review of Adult Social Care (2021).

We must respond to any recruitment challenges so we remain a great place to work and we need to do this with a good rewards package and a great working environment.

Staff are skilled, professional and passionate about the work we do. Across the organisation there is a shared commitment to achieve our vision.

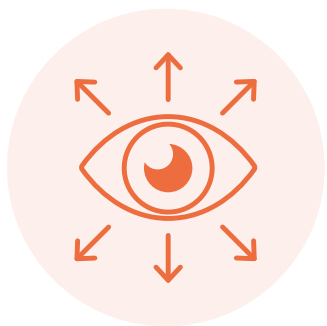
We will work together to make the SSSC a great place to work, where everyone is supported and provided with the tools and infrastructure to do their best work as we know that is what motivates us all – we come to work to do a great job that makes a real difference.

This People Strategy sets out our ambition for our people and our organisation.

Lorraine Gray.

Lorraine Gray, Chief Executive

2. Our strategic context



Our vision

The people of Scotland can count on social work, social care and early years services being provided by a trusted, skilled and confident workforce.

Our strategic outcomes

1. People who use social work, social care and early years services are protected by ensuring the regulated workforce is fit to practise.
2. The SSSC supports and enhances the development of the regulated workforce to deliver high standards of practice and drive improvement.
3. Our workforce planning activities support employers, commissioners and policy makers to deliver a sustainable, integrated and innovative workforce.
4. The social work, social care and early years workforce is recognised as professional and regulated and valued for the difference it makes to people's lives.

Our organisational characteristics

We will:

- always focus on the needs of our customers
- produce evidence and intelligence that helps us, and others make the right decisions
- work to improve every area of our organisation
- ensure we are respected and valued by our stakeholders
- make the SSSC a place where people want to work
- work in partnership with others to deliver outcomes.

Our values

We listen, learn and do the right thing



Work together

At the SSSC we treat each other with kindness and respect and value the contribution every member of staff makes.



Accept responsibility and accountability

We recognise the trust placed in us to ensure the safety and wellbeing of people who use social services and that is our guiding mission.

