

People Strategy

2021 - 2023



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Introduction

- Our People Strategy has been designed to promote a culture that reflects our Children's Hearings Scotland vision and values. It sets out our plans, ambitions and our commitment to all staff across Children's Hearings Scotland. The strategy details the way in which we intend to work with staff, managers and other stakeholders to help everyone reach their potential.
- Our focus is on developing and evolving our organisational culture to ensure that we continue to value diversity and ensure that our staff have meaningful and challenging work, that they are effectively developed and motivated to perform and have their contribution appropriately recognised and competitively rewarded.
- Our People Strategy is a 'live' and dynamic plan, responding to changes in external factors, trends, employment legislation, and to HR best practice. Our strategy encapsulates the initiatives, policies and support that we will put in place for every aspect of life at Children's Hearings Scotland.

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 and as early as possible 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 and we cannot always operate in a steady and fixed way. We won't always have the answers but we are committed to transparent and consistent communication.

Key Business Drivers

The strategy has been shaped and developed in response to a number of key business drivers:

**Our Corporate Plan
'Our Strategic Outlook
2020 - 2023'**

**'Business and Corporate
Parenting Plan 2020 - 2021'**

We will align our People Strategy with our Corporate Plan and Business & Corporate Parenting Plan so that we can track the achievements across all strategies.

**Public Sector Equality Duty
& our Children's Hearings
Scotland Equality, Diversity &
Inclusion Strategy
2020 – 2023**

Our Equality, Diversity & Inclusion Strategy sets out a clear vision to have an inclusive and fair organisational culture at Children's Hearings Scotland. Our People Strategy will work in direct partnership with the Equality, Diversity & Inclusion Strategy and support a number of the priorities and actions outlined in the Equality Mainstreaming and Outcomes Report 2020-2022 in support of our Public Sector Equality Duty.

**Learning & Development
Strategy**

Our Learning & Development Strategy and People Strategy will work together to support the embedding of a learning culture at Children's Hearings Scotland in support of our wider CHS Corporate planning and strategic objectives

Digital Strategy

We must embrace new ways of working, harnessing the benefits of using the latest technology. Our People Strategy will work in partnership with the Digital Strategy to ensure that we continue to bring our colleagues with us on our digital transformation journey.

**Scottish Government Fair
Work in Public Bodies
Principles**

Our People Strategy embodies the principles of the Scottish Government's Fair Work in Public Bodies Principles which will see us invest in skills and training, take action on our gender pay gap and continue to support and promote Scotland's Living Wage.

**Staff & Management
feedback**

The strategy incorporates the feedback and views of our staff through different channels, e.g. Staff Forum, feedback exercises and our annual staff survey to understand their priorities, challenges and aspirations for our people management agenda.

Organisational change

Organisational transformation can only be achieved through the development of our most important asset, our people, and the introduction of flexible processes and innovative technological solutions. We also need to ensure our basic people management processes and interactions are efficient, enabling managers to be confident and empowered leaders.

Our organisation-wide transformation will address three areas:

People – enabling Children’s Hearings Scotland to become an inclusive, high-performing, innovative, creative and efficient place of work;

Operating model – ensuring our structure, policies and procedures are proportionate, simplified and consistently followed;

New ways of working – delivering a work environment that enables our people to connect, communicate and collaborate.

