

Fair Work First – Public Bodies

2022 Report

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Our Commitment



In line with the Scottish Governments request for all public bodies to implement [Fair Work First](#) within their respective organisation, CHS is actively committed to embedding the Fair Work Criteria:

- Appropriate channels for effective voice, such as trade union recognition;
- Investment in workforce development;
- No inappropriate use of zero hours contracts;
- Action to tackle the gender pay gap and create a more diverse and inclusive workplace;
- Payment of the real Living Wage;

And applicable from October 2021:

- Offer flexible and family friendly working practices for all workers from day one of employment; and
- Oppose the use of fire and rehire practices

CHS continues to strive towards embedding the Fair Work First criteria set out by the Scottish Government in 2020 and continues to ensure that this is central to our everyday working practices and workforce planning processes. We actively monitor our progress and apply it to grants, other funding and contracts being awarded.

Background



As an organisation that works within the Children's Hearings System, we are passionate about making a positive contribution to improving the outcomes of Scotland's children and young people.

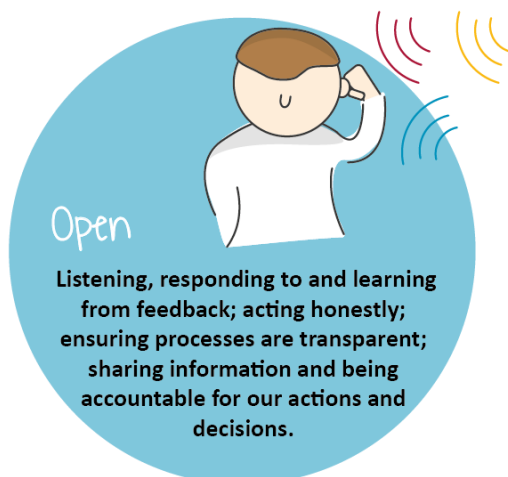
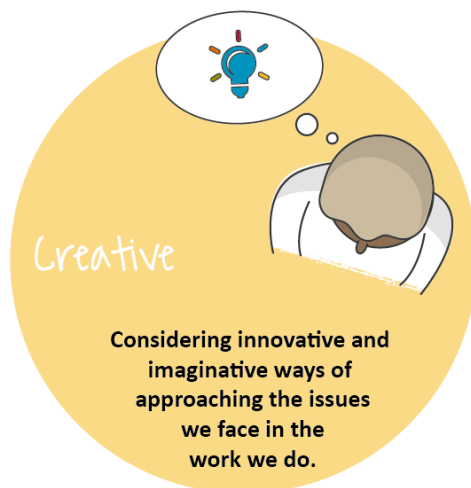
Our vision is of a Children's Hearings System where everyone works together, making sure that all children and young people are loved, cared for and protected and their views are heard, respected and valued.

Central to our success as an organisation is our people. As an organisation, we recognise the importance of promoting a culture where our people feel valued, engaged and are able to thrive. We are committed to building an inclusive, resilient and engaging team who feel supported in their roles at CHS.

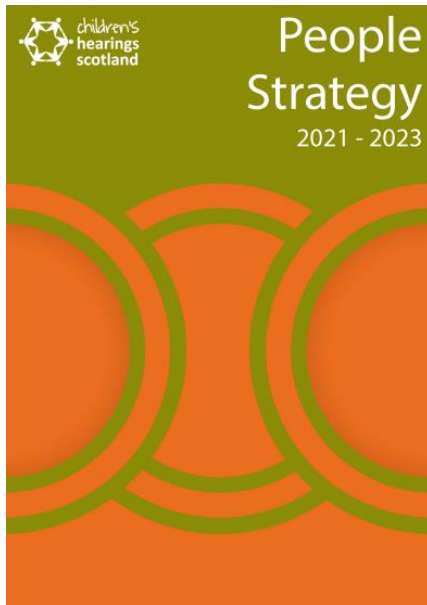
OUR VALUES



Our values sit alongside our vision and mission and are threaded throughout everything we do.



Fair work at CHS



In November 2021 we launched our new People Strategy underpinned by our 3 year Corporate Plan.

Our People Strategy has been designed to promote a culture that reflects our vision and values. It sets out our plans, ambitions and our commitment to all colleagues across Children's Hearings Scotland.

Our focus is on developing and evolving our organisational culture to ensure that we continue to value diversity, that our people have meaningful and challenging work and are developed and motivated to perform within their roles.

