

Title of Report	People Strategy Annual Report
Public/Confidential	Public
Summary/purpose of report	To update to Council on the progress of year three of the current People Strategy and, to introduce the proposed new People Strategy 2024-2027 for approval.
Recommendations	The Council is asked to approve the new People Strategy 2024-2027 and endorse the progress made in the final year of the 2021-2024 strategy.
Author	Pamela Jamieson-Smith, Head of Organisational Development.
Responsible Officer	Laura Lamb, Acting Director, Workforce Education and Standards
Link to Strategic Plan	<p>The information in this report links to all of our strategic outcomes:</p> <p>Outcome 1: Trusted People who use services are protected by a workforce that is fit to practise.</p> <p>Outcome 2: Skilled Our work supports the workforce to deliver high standards of professional practice.</p> <p>Outcome 3: Confident Our work enhances the confidence, competence and wellbeing of the workforce.</p> <p>Outcome 4: Valued The social work, social care and children and young people workforce is 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.

Impact Assessment	An Impact Assessment (IA) was developed. No additional work or changes to approach required.
Documents attached	Appendix 1- Current strategy year 3 progress summary Appendix 2 – Proposed new People Strategy 2024-2027 Appendix 3 – Proposed new year 1 indicative delivery plan
Background papers	Impact assessment

EXECUTIVE SUMMARY

1. This report summarises our progress in delivering our People Strategy 2021-2024. It provides a summary of key developments from the third and final year of the current strategy and, introduces our new strategy for 2024-2027.
2. Council is asked to endorse the progress in year three of the current strategy and, approve the proposed new strategy and indicative delivery plan for year one of the new strategy (Appendices 1-3).

BACKGROUND TO CURRENT STRATEGY

3. The current People Strategy covers the three-year period from September 2021 to September 2024. Council approved our People Strategy Delivery Plan in August 2021 and we have updated annually on progress. The themes of the current 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 ON CURRENT STRATEGY - FINAL YEAR

4. Appendix 1 shows that we have made good progress against the planned activities for year three and, have successfully embedded the majority of key developments into our business-as-usual activity.
5. Where planned activities have not been progressed, other than the rewards review work, these have been incorporated into our new strategy.

Key developments delivered in-year:

6. We appointed a new supplier on a two-year arrangement to design and deliver our leadership and management development sessions alongside our HR team, addressing the topics we identified as current needs, namely:
 - Managing change
 - Managing remote teams
 - Performance Management
 - Effective Communication and Feedback
 - Insights Discovery (profiling and leadership).
 - Managing Attendance.

These were, and continue to be, open to all managers. We ran the first programme of sessions from November 2023-March 2024 and have a further programme planned from June 2024 until September 2024. All sessions were well attended and there is continued demand for future sessions with waiting lists being managed. Feedback and adjustments to content are taken and made on an ongoing basis.

7. We improved our Investors in Young People status following our assessment in November 2023 from the basic award to the silver award. The assessment report was shared with Council and staff earlier this year. We have incorporated the recommendations from that assessment into the new strategy.
8. We received positive feedback at an interim/staged Investors in People (IIP) review, also in November 2023, that stated we were on track to maintain our Gold IIP award at our full assessment later this year. We have incorporated the recommendations from the review into the new strategy.
9. We have invested in a range of role specific learning and development activities across all directorates to meet the development needs of our staff. These include professional qualifications, digital/technical skills development and specialist training for certain roles/professions. In addition, we have provided a range of equality and diversity and wellbeing courses, for example:
 - Unconscious Bias
 - Pre-retirement
 - Positive Mindset
 - Financial Wellbeing
 - Menopause Awareness
 - Navigating Change and Uncertainty
 - Building Personal Resilience
 - Neurodiversity, Disability and the Law.
10. In terms of staff development and internal career opportunities between June 2023 and June 2024 approximately 16 staff (approx. 5.3%) have been successful in moving into a higher graded post either on a temporary or permanent basis. In addition to this, approximately 20 members of staff have moved to a post within the same grade – i.e. for sideways progression or were successful in moving from a temporary to permanent contract.
11. Agile working continues to help us to address some historic recruitment challenges as we can now attract applicants from across the country for traditionally hard to hire roles, as well as allowing us to be a more open and inclusive employer. Approximately 35% of our current workforce is from out with the Dundee city postcode area.

DELAYS/CHALLENGES

12. A small number of planned activities in year three were delayed due to internal staffing resource challenges, as outlined in Appendix 1. These include employee networks, how we support menopause at work, how we further embed succession/people planning and, how we better support young people in terms of access to work. These have now been incorporated into our new strategy.
13. We considered a base line qualification for managers however it is recognised that with the profile of our internal workforce, there is no one single qualification that we want to limit ourselves to, rather, we continue to support a range of qualification requests to give staff flexibility. We will develop a core internal offering for leaders and managers as part of the next strategy.