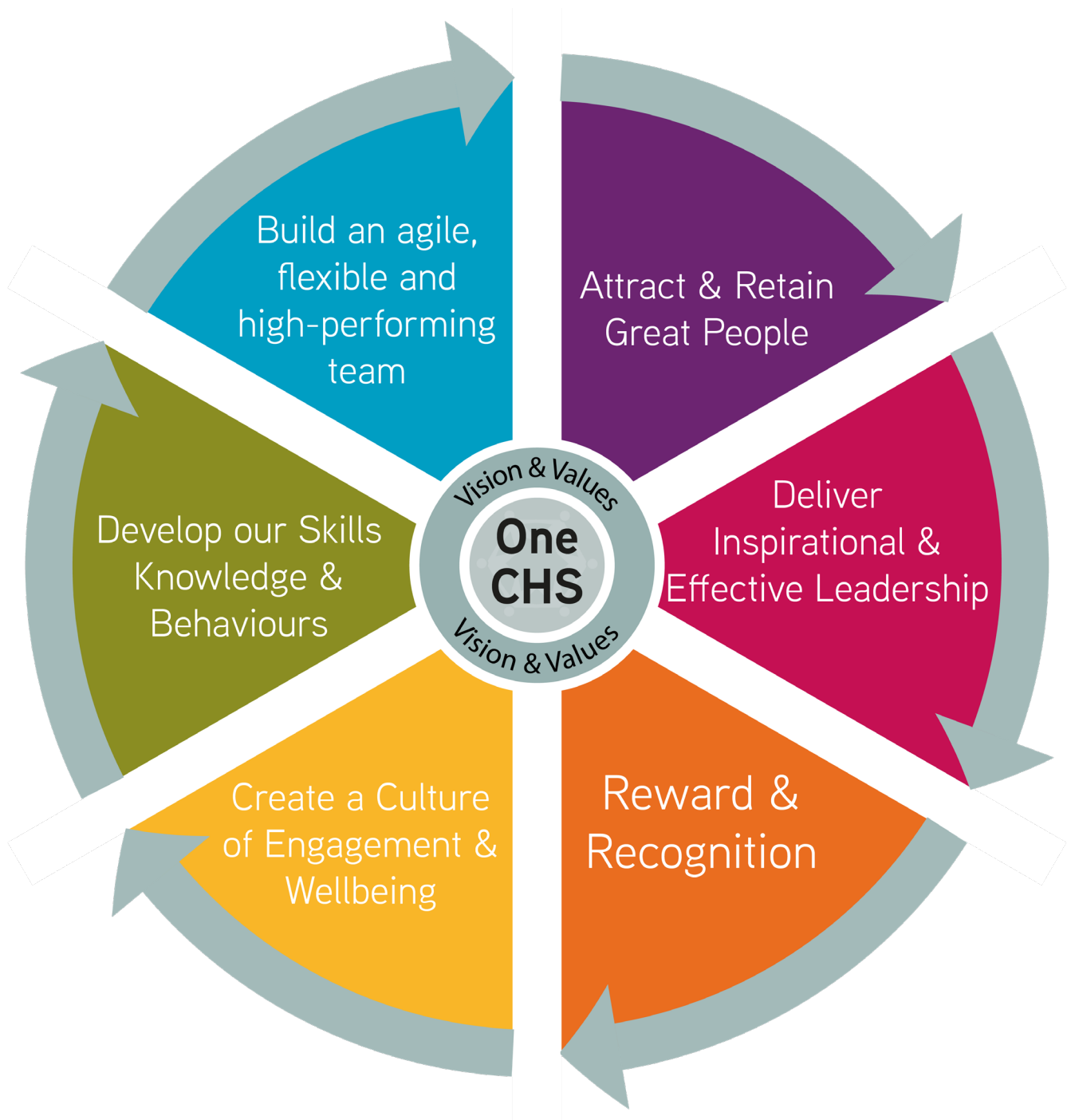
Reviewing our Progress

We will regularly assess our progress for each year of the strategy to ensure we remain focused and deliver our objectives and will review annually to ensure that it continues to meet our aspirations.

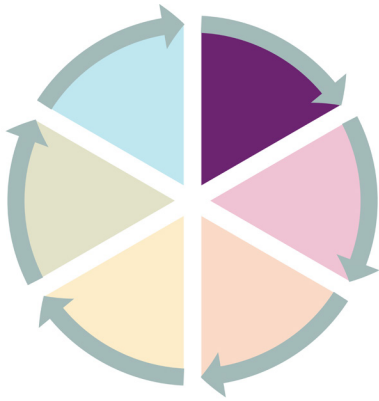
For each year of the strategy, an annual People Plan will be developed to meet our commitments detailed in the People Strategy. The People Plan will outline the detail of the objectives and activity for that year. HR will provide regular quarterly progress reports to the Senior Management team on the progress of our People Plan. The Board/The Remuneration & Appointment Committee will be asked to approve each annual People Plan.

Our People Strategy

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.



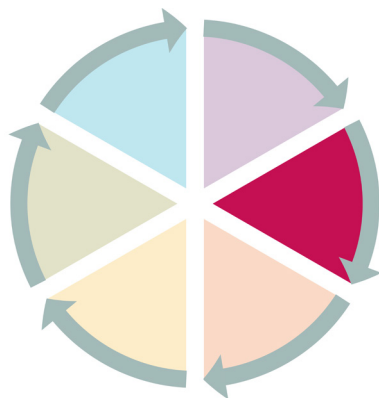
Strategic Aims



Attract & Retain Great People

We Will:

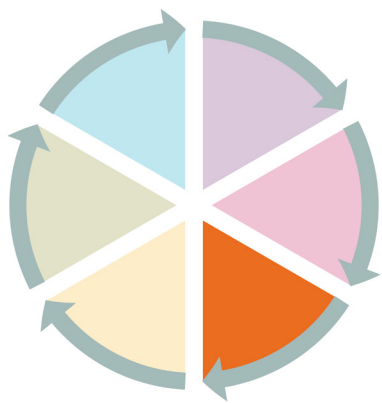
- Ensure that CHS attracts a diverse range of applicants by operating best practice recruitment and selection practices that help to make CHS an inclusive employer;
- Actively profile, monitor and report on the diversity of our applicants to ensure we are an inclusive employer and our workforce is reflective of our commitments outlined in our Equality Outcomes and Mainstreaming Report and the communities we engage with;
- Implement a new on-boarding programme to ensure new staff can engage and develop into their roles effectively and feel immediately connected to the organisation;
- Continue 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;
- Create and sustain relationships and partnerships with other NDPB organisations to help us benchmark our recruitment, develop our metrics, identify new practices and trends, exchange information and ensure we remain an employer of choice.



Deliver Inspirational & Effective Leadership

We Will:

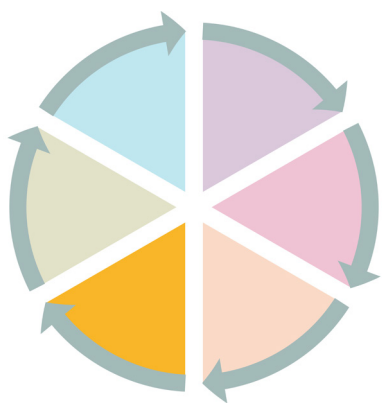
- Continue to invest in our leadership team to enable them to provide strong, clear, inspirational leadership by inspiring their teams to achieve their full potential and achieve transformational change.
- Develop our wider management team to be ambitious, creative and business-focused, to lead and motivate the teams they manage resulting in individuals achieving their full potential.
- Ensure our leaders and managers are the champions of our values and behaviours.
- Identify, nurture and develop the leaders of tomorrow so that we are capable of meeting future challenges. We will review our current approach to succession planning to help offer clarity on career paths and progression within the organisation.



Reward & Recognition

We Will:

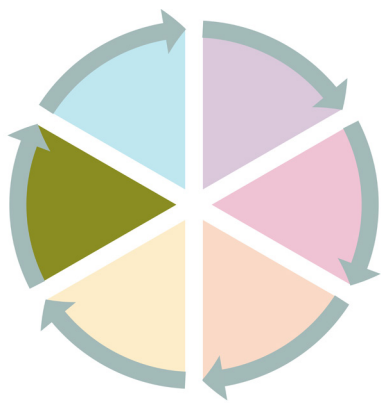
- Regularly review our total reward package (including pay and non-pay benefits) to ensure it remains relevant and competitive, and continues to support our need to attract the best talent to deliver our organisational aims and objectives;
- Reward and recognise contribution to CHS in ways that are most valued by our staff;
- We will ensure our pay and grading system is transparent and that staff understand their role and responsibilities.



Create a Culture of Engagement and Wellbeing

We Will:

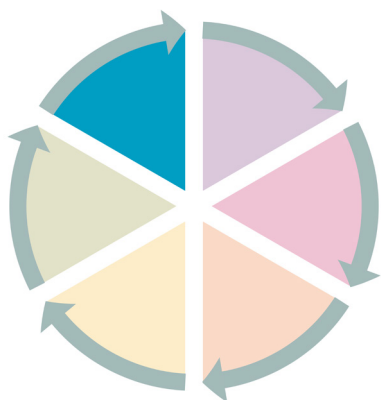
- Create a working environment where staff and our CHS community wellbeing is an integral part, and organisational decisions take into account the impact on staff and our CHS community wellbeing;
- Create a safe working environment where staff feel able to discuss and ask for support to ensure both their physical and mental wellbeing, so that they can reach their full potential and be an effective member of the team;
- Launch a CHS specific wellbeing programme 'Be Well, Work Well, Volunteer well' which brings together all of our current wellbeing activities and initiatives under one brand;
- 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;
- Create an inclusive, respectful working culture in which employees are recognised and praised for their efforts, innovation, creativity, flexibility, and diversity.



Develop our Skills, Knowledge and Behaviours

We Will:

- Introduce core training for all new starts at CHS to ensure a quality induction and onboarding process and introduction to CHS;
- In partnership with the Learning & Development Strategy and the actions outlined in our Equality Mainstreaming Outcomes report we will develop an annual Learning and Development Programme for our National team which will focus on encouraging our staff to take responsibility for their own learning and development, identifying learning needs/ opportunities and communicate to staff how they should record their personal learning;
- In conjunction with the Learning Academy promote a culture and mindset of continuous learning and development across our National Team, to enable the sharing of ideas and experiences across the organisation that will support the delivery of our organisational objectives;
- 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;
- Rebrand and launch an annual programme of Bite Size learning sessions to help promote knowledge sharing across the organisation.



Build an agile, flexible and high-performing team

We Will:

- Develop a workplace culture that encourages staff to think innovatively, generate ideas and work collaboratively to enable our employees to fulfil their potential and encourage continuous improvement;
- Undertake organisational design activities to plan for our future needs and meet changes in our workforce, so that we can strategically succession plan for the future;
- Create a new operating model, which will support our ambition to have a flexible workforce that can respond to business needs, while developing talent for the future;
- Look at all possible resourcing routes and not simply consider like-for-like replacement or external recruitment. While resourcing decisions will be driven by business needs, our overarching strategic aim will be, where possible and appropriate, to flexibly deploy our employees and provide our future, aspiring talent with the opportunity to develop their skills and experiences;
- Provide a working environment where workload is effectively and equitably distributed, where managers and staff are engaged in meaningful, challenging and stretching though achievable workload activities, including recognition and appreciation of work-life balance;
- Identify opportunities for employees to become champions of new ways of working in their teams, and to support their colleagues with the transition and the associated change management process.

People Implementation Plan

2021/2022

Our People Strategy sets the strategic direction of our workforce until 2023. An annual People Plan for 2021/2022 will be developed following approval of the People Strategy.

The People Plan will outline the aims that we want to achieve in 2021/2022 and timescales for delivery whilst being mindful of the internal pressures of staff capacity and wider external pressures.

The People Plan will be reviewed regularly to ensure that it remains flexible and agile to respond to our organisational needs and challenges ahead.

The following 6 themes will be focused on:-





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