Our People Vision



'To build a diverse and inclusive culture where our people are empowered to take ownership and work together sharing the same values and vision to achieve the right outcomes for Children's Hearings Scotland.'

How we work



- At Children's Hearings Scotland we make the best use of our team, to enable our people to deliver our organisational strategy;
- We actively support our people to feel healthy, motivated and resilient and fit for the future;
- We support leadership at all levels ensuring that we prioritise and communicate expectations clearly to allow our people to succeed and flourish;
- We operate within a quality improvement framework where we embrace continual change to enable and deliver organisational performance;
- We acknowledge that we work within a fast changing landscape. We won't always have the answers but we are committed to transparent and consistent communication.

Our People Strategy has been shaped and developed in response to a number of key business drivers including the Scottish Government's Fair Work in Public Bodies Principles.

Our six inter-related strategic aims are future-focused and underpinned by a people implementation plan. The plan sets out clear actions, timescales and the measures of success, initially over a one-year period. After the completion of the first year, we will review our progress and the needs of the organisation to develop our plan for years two and three.



The six key areas below provide a high level summary and illustration of current work and people initiatives already underway and in support of the Fair Work First practices criteria.



Attract & Retain Great People

- At CHS we ensure that we continue to attract a diverse range of applicants by operating best practice recruitment and selection practices. We actively profile, monitor and report on the diversity of our applicants to ensure we are an inclusive employer and our workforce is reflective of our commitments outlined in our Equality Outcomes and Mainstreaming Report and the communities we engage with.
- We have recently successfully implemented a new on-boarding programme to ensure new colleagues can engage and develop into their roles effectively and feel immediately connected to our organisation.
- We are continuing to use our CHS brand to create an inspiring and motivating employer brand, harnessing the latest technology and social media platforms to attract new talent to join CHS.



Deliver Inspirational & Effective Leadership & Developing our Skills, Knowledge & Behaviours

- CHS continues to undergo significant change in part driven by a number of legislative changes and also direct actions resulting from the Independent Care Review and delivery of [‘The Promise’](#). There is acknowledgement across our Board and Senior Management that we need to bring our people with us along our journey of transformational change and improvement.
- We continue to actively build on our 2020 Learning and Development Strategy which is aligned to our operational plans for national training and takes into account our emerging approach to overall improvement. Our strategy takes into account up to date learning methodologies and emerging technologies such as:
 - Bite sized learning rather than when and where suits;
 - User choice and co-creation, ensuring ‘a voice’ in design;
 - Social learning including integrating social media in learning;
 - Digital mobile learning

- In 2021 we invested in the development of our leadership team to help ensure that we are driving forward the right behaviours and professional development needs to support CHS throughout this period of ongoing change.
- In October 2022 we will be investing further in the development of our wider management team supporting them to lead and motivate the teams they manage. We continue to identify, nurture and develop the leaders of tomorrow so that we are capable of meeting future challenges. We regularly review our current approach to succession planning to help offer clarity on career paths and progression within the organisation.
- Our Volunteer community and National team have access to the [Learning Academy](#) owned by CHS. We continue to work in conjunction with West Lothian College who are contracted to provide learning and development services in respect to the Learning Academy content and materials.
- As we continue to place greater focus on upskilling and developing our volunteer community, we will continue to focus on doing the same for our colleagues and utilising the Learning Academy platform.
- In conjunction with the Learning Academy we are continually working on promoting a culture and mind-set of continuous learning and development across our National Team. We take a holistic approach to career and skills development to ensure our staff are supported to seek opportunities to engage in projects, work with new colleagues, and gain new skills and experiences to enhance their development.



- In 2021 we successfully launched our knowledge sharing programme 'CHS Bites'.
- These short, sharp and engaging sessions are run monthly and offer an opportunity for colleagues to share knowledge and expertise on a range of subjects.



Reward & Recognition

- Ensuring fair, equitable and transparency in relation to pay and reward remain high on our agenda.
- CHS is committed to the principles of equal pay for work of equal value and operates a pay system that is based on objective criteria. We have a clear reference to Equal Pay in our Recruitment and Selection Policy and have consistently followed Scottish Government guidance on Equal Pay. CHS' pay awards are in line with the Scottish Government Public Sector Pay Policy.
- We actively monitor our gender pay gap on an annual basis and build this into our annual reporting processes. As an organisation we have made significant progress in closing the gender pay gap. We continue to monitor this area will work to ensure that our pay awards and flexible working policies in particular are managed fairly equally for all staff, regardless of gender.
- We continue to work in conjunction with the Scottish Government's pay policy to ensure that our pay modelling and remit is fair, benchmarked and progressive.
- In 2022 we are reducing our working week to 35 hours per week and exploring a range of options in conjunction with our 'CHS Team Forum' in relation to work and wellbeing and an employee's 'right to disconnect'.