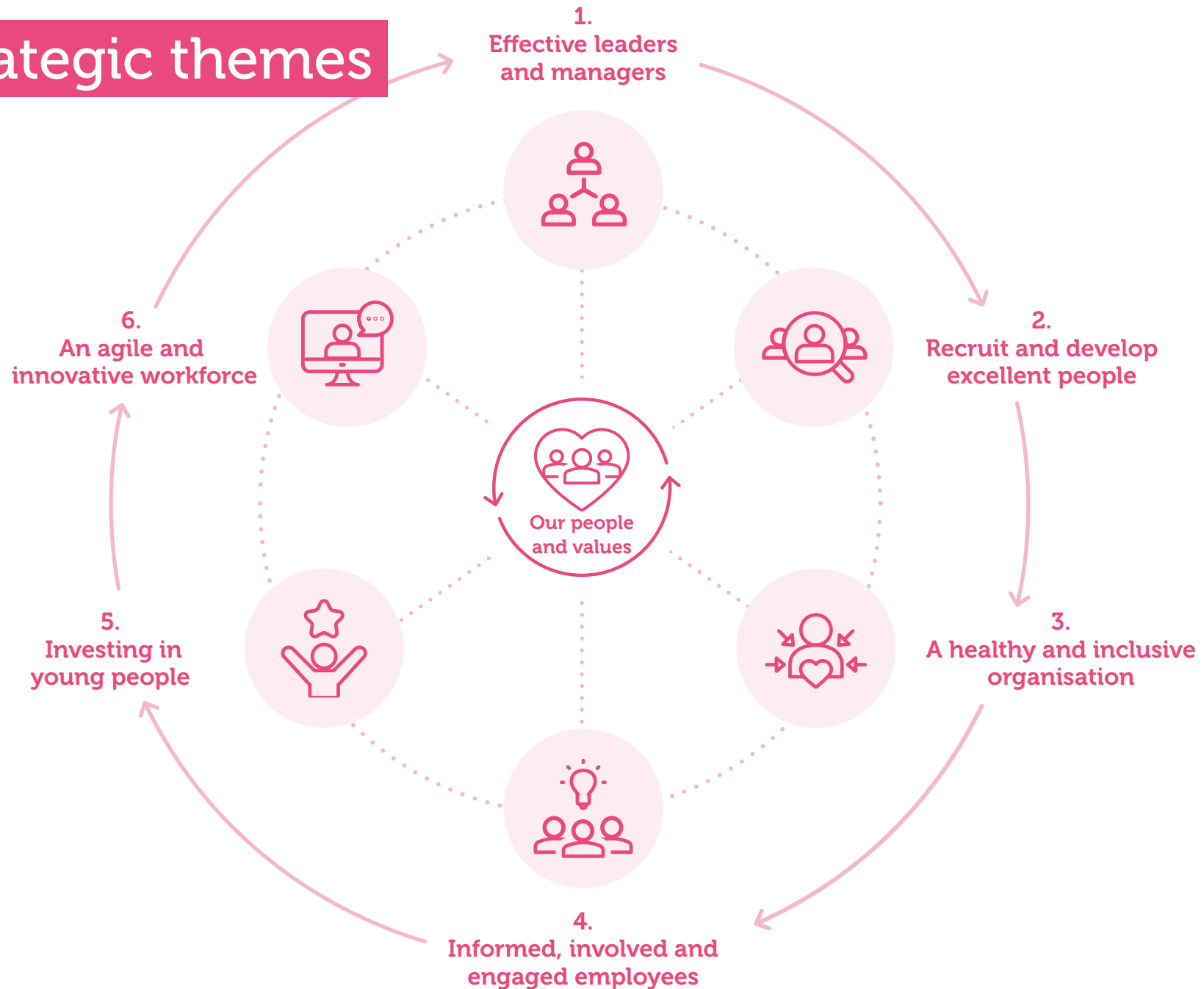


Recognition and respect for others

We value the social service workforce and the life changing work they do. Our work increases recognition of their role and further develops that role.

All our stakeholders contribute to our success and we recognise and respect their views. Our vision, values and organisational characteristics are at the heart of our People Strategy.

3. Strategic themes





1. Effective leaders and managers

Develop creative, ambitious and business focused leaders who can inspire and motivate the teams they manage so they can achieve our strategic outcomes, respond to change and continually improve the way we work.

To do this, we must recruit the right leaders who share our ambition and values and have the right skills. We must invest in them to ensure that our senior leadership team provides strong, clear and inspirational leadership. At the same time, our managers will have the confidence and skills to address any staffing issues that arise.

Our leaders and managers are the champions of our values and behaviours and are responsible for making sure we all demonstrate those values and behaviours, as they are important in every aspect of work.

Actions

- Continue our leadership and management development programme and senior management development activities.
- Equip our managers and leaders with management information to support people planning, decision making and succession planning.
- Make sure all new and existing managers are assigned to their “Managing the SSSC Way” learning journey.
- Continue to support professional leadership and management qualifications.
- Explore the possibility of managers to have or work towards a leadership or management qualification.
- Introduce 360 degree appraisal for senior leaders (OMT/EMT).
- Create a Future Managers Development Programme.
- Refresh and embed our Leadership Competency framework.
- Support our managers and leaders in developing professional networks and mentors.





2. Recruit and develop excellent people

Our high performing culture relies on the strength of our people. As a result, attracting, recruiting and retaining the very best talent is central to our success. To do this we must demonstrate the SSSC is a good place to work. And part of this is highlighting our whole rewards package to you, as existing staff and to people who will join us in the future.

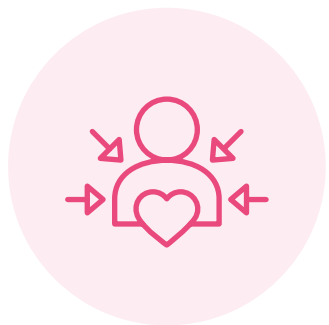
People development, leadership, talent management and succession planning are essential in addressing workforce challenges, shaping the current and future workforce to deliver our strategic plan.

