

Title of report	People Strategy delivery plan
Public/Confidential	Public
Summary/purpose of report	To present the proposed delivery plan for our People Strategy.
Recommendations	The Council is asked to approve the People Strategy delivery plan.
Author	Pamela Jamieson-Smith Head of Organisational Development Lucy Finn Head of HR
Responsible Officer	Lynn Murray, Interim Director, Finance and Resources
Link to Strategic Plan	The information in this report links to all of 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 6: 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 was not required. 2. A Data Protection Impact Assessment was not required. 3. A Sustainability Impact Assessment was not required.
Documents attached	Appendix 1 – People Strategy and delivery plan
Background papers	None

EXECUTIVE SUMMARY

1. Council approved the People Strategy in May 2021 and asked that we bring a high-level delivery plan to the August meeting outlining the work in years one, two and three (appendix 1). We have also outlined the governance arrangements and performance indicators for the strategy.

BACKGROUND

2. Council approved the People Strategy on 27 May 2021. It is a three year strategy split into six strategic themes:
 - 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.
3. Council asked us to bring a high-level delivery plan outlining the actions for years one, two and three to the meeting in August. This is included at appendix 1 (pages 13-15) and reflects the themes noted above.

GOVERNANCE AND PERFORMANCE MEASURES

4. Council will receive People Strategy updates every six months as agreed in May 2021.
5. In addition to the high level delivery plan, we will put in place an operational implementation plan to deliver the strategy. The Executive Management Team (EMT) will sponsor this and review progress quarterly, building on the success of a similar approach used on the Evolve organisational development programme, which concludes in September.
6. We will make sure the People Strategy has good governance arrangements in place by including key Organisational Development (OD) and Human Resources (HR) metrics in the monthly assurance report, which we will review in light of the People Strategy, and reporting to the quarterly joint Health and Safety and Wellbeing Committee with the Care Inspectorate.
7. Other measures of progress and performance indicators that feed into these reporting and governance methods include:
 - 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 & safety performance measures and metrics.

CONSULTATION

8. We have shared the People Strategy with the Partnership Forum.
9. Heads of department have raised awareness in their teams of the People Strategy following its approval in May. Upon approval of the delivery plan, we will formally launch the strategy in September and provide regular updates on its progress.
10. We considered the views of staff gathered from recent surveys, focus groups and Investors in People activities when developing content of the strategy and delivery plan.

RISKS

11. Implementing the strategy contributes directly to mitigating corporate risk 6: 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 risk appetite for people and culture.
12. The risks relating to successful delivery of the strategy are around staff resources and funding. We mitigate these to the best of our abilities through the business and budget planning process and operational work plans.

IMPLICATIONS

13. Staffing: to deliver the strategy effectively requires leadership and commitment from the EMT and Organisational Management Team (OMT) and time from HR, OD and Internal Communications particularly to coordinate employee engagement across the whole organisation.
14. Financial: certain aspects of the strategy will require funding. The business planning and budgeting process will support this. Funding is already in place for activities planned for 2021/22 (corporate training and leadership and management development £150,000, learning management system £30,000).

IMPACT ASSESSMENTS

15. We will carry out Equality Impact Assessments for the projects that are part of the strategy.

CONCLUSION

16. The People Strategy delivery plan sets out our vision and targets for the next three years. It builds on the achievements of the Evolve Programme, brings a range of people and organisational development initiatives together and supports all of our corporate values.