Create a Culture of Engagement & Wellbeing

- We remain committed to ensuring that we engage with our team in a meaningful and collaborative way and build a strong engagement culture where employees feel they are listened to, valued, involved, informed and, more importantly, have different opportunities and ways to feed back.
- Over the course of 2021 and in part driven by challenges around COVID-19, we accelerated our digital transformation programme. This enabled the introduction of new and innovative collaborative digital tools and support for our people to help overcome challenges faced whilst working remotely. As an organisation we continue to deploy a number of communication channels and review these regularly. This is particularly relevant now that we are working within a hybrid model of work.

- CHS undertakes an annual Employee Engagement Survey which is an opportunity for CHS colleagues to provide feedback on their experiences over the course of the year and to share their views on how CHS is performing as an organisation. We value our colleagues feedback and we use this information and data to feed directly into our people priorities for the year and annual workforce planning process.
- Whilst we do not formally recognise a Trade Union, we have a very proactive and engaging CHS Team Forum. The Team Forum works to facilitate dialogue directly between our Senior Management team and colleagues. It is an opportunity for issues, ideas, suggestions and new practices to flow directly from staff to our Senior Management team and ensures that our people have a clear voice in workplace decisions, enabling meaningful consultation and communication.
- Employee engagement is an area of focus that is under constant review, particularly given the impact COVID-19 and our transition to a more formalised model of Hybrid Working.

Nurturing our People

- Over the course of 2021/22, we are continuing to work hard to create a working environment where our colleagues wellbeing is central to organisational decisions.
- COVID-19 has had and continues to have a significant impact on the operational and strategic outputs of CHS and our colleagues and volunteer community. Building a resilient team and focusing on mental health and wellbeing has never been so important to help manage some of the challenges that we continue to face.
- Wellbeing has featured high on our people priorities and over the course of 2021 and 2022 we continue to communicate regularly to our people on the latest government public health advice, safe working practices and flexible working arrangements.
- CHS continue to emphasise to staff the support for flexibility, particularly for those staff with caring responsibilities and recognising that every persons situation is unique. We will launch our revised Flexible & Agile Working Policies in 2022 which will be supported by a toolkit for our managers and wider colleagues.
- CHS has implemented a number of wellbeing initiatives over the course of 2021/22. We continue to promote access to our Employee Assistance service which offers free and confidential support to colleagues and their immediate family members across or national team and wider volunteering community.
- In order to directly support our colleagues wellbeing during the move to remote working, CHS has been creative through the introduction of a number of wellbeing initiatives for example:
 - Sunshine Time - encouraging staff to take time out from 12-2 at lunch time to enable exercise in daylight and to encourage greater flexibility within the working day;

- A corporate step challenge which kicked off at the start of January 2022;
- A planner of social activities driven by our CHS Team Forum to support colleagues morale and engagement;
- A specific 3 x part wellbeing programme tailored for our staff team focusing on building resilience and future focus.



Build an Agile, Flexible & High Performing Team

- In 2022 our focus is on developing a workplace culture that encourages our people to think innovatively, generate ideas and work collaboratively;
- As we continue to evolve we will undertake a number of organisational design activities in 2022/23 so that we can strategically succession plan for the future;
- In 2021 we launched a new operating model, which supports our ambition to have a flexible workforce that can respond and adapt to business needs;
- We continue to look at all possible resourcing routes and avoid simply considering like-for-like replacement or external recruitment. While resourcing decisions are driven by business needs, our overarching strategic aim is, where possible and appropriate, to flexibly deploy our employees and provide our future, aspiring talent with the opportunity to develop their skills, knowledge and experiences;

Equality, Inclusion & Diversity

- In 2020 we launched our revised Equality, Diversity & Inclusion Strategy which sets out our commitment to ensuring that as an organisation we are adopting the right behaviours, language, processes and practices so that we are as inclusive as we possibly can be.
- We recognise as an organisation that we must continually challenge existing working practices and ensure that our people feel that they have a safe space to be able to share ideas and opinions.
- Our 2021 employee engagement survey results noted within the theme of 'Inclusion, Diversity & Fair Treatment' an average positive score of 78%. We remain proud of this achievement but recognise this is an area of continual review in order to ensure that we create as diverse a workplace as possible.