

Title of report	People Strategy delivery plan: progress update
Public/Confidential	Public
Summary/purpose of report	To provide an update to Council on the progress of our People Strategy delivery plan and planned activity for the next year
Recommendations	The Council is asked to endorse the People Strategy delivery plan: 1. progress made in year one 2. planned activity for year two.
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Responsible Officer	Lynn Murray, Interim Director, Finance and Resources
Link to Strategic Plan	The information in this report links to all our strategic outcomes: Outcome 1: People who use services are protected by ensuring the regulated workforce is fit to practise. Outcome 2: The SSSC supports and enhances the development of the registered workforce to deliver high standards of practice and drive improvement. Outcome 3: Our workforce planning activities support employers, commissioners and policy makers to deliver a sustainable, integrated and innovative workforce. Outcome 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.
Link to Risk Register	Risk 5: We fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce to achieve our strategic outcomes.

Impact assessments	<ol style="list-style-type: none"> 1. An Equalities Impact Assessment (EIA) was not required. 2. A Data Protection Impact Assessment (DPIA) was not required. 3. A Sustainability Impact Assessment (SIA) was not required.
Documents attached	<p>Appendix 1: People Strategy delivery plan year 1: Progress Dashboard at 30 June 2022</p> <p>Appendix 2: People Strategy delivery plan year 2: September 2022-2023</p>
Background papers	<p>People Strategy Delivery Plan September 2021-2024</p>

EXECUTIVE SUMMARY

1. Council agreed that we would report on progress with the People Strategy every six months and this report covers progress in year one. This report also highlights key risks and issues which may influence the overall success of the strategy. Summary/dashboard views (Appendices 1 and 2) support the report to show progress made in year one and planned activity for year two.

BACKGROUND

2. The People Strategy covers the three-year period from September 2021 to September 2024. Council approved our People Strategy delivery plan in August 2021 and asked that we provide six-monthly progress updates. Our last update was February 2022 and covered the period September to January 2022. This report covers the whole of the first year.
3. The themes of the strategy are:
 - Effective leaders and managers.
 - Recruit and develop excellent people.
 - A healthy and inclusive organisation.
 - Informed, involved, and engaged employees.
 - Investing in young people.
 - An agile and innovative workforce.

PROGRESS

4. We established a People Strategy Board, with members of the Executive Management Team (EMT) and representatives from the Organisational Development (OD), HR, Digital, Communications and Health and Safety teams and the Partnership Forum, which monitors progress every eight weeks. Individual directors sponsor each theme and a Programme Governance Group comprising Council Members, the Chief Executive, representatives from the Partnership Forum and other senior officers governs the Rewards Review Project.
5. Appendix 1 shows that we have made good progress against the activities in the year one delivery plan. At 30 June 2022, of the 25 deliverables, 20 are completed or on track (all except two are ongoing commitments with no fixed end date).
6. Five deliverables are delayed. We will carry this work into our year two delivery plan (Appendix 2). These are:
 - Implement a Learning Management System. This experienced delays from our intermediary procurement partner. We will now implement this in August 2022.
 - Review of our organisational and role design and rewards structure - Council receives separate progress updates on this.

- Supporting staff to become trauma informed. We had resource challenges within the specialist team supporting this work however it is now underway.
 - Re-establish our young people mentoring scheme and make sure an HR member of staff has a dedicated remit to support young people. We have had resource challenges but will allocate staff in HR from August 2022.
7. We have several activities planned to stretch over the multiple years of the strategy, which are noted in our delivery plans.
 8. Our year two draft delivery plan (Appendix 2) reflects the commitments we set out when we initially launched the strategy whilst considering internal and external changes, our resources and our Investors in People (IIP) feedback. Our People Strategy Board agreed this in June 2022.
 9. Public Health Scotland confirmed in July 2022 that their Healthy Working Lives awards will no longer be issued. Instead, they will offer advisory services on healthy workplaces. We still aim for certification of our Health, Safety and Wellbeing work and will instead investigate the IIP “We Invest in Wellbeing” award in year two of the delivery plan.
 10. Further to our IIP gold certification, we have been shortlisted for the IIP Top Twenty Employers award, based on our assessment scores against other employers in our size category. As part of the awards process, we will submit further information in August and find out if we are further shortlisted or awarded a final position in late September.

BENEFITS AND PERFORMANCE

11. Section 5 of the People Strategy sets out how we will measure our progress. Significantly this year, SSSC achieved gold status from IIP in February 2022 after several years with the silver accreditation (since 2015). This is testament to the value and focus we place on our people. Each department has development activities in place so as we can continue to build on what we do well and improve on other areas in working towards a platinum accreditation.
12. From August 2022, we will report on detailed operational performance measures at People Strategy Boards every six months and at monthly directorate assurance reviews, including:
 - feedback from our staff surveys and IIP outcomes
 - 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.
13. These measures will help inform a more strategic overview and narrative on the workforce's ability to deliver outcomes in the strategic plan and the factors influencing this, which we will include in assurance reporting to the Audit and Assurance Committee and Council later this year.

CONSULTATION

14. We consult our internal People Strategy Board (membership in paragraph 4 above) on any initiatives within the strategy.
15. We engage Heads of Department through Operational Management Team (OMT) updates and involve them in projects and initiatives.
16. We inform the wider staff group of developments in internal news bulletins and intranet updates and they have the opportunity to participate in surveys, focus groups, and development initiatives on an ongoing and open basis.

RISKS

17. Implementation of the strategy helps mitigate risk 5 on the strategic risk register: we fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce to achieve our strategic outcomes. We have an averse appetite for this risk.
18. The key risks relating to successful delivery of the strategy are staff resources and funding. We mitigate these to the best of our abilities through operational planning and the business and budget planning processes. However, there are significant key staff dependencies that could impact overall delivery.
19. The relevant programme governance boards will review individual project risks as they arise.

IMPLICATIONS

Resourcing

20. Staffing: to deliver the strategy effectively we need leadership and commitment from the EMT and OMT and time and resources from HR, OD and Internal Communications as well as input from staff, as required.
21. Financial: We have budgets in 2022/23 for corporate training (£126k), learning management system (£30k) and leadership and management development (£25k).

Compliance

22. There are no compliance implications arising from the recommendations in this report.

IMPACT ASSESSMENTS

23. An EIA is not necessary as this report relates to a strategy. We will carry out Equality, Data Protection and Sustainability Impact Assessments as necessary for the relevant projects that are part of the strategy.

CONCLUSION

24. The People Strategy delivery plan sets out our vision and targets over three years. We have made significant progress in the first year and work will continue to focus on achieving the deliverables for year two.