We need a culture which requires all of us not only to perform to our full potential but to demonstrate the organisation's values and behaviours.

We know from experience that talent already exists in the SSSC and giving the chance for our people to grow is a win win situation for everyone. Providing opportunities for you to move up or, just as importantly, across functions makes sure we have a motivated workforce to help meet our strategic outcomes.

Actions

- Continue to make improvements in our recruitment and selection processes focussing on candidate experience.
- Continue to develop our employer value proposition to attract the best talent.
- Continue to focus our learning and development activities and investment on the things that support the delivery of our strategic outcomes and priorities.
- Begin a review of our organisational and role design and rewards structure.
- Explore further options for external accreditations.
- Enhance knowledge exchange and collaboration across the organisation (communities of practice).
- Automate more of our people processes and continue to embrace technology.
- Design and develop a talent management framework which will give us an open and transparent way of identifying, selecting and deploying our people.
- Develop and implement a behavioural framework to support our values and employee development.



3. A healthy and inclusive organisation

We want to provide a healthy, happy and purposeful environment for all that promotes our wellbeing and allows us to do our best work.

In the last year, we developed seven wellbeing principles and trained 26 mental health first aiders. Our internal messages have had a strong focus on wellbeing, self care and an understanding of the challenges we have all faced. Throughout the pandemic you have demonstrated outstanding commitment to the organisation, to the social service workforce and people who use services.

We are committed to equality, diversity and inclusion. Our work promotes human rights and the core principles of dignity, fairness, equality, respect and autonomy. We published our fifth report on mainstreaming the equality duty and set out our equality outcomes for 2021-2025.

To grow and transform as an organisation, we must create a safe working environment where we feel able to discuss and ask for support to ensure both our physical and mental wellbeing.

As we come through this global crisis, we want to build on what we have learned.

Actions

- Promote our mental health first aider role. Review what this has achieved and how it can evolve.
- Provide all staff training on the Equality Act 2010 and the implications for the organisation.
- Continue to support and monitor employee wellbeing through our occupational health offering and Healthy Working Lives campaigns.
- Make sure wellbeing is at the forefront of one to ones and development discussions.
- Support our staff to become trauma informed using the national trauma training programme materials.
- Work towards gold Healthy Working Lives award.
- Identify how we can promote the SSSC as a diverse and inclusive workplace, internally and externally.
- Create and support virtual employee networks.
- Develop a menopause policy and toolkit.
- Use Healthy Working Lives effectively to promote and support employee wellbeing.
- Adapt to any emerging developments internally or externally, particularly post pandemic working life.
- Monitor impact of agile working on employees and adjust practices accordingly.





4. Informed, involved and engaged employees

We want to continue to strengthen our employee engagement. To achieve our strategic outcomes and vision we all need to pull together and have a shared understanding of what we want to achieve.

An engaged workforce is clear about the overall aims of the organisation, where we each see how our own role fits into the bigger picture and where we are all committed to our purpose.

We all want to feel listened to, valued, involved and informed with different opportunities and ways to feedback.

In an engaged workforce, colleagues are accountable for results and enjoy working hard to get things done. An engaged workforce sees value in their work – we are proud of what we do and we like how we do it.

Actions

- Develop an internal communication strategy involving staff in the design.
- Develop our two way communication methods to suit new ways of working.
- Carry out an annual survey on our internal communication activities.
- Continue to promote and embed our values in all of our work.
- Build on the new communication approaches we have developed during the pandemic.
- Make sure clear and well communicated updates are developed and shared in relation to staff surveys and Investors in People activities.
- Develop online methods for staff to give instant feedback.
- Embed a 'you said, we did' communication updates for staff.
- Review impact and feedback on communication and engagement activity to inform future work.
- Continue with staff surveys and Investors in People activities.





5. Investing in young people

At the SSSC we are committed to developing the future workforce and future leaders. We have achieved accreditation as an Investor in Young People. This is something we are very proud of. We are equally proud of the young people who work with us and who bring so much to the organisation.

