

Title of report	People Strategy Annual Report
Public/Confidential	Public
Summary/purpose of report	To provide an update to Council on the progress of our delivery of the People Strategy 2021-2024.
Recommendations	The Council is asked to note the progress update on year two of the People Strategy and endorse the indicative operational delivery plan for year three.
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:</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 or have insufficient staff resources 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 Appendix 2 – People Strategy Year 3 indicative operational delivery plan.
Background papers	None

EXECUTIVE SUMMARY

1. This report summarises our progress in delivering our People Strategy 2021-2024. It provides a summary of key developments from year two and introduces our indicative operational delivery plan for year three (Appendix 2).
2. The report includes a summary our staff survey outcomes and actions which have been embedded in the year three delivery plan.
3. Council is asked to note the progress in year two and endorse the delivery plan for year three.

BACKGROUND

4. The People Strategy covers the three-year period from September 2021 to September 2024. Council approved our People Strategy Delivery Plan in August 2021.
5. 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 AND KEY DEVELOPMENTS

6. Appendix 1 shows that we have made good progress against the activities in the year two operational delivery plan and have successfully embedded key developments into our business-as-usual activity.
7. Key developments delivered in-year include:
 - Implementation of our Learning Management System (LMS). The LMS went live in August 2022 and we have continued to enhance and develop the system including using it to support a 360-degree feedback tool for our senior managers (currently in trial phase), to host a range of new learning resources to support a wider range of learning needs and to make administrative efficiencies on reporting, monitoring and evaluation of organisational learning and development work. The system also significantly supports our approach to agile working and learning.
 - The launch of our internal management development programme, 'Managing the SSSC Way' for all newly recruited or promoted

managers. The programme supports managers in understanding our policies, procedures, methodologies, culture and values to develop them in their management and leadership roles. Initial feedback and evaluation has been positive and we continuously review the content and format.

- We delivered a range of leadership and management development sessions to support our leaders. These were focussed on the needs identified through our learning needs analysis and topics include Effective/Difficult Conversations and using Insights for Effective Leadership (Insights being our current profiling model).
- We developed and applied an approach to people and succession planning which was considered satisfactory as part of a recent audit. This is currently being further refined to ensure it meets our needs going forward.
- 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, customer service development, equalities, health and safety and wellbeing courses.
- Between July 2022 and May 2023 approximately 30 staff (just under 10%) have been successful in moving into higher graded posts either on a temporary or permanent basis. This is indicative of our support and investment in staff and their careers.
- Agile working has continued to help us to address some historic recruitment challenges as we can now attract applicants from across the country for hard to hire roles. Approximately 35% of our current workforce is from out with a Dundee city postcode.
- We have established an internal network of Trauma Champions in our commitment to being a trauma informed employer. Each trauma champion is trained to trauma skilled level having completed the national trauma training learning resources. We have plans in place to develop a framework that considers specific roles within the organisation which may need more detailed training and support. The champions are identifying further opportunities and improvements to support the organisation on our journey to become trauma informed in all that we do.
- We have carried out our staff survey (which we do every 2 years). The key actions and developments from the survey outcomes are included in our draft year three operational delivery plan (Appendix 2) and are further highlighted in sections 10 and 11 of this report.

KEY CHALLENGES

8. Internal resource challenges and changes with the Investors in People and Healthy Working Lives framework and business models have impacted on the progress of some of our planned work in year two. Council agreed to pause our pay and grading review work and review this decision in August 2023 therefore this strand of work has not progressed in year two.
9. The key challenges and impact include:
 - The Healthy Working Lives (HWL) award framework no longer exists as it was disbanded in 2022. We are reviewing our options for independent evaluation and accreditation of our commitment to staff wellbeing. Staff wellbeing is embedded throughout the people strategy themes. To ensure best practice and identify opportunities to continue to enhance our approach to wellbeing we have benchmarked the organisation against the seven Chartered Institute of Personnel and Development (CIPD) wellbeing themes and indicators. We have included self-identified opportunities for improvements including strengthening employee voice, effective change management and corporate social responsibility within the year three delivery plan.
 - Our Investors in Young People status review has been delayed due to assessor suppliers no longer trading. As with HWL, we are reviewing how we progress an independent evaluation and accreditation of our commitment to young people to inform future developments and the tender process for any potential new supplier should we need one.
 - Staff resource challenges have meant we have carried over some planned developments into year three. These include developing a Menopause Policy and Toolkit, looking at how we promote and reward innovation, creating more employee networks and considering how we demonstrate and promote our corporate social responsibility (within the limitations of our statutory organisational purpose).

RESPONDING TO OUR 2022 STAFF SURVEY

10. In November 2022 we issued our staff survey.
 - The survey closed in December and the results were analysed in early 2023.
 - In March, we shared the results with the Partnership Forum and made them available to staff.
 - In May, we held open Q&A sessions for staff with the EMT and Union representatives based on the results.

- Overall the survey results showed a positive shift since our 2019 results, except for pay and grading related responses. We have incorporated development areas into our next operational delivery plan (Appendix 2).
- Each department also has its own data set which is used to support local/team improvements. Organisationally, the outcomes showed the following key trends by survey theme:

Table 1: Staff survey results

Organisational objectives and purpose	Your Team	Workload and Resources	Your Line Manager	Inclusion and Fair Treatment	Your Work	Learning and Development	Managing and Leading Change	Pay and Benefits
94% (+3)	90% (+3)	88% (+12)	86% (+10)	86% (+8)	82% (+6)	63% (+17)	55% (+11)	32% (-13)

(The values in brackets show the percentage change since 2019 results).

11. The key organisational developments we will take forward from the survey and have been included in the People Strategy delivery plan include:
 - continued investment in developing our managers and leaders to better support and manage change
 - direct support and training from our HR team to support our managers in managing performance and attendance matters
 - continued investment and support in helping our managers operate and develop agile teams
 - improve how we consider resource challenges across our departments with better reporting tools and data
 - ongoing investment in our staff development through our corporate learning and development budgets and detailed, annual learning needs analysis.

Pay and grading will be considered separately.

MONITORING PERFORMANCE

12. Appendix 2 outlines our indicative plan for delivery for year three of the People Strategy. In addition to the progress reports to Council we also report on detailed operational performance measures based on the delivery plan at our People Board (currently every two months although this approach is currently under review), through monthly directorate assurance reviews, quarterly health and safety groups and as part of departmental operations 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
 - diversity reporting
 - HR performance measures and metrics
 - health and safety performance measures and metrics.
13. These measures help inform a more strategic overview and narrative on our workforce's ability to deliver our strategic outcomes and the factors influencing this.

CONSULTATION

14. We have consulted with our internal People Strategy Board and Partnership Forum on any initiatives within the strategy and proposed delivery plan.
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 regular opportunities to share their views by participating 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 adverse 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 and resource gaps that could impact overall delivery, particularly around temporary posts.
19. The People Strategy Board will review individual project risks as they arise.

IMPLICATIONS

Resourcing

20. Staffing: to deliver the strategy effectively we need leadership and commitment from the Executive Management Team and Operational Management Team and time and resources from HR, Organisational Development and Internal Communications as well as input from staff, as required. There is a risk associated with the temporary nature of staff contracts.
21. Financial: We have budgets in 2022/24 for corporate training (£100k), and leadership and management development (£15k). We also apply for funding for a further £15k from the Flexible Workforce Development Fund where we have learning and development needs that the fund can meet.

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 Council is asked to note the progress update on year two of the People Strategy and endorse the indicative operational delivery plan for year three. This is the final year of the current People Strategy.