



People Strategy Year 3 Indicative Delivery Plan: September 2023 - August 2024
Progress Summary as at June 2024

Strategic Theme	Year 3 Target Deliverables	Director Sponsor	Theme Lead Department	Current Status
Effective leaders and managers 	Explore the possibility of managers to have or work towards a leadership or management qualification.	Director of Finance & Resources	OD	Complete - different approach agreed in year which is in the new strategy.
	Assess the impact and development of our "Managing the SSSC Way" programme.		OD	Complete - now BAU
	Equip our managers and leaders with management information to support people planning, decision making and succession planning.		OD	Part complete: we have a base line approach now with feedback to work on and have planned in how to further embed this into the new strategy.
	Make sure all new and existing managers are assigned to their "Managing the SSSC Way" learning journey.		OD	Complete - now BAU
	Continue to support professional leadership and management qualifications.		OD	Complete - now BAU
	Introduce 360 degree appraisal tool for senior leaders (OMT/EMT using LMS).		OD	Complete - now BAU
			OD	
	Respond to emerging leadership and management development needs.		OD	Complete - now BAU
Recruit and develop excellent people 	Explore further options for external accreditations.	Director of Finance & Resources	HR & OD	Complete - now BAU
	Enhance knowledge exchange and collaboration across the organisation (communities of practice).		OD	Delayed -is included in new strategy.
	Automate more of our people processes and continue to embrace technology.		HR & OD	Complete - now BAU
	Continued roll out of our organisational and role design and rewards structure.		HR	Not progressed - reported seperately.
	Continue to make improvements in our recruitment and selction processes focussing on candidate experience.		HR	Complete - now BAU
	Continue to develop our employer value proposition to attract the best talent.		HR	Complete - now BAU
	Continue to focus our learning and development activities and investment on the things that support the delivery of our strategic outcome and priorities.		OD	Complete - now BAU
	Review our recruitment reach and impact.		HR	Complete - now BAU
A healthy and inclusive organisation 	Consider a wellbeing plan to replace Healthy Working Lives.	Director of Development & Innovation	HR	Completed - now BAU
	Identify how we can promote the SSSC as a diverse and inclusive workplace, internally and externally.		OD	Complete - now BAU
	Create and support virtual employee networks.		HR	Delayed -is included in new strategy.
	Develop a menopause policy and toolkit.		HR	Removed from plan: this is now incorporated in wider Wellbeing Policy and into the new strategy.
	Support our staff to become trauma informed using the national trauma training programme materials.		OD	Part complete; we have introduced a baseline resource for all staff and will carry development of a role based framework into BAU.
	Continue to support and monitor employee wellbeing through our occupational health offering and wellbeing campaigns.		HR	Complete - now BAU
Informed, involved and engaged employees 	Build on the new communication approaches we have developed during the pandemic.	Director of Strategy & Performance	Internal Communications	Complete - now BAU
	Make sure clear and well communicated updates are developed and shared in relation to staff surveys and Investors in People activities.		Internal Communications	Complete - now BAU
	Develop online methods for staff to give instant feedback.		Internal Communications	Complete - now BAU
	Continue to promote and embed our values in all of our work.	Chief Executive	All	Complete - now BAU
Investing in young people 	Reestablish our young people mentoring scheme.	Director of Strategy & Performance	HR	Delayed - is included in the new strategy.
	Make sure an HR member of staff has a dedicated remit for supporting young people working at SSSC.		HR	Removed from plan - this is now BAU shared responsiibty and is also in the new strategy.
	Find opportunities to include more apprentices in our organisation.		HR	Delayed - is included in the new strategy.
	Progress our Investors in Young People status.		HR	Complete - now BAU
	Participate in school and further education link work including supporting work experience and placements.		HR	Delayed - is included in the new strategy.
			HR	
	Include views of young people in our recruitment campaigns.		HR	Complete - now BAU
An agile and innovative workforce 	Review and respond to the impact of agile working on employee wellbeing.	Director of Regulation	OD and HR	Complete - now BAU
	Continually review our new ways of working to support our staff and organisational performance.		OD and HR	Complete - now BAU
			OD	Completed - now BAU
	Continue to embed our learning management system.		OD	
	Investigate how we can embed, promote and reward innovation.		OD	Delayed - is included in the new strategy.