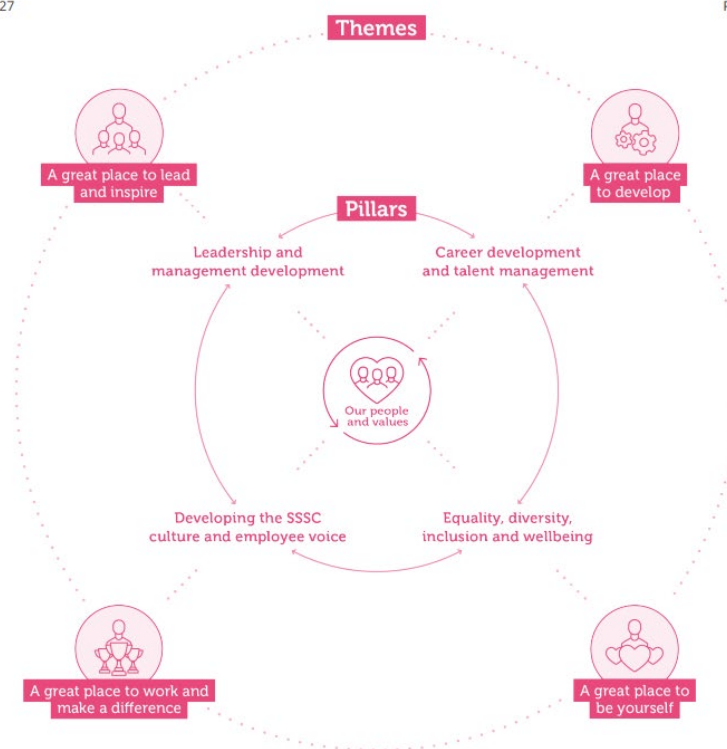
NEW STRATEGY DEVELOPMENT

14. The 2021-2024 People Strategy was our first People Strategy. It focused in part on establishing and embedding some key functional activities and approaches in the people space, driven by previous staff surveys, IIP outcomes and consultant recommendations. It touched on improvements in our culture and organisational development and allowed us to focus in on the six themes we needed to develop at the time.
15. In developing the proposed 2024-2027 strategy (Appendix 2), using the first strategy as our building block and underpinned by our values, we have focussed in more on the culture and experience of working at the SSSC. Setting out four new pillars and underpinning themes, the new strategy seeks to continually develop the SSSC as a great place to work where staff develop, feel supported and make a difference, whilst maintaining a lot of what are now core/business as usual functional activities around that. We have used imagery to show that this reflects the employee life cycle/experience with us and to demonstrate that each stage is connected:
 - **Pillar 1: A great place to lead and inspire**
Theme: Leadership and management development.
 - **Pillar 2: A great place to develop**
Theme: Career development and talent management.
 - **Pillar 3: A great place to be yourself**
Theme: Equality, diversity, inclusion and wellbeing.
 - **Pillar 4: A great place to work and make a difference**
Theme: Developing the SSSC culture and employee voice.

These are also depicted in the infographic extract below:

SSSC People Strategy 2024-2027

People Strategy themes and pillars



16. The proposed strategy was developed in collaboration with our staff and Unison. The themes and pillars will be sponsored and led by the Operational Management Team (OMT). The new strategy has been through various iterations at People Board and the OMT sponsor meetings this year whilst it has been in development and has been informed through scoping of similar strategies from other public bodies. We also took into consideration the recommendations we had from our IIP reviews and from staff surveys and any outstanding actions from the previous strategy.
17. Each pillar and theme is supported by a plan of deliverable activities. The indicative plan for year one is available at Appendix 3. These initiatives will allow us to strengthen our position and offerings under each theme. Progress on these will be monitored at People Board and updated annually to Council. Each subsequent year of the strategy will have similar plans, the content of which will depend on progress and other changes or movement in-year.
18. Trade union and staff consultation was carried out, further details in sections 19-22 below.

CONSULTATION

19. We have shared the draft policy from its early design stages and in its current draft form with People Board (which includes OMT) and Partnership Forum, (which includes Executive Management Team (EMT)) on an ongoing basis since February this year.
20. The proposed strategy was developed collaboratively. The themes and pillars have been agreed and sponsored by the OMT and approved by EMT in principle prior to Council approval. It has been through various iterations at People Board and sponsor meetings.
21. We have also let our wider staff group know about the proposed pillars and themes and invited comment.
22. Partnership Forum feedback was positive. Some ideas for content on some initiatives have been shared and will be considered in more detail as and when those initiatives progress.
23. If the strategy is approved by Council, there will be a launch campaign early autumn which will involve senior managers. We can potentially link this in with our all-staff event in October but this will depend on the overall format and agenda for the day.

RISKS

24. 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.
25. 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, particularly around temporary posts.
26. The People Board will review individual initiatives or project risks as they arise.

COMPLIANCE

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

IMPACT ASSESSMENT

28. We developed an Impact Assessment for the new strategy which is a background paper to this report. We did not highlight any additional work or changes to approach required as a result of the assessment.

CONCLUSION

29. The 2021-2024 People Strategy has been on the whole successful, with only a small number of planned activities either being redirected or carried over. It set us up well to move into the 2024-2027 strategy. The proposed new strategy aims to be based more around culture and organisational development and with less emphasis on functional activities.
30. Council is asked to endorse the progress made of the current strategy and approve the proposed new strategy.