We want to build on our successes and continue to invest in Young People across the organisation as well as being able to support any potential future young employees.

Actions

- Reestablish our young people mentoring scheme.
- Introduce a young people's forum/network.
- Make sure an HR member of staff has a dedicated remit for supporting young people working at SSSC.
- Learn from exit interviews from young employees to gather data on their reasons for leaving.
- Find opportunities to include more apprentices in our organisation.
- Progress our Investors in Young People status.
- Participate in school and further education link work including supporting work experience and placements.
- Include views of young people in our recruitment campaigns.
- Make sure young people's forum has a voice in influencing policies and strategies that support them at work.
- Continue with our Investors in Young People action plan.
- Respond to emerging developments internally and externally to support young people at or into work.



Lorraine Gray receiving our Investors in Young People Award, February 2020.



6. An agile and innovative workforce

We will build on our agile working approach, so we continue to support our people in a modern, flexible environment. We will make sure our staff can work in ways that allow them to do their best work. And we will continue to build a culture that encourages innovation and focuses on output, with wellbeing at the heart.

You are our most valuable resource. We will listen to what you need, make sure you have the tools to do your job, wherever you choose to work and we will respond to emerging challenges or opportunities that this way of working presents.

To do this, we must continue to invest in our systems, facilities and people policies so they are aligned and support an agile and innovative workforce.

Actions

- Review any HR and Health & Safety policies to support agile working.
- Continue to invest in our digital tools and support agile working, including a learning management system.
- Adapt our office space to support agile working.
- Review and respond to the impact of agile working on employee wellbeing.
- Investigate how we can embed, promote and reward innovation.
- Implement innovation initiatives and associated recognition.



4. Delivery plan

Year 1

1. Effective leaders and managers



- Continue our leadership and management development programme and senior management development activities.
- Equip our managers and leaders with management information to support people planning, decision making and succession planning.
- Make sure all new and existing managers are assigned to their “Managing the SSSC Way” learning journey.
- Continue to support professional leadership and management qualifications.
- Introduce 360 degree appraisal for senior leaders (OMT/EMT).



Year 2

- Explore the possibility of managers to have or work towards a leadership or management qualification.
- Assess the impact and development of our “Managing the SSSC Way” programme.
- Respond to emerging leadership and management development needs from year 1.



Year 3

- Create a Future Managers Development Programme.
- Refresh and embed our Leadership Competency framework.
- Support our managers and leaders in developing professional networks and mentors.
- Respond to emerging leadership and management development needs from year 2.

2. Recruit and develop excellent people



- Continue to make improvements in our recruitment and selection processes focussing on candidate experience.
- Continue to develop our employer value proposition to attract the best talent.
- Continue to focus our learning and development activities and investment on the things that support the delivery of our strategic outcomes and priorities.
- Begin a review of our organisational and role design and rewards structure.

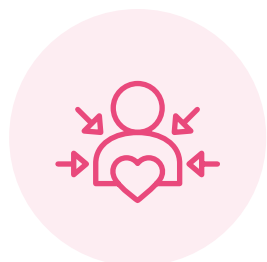


- Explore further options for external accreditations.
- Enhance knowledge exchange and collaboration across the organisation (communities of practice).
- Automate more of our people processes and continue to embrace technology.
- Continued roll out of our organisational and role design and rewards structure.
- Adapt to any emerging developments internally or externally.
- Establish a matrix to review our recruitment reach and impact.



- Design and develop a talent management framework which will give us an open and transparent way of identifying, selecting and deploying our people.
- Develop and implement a behavioural framework to support our values and employee development.
- Adapt to any emerging recruitment practice developments internally and externally.

3. A healthy and inclusive organisation



Year 1

- Promote our mental health first aider role. Review what this has achieved and how it can evolve.
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- Continue to support and monitor employee wellbeing through our occupational health offering and Healthy Working Lives campaigns.
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Year 2

- Work towards gold Healthy Working Lives award.
- Identify how we can promote the SSSC as a diverse and inclusive workplace, internally and externally.
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- Develop a menopause policy and toolkit.



