

Title of report	People Strategy mid-year progress report
Public/Confidential	Public
Summary/purpose of report	To provide a mid-year update to Council on the progress of our People Strategy delivery plan and planned activity for the rest of the year.
Recommendations	The Council is asked to: <ul style="list-style-type: none"> 1. note the mid-year update for year two of the People Strategy delivery plan 2. agree that we will provide future updates to Council annually rather than six monthly.
Author	Pamela Jamieson-Smith, Head of Organisational Development
Responsible Officer	Lynn Murray, Interim Director, Finance and Resources
Link to Strategic Plan	The information in this report links to all our strategic outcomes: <p>Outcome 1: People who use services are protected by ensuring the regulated workforce is fit to practise.</p> <p>Outcome 2: The SSSC supports and enhances the development of the registered workforce to deliver high standards of practice and drive improvement.</p> <p>Outcome 3: Our workforce planning activities support employers, commissioners and policy makers to deliver a sustainable, integrated and innovative workforce.</p> <p>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.</p>
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	Appendix 1: People Strategy delivery plan year 2 - Progress Dashboard at 31 January 2023
Background papers	None

EXECUTIVE SUMMARY

1. This report summarises the progress on our People Strategy since our last update at the Council meeting on 25 August 2022. Council agreed that we would report at six month intervals and this update covers the period from September 2022 to January 2023. We ask Council to agree that we provide annual rather than six monthly reports in line with the practice for other reports.
2. This report also highlights key risks and issues which may influence the overall success of the strategy. A summary/dashboard view (appendix 1) supports the report to show progress during this period.

BACKGROUND

3. 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 in August 2022.
4. 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

5. Our People Strategy Board monitors progress every eight weeks and includes 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. Individual directors sponsor each theme. Council agreed to pause the Rewards Review in August 2022 and revisit a year later when we will also reinstate the Programme Governance Group.
6. Appendix 1 shows that we have made good progress against the activities in the year two delivery plan already. At 31 January 2023, 28 of the 36 deliverables are on track or completed. This includes work that is ongoing for the duration of the strategy. The remainder are either not due to start (three) or we have postponed (four) or delayed them (one).
7. We have noted some highlights below.
 - We successfully implemented our Learning Management System in August 2022 with 3,518 courses completed since go live. Staff are finding the system easy to access and use and reporting is more

flexible and efficient, particularly for mandatory training where efficiency increased in running reports by 90%. We continue to embed and develop the system and we will use it to support 360 degrees feedback for senior managers and make administrative efficiencies for training recording and evaluation work. We received positive feedback from our recent Managing the SSSC Way project using the system.

- We launched our internal management development programme, Managing the SSSC Way for all newly recruited or promoted managers. The programme support managers in understanding our policies, procedures, methodologies, culture and values to develop them in their management and leadership roles and support good people management. This programme in its early stages but initial feedback is positive and we continue to refine and develop the content.
 - We continue to invest in staff development with staff completing 261 external development opportunities to date this year.
 - We are focussing on initiatives that will help address current market pressures in recruitment and retention of staff. We have made improvements to our recruitment processes and approaches and are promoting benefits to existing and prospective staff to demonstrate the wider value of being an employee at the SSSC as well as salary.
8. Developing a menopause toolkit is delayed because of HR capacity. We held a meeting of the working group and have collected staff input but have not had the resource to progress this yet due to absence in the team.
9. The postponed deliverables are set out below.
- Review of our organisational and role design and rewards structure – Council agreed in August 2022 to pause the project and review in a year.
 - Consider a wellbeing plan to replace Healthy Working Lives (HWL). HWL no longer exists and we are reviewing our options to ensure best practice and best fit for the needs of our employees.
 - Re-establish our young people mentoring scheme. This was delayed due to resource challenges but is now in the planning stages.
 - Progress our Investors in Young People status. Our assessor supplier is no longer trading and, as with HWL, we are reviewing how we progress this and the tender process for any potential new supplier.

MONITORING PERFORMANCE

10. In addition to the highlights above, we also report on detailed operational performance measures at People Strategy Boards (held every two months) and at monthly directorate assurance reviews and quarterly health and safety groups and departmental meetings including:
- feedback from our staff surveys and Investors in People 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
 - progress on wellbeing initiatives
 - diversity reporting
 - HR performance measures and metrics
 - health and safety performance measures and metrics.
11. These measures help inform a more strategic overview and narrative on the workforce's ability to deliver our strategic outcomes and the factors influencing this. We will continue to develop HR performance and metrics to include in our assurance reporting next financial year.
12. Our Staff Survey closed on 16 December 2022 and we are currently analysing results. We have received some early summary information that indicates improvement in all themes apart from Pay and Benefits, when compared to our 2019 survey results. We will have the results in February and will share a high level summary at the Council meeting in August. Most outcomes are likely to relate to our existing themes as we designed the survey to align with them. We will integrate any organisational findings from our survey results into our People Strategy work.

CONSULTATION

13. We consult our internal People Strategy Board (membership in paragraph 4 above) on any initiatives within the strategy.
14. We engage Heads of Department through Operational Management Team (OMT) updates and involve them in projects and initiatives.
15. 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

16. 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.
17. We have linked activities in the delivery plan to causes and consequences in the strategic risk register and those relating to the recruitment and selection process and employer value proposition, employee wellbeing (including the impact of agile working) and supporting and attracting young people are particularly important to recruit and retain people and maintain and improve staff morale.

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 and resource gaps that could impact overall delivery. The People Strategy Board will review individual project risks as they arise.

IMPLICATIONS

Resourcing

19. 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.
20. Financial: We have budgets in 2022/23 for corporate training (£126k), learning management system (£30k) and leadership and management development (£25k). We will consider proposals for financial year 2023/24 as part of the current budget setting process.

Compliance

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

IMPACT ASSESSMENTS

22. 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

23. The People Strategy delivery plan sets out our vision and targets over three years. We had a successful first year and we continue to focus work on achieving the deliverables for year two. We ask Council to agree that we provide annual reports on the People Strategy rather than twice a year.