



People & Culture

Strategy

2024–2027

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Our Values

Our CHS values capture what we're all about: who we are, what we believe in and what we stand for. Our values flow from how we act and how we expect to be treated as part of CHS. In delivering this People and Culture Strategy, we will contribute, act and make decisions guided by these values.



CHALLENGING

Not being complacent, but questioning ourselves and others to help us improve.



CREATIVE

Considering innovative and imaginative ways of approaching the issues we face in the work we do.



CHILD CENTRED

Making sure everything we do is in the best interests of children and young people.



RESPECTFUL

Treating children, young people, their families, partners and each other with care and consideration.



FAIR

Making sure that everyone is treated with dignity and according to their individual needs; that our information and services are accessible to all; that we provide a consistent level of service to all.



OPEN

Listening, responding to and learning from feedback; acting honestly; ensuring processes are transparent; sharing information and being accountable for our actions and decisions.

Foreword

Our **Strategic Outlook 2024-2027** sets out the next exciting phase in the realisation of our vision and sets out three strategic themes:

Our vision is *for all infants, children, young people and their families to be safe, loved, and supported to realise their full potential.*

Our strategic theme: **Valuing our People** places our people at the heart of our plans and recognises that their commitment, effort and collective talents, will deliver our ambitious vision for 2027.

Our People and Culture Strategy 2024-2027 builds upon what we have already achieved. In line with our values, it sets out our plans and ambitions over the next 3 years and supports the ongoing development and evolution of our culture at CHS.

It is important that our people who work here now, or who join us in the future understand our ambition, expectations of each other and how it should 'feel' to work at CHS.

At CHS we place huge value on diversity and want our people to feel encouraged and supported to bring their unique experiences, insights and to feel able to develop in their roles.

We will collaborate, be 'ground up' in our thinking, learn from each other, embrace innovation and creativity and will continue do our very best to make CHS a truly great place to work.

Joanne O'Leary, Director of People & Culture





Introduction

This refreshed **People & Culture Strategy**, builds on the **2020-2023 People Strategy**. It has been informed by engagement and feedback across our national team and wider community.

It should be read alongside the **Learning Strategy**, **EDI Strategy** and other enabling organisational strategies. Collectively these strategies underpin the delivery of our Corporate Plan and our core strategic themes.

Our **People & Culture Strategy** is a 'live' and dynamic plan, responding to changes in external factors (economic, political), trends, employment legislation, and in 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 (CHS).

Our People

Our People are made up of a diverse range of highly skilled colleagues. We have around **2,500 volunteers** in our Community, supported by a team of over **80 dedicated colleagues** operating at a national level.

CHS has recently undergone a significant period of growth and organisational transformation in order to streamline our processes and deliver organisational efficacy. We have improved and enhanced our operational delivery model to deliver greater consistency in quality and standards across the regions of Scotland.

Our people remain central to our ability to deliver our commitments and ability to continue our transformational journey at CHS.





Our People Vision

Our People Vision is critical to achieving our ambitious plans:

Together we will create an exceptional values based work environment, where colleagues feel deeply connected to our vision and have the skills and support to undertake their role and feel valued for their contributions.



Our People Commitments

Building on our core values, the **People & Culture Strategy** sets out a foundation commitment for every colleague:

- ★ **We** are compassionate and inclusive;
- ★ **We** are committed to ensuring our people feel recognised for their contributions and have a voice to engage and share feedback;
- ★ **We** support leadership development at all levels ensuring that we prioritise and communicate expectations clearly and as early as possible to allow our people to succeed and thrive;
- ★ **We** promote a culture that champions wellbeing at the personal, team and organisational level;
- ★ **We** support a culture of learning that helps us stay fit for the future and helps us continuously improve;
- ★ **We** embrace new technologies and ways of working to support ongoing and future change;
- ★ **We** acknowledge that we work within a fast changing landscape. We won't always have the answers but we are committed to transparent and open communication.



Context

The People & Culture Strategy has been developed