Year 3

- Use Healthy Working Lives effectively to promote and support employee wellbeing.
- Adapt to any emerging developments internally and externally, particularly post pandemic working life.
- Monitor impact of agile working on employees and adjust practices accordingly.

4. Informed, involved and engaged employees



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- Carry out an annual survey on our internal communication activities.
- Continue to promote and embed our values in all of our work.



- Build on the new communication approaches we have developed during the pandemic.
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- Develop online methods for staff to give instant feedback.



- Embed a 'you said, we did' communication updates for staff.
- Review impact and feedback on communication and engagement activity to inform future work.
- Continue with staff surveys and Investors in People activities.

5. Investing in young people



Year 1

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Year 2

- Find opportunities to include more apprentices in our organisation.
- Progress our Investors in Young People status.
- Participate in school and further education link work including supporting work experience and placements.
- Include views of young people in our recruitment campaigns.



Year 3

- Make sure young people's forum has a voice in influencing policies and strategies that support them at work.
- Continue with our Investors in Young People action plan.
- Respond to emerging developments internally and externally to support young people at or into work.

6. An agile and innovative workforce



- Review any HR and Health & Safety policies to support agile working.
- Continue to invest in our digital tools and support agile working, including a learning management system.
- Adapt our office space to support agile working.



- Review and respond to the impact of agile working on employee wellbeing.
- Continually review our new ways of working to support our staff and organisational performance.
- Respond to emerging needs from year 1.
- Continue to embed our learning management system.
- Investigate how we can embed, promote and reward innovation.



- Further review HR & Health & Safety policies following a longer period of agile working.
- Implement innovation initiatives and associated recognition.
- Respond to emerging needs from year 2.

5. How we will measure our progress

We will use a range of measures to review our progress and success against each of the strategic themes of this strategy, including:

- feedback from our staff surveys and Investors in People
- learning and development activity undertaken
- feedback on learning and development activities
- career progression/promotion data
- feedback on our recruitment processes and new start experiences
- accreditations and qualifications achieved
- healthy working lives progress
- diversity reporting
- HR performance measures and metrics
- Health and safety performance measures and metrics.

We will report our progress through our Executive Management Team, who will sponsor the work and we will also provide updates to our Council twice per year.



6. Our shared commitments

We each have a role to play and a commitment to make to each other and to the organisation, which in turn makes a commitment to all of us. These commitments will help ensure the success of our People Strategy.



The SSSC will:

- treat you with respect and courtesy
- promote and celebrate inclusion, equality and diversity
- provide constructive performance and development frameworks
- share evidence around our decision making
- listen and take account of all views
- acknowledge and recognise your achievements
- ensure workloads are reasonable and achievable.



As a manager I will:

- model the SSSC's values in leading my team and how I go about my work
- meet with you regularly
- provide clarity on roles and responsibilities and the ways of working in the team
- celebrate your successes and communicate the team's progress
- raise issues proactively and constructively and support you to resolve them, addressing conflict where it happens
- make time to discuss your development needs and support you to create a career development plan and provide opportunities for your development
- look for ways to involve you in decision making
- listen openly and without judgement to your feedback and ideas for improvement.



As a staff member I will:

- take responsibility for my performance
- support my colleagues and show kindness and respect for others with different working patterns and styles
- look for ways to improve the organisation
- promote my own health and wellbeing and use my annual leave
- keep my manager informed of progress and problems
- raise and resolve issues constructively and promptly and work to find solutions.

We hope that everyone will benefit from this strategy in some way and that we can continue to make the SSSC a great place to work.

A purple line-art icon inside a light pink circle. It features a heart shape with three stylized human figures inside it. The entire icon is enclosed within a circular arrow, suggesting a continuous cycle or process.

**Our people
and values**

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If you would like this document in another format,
please contact the SSSC on 0345 60 30 891

We promote equality by removing unlawful and unfair treatment
on the grounds of any protected characteristic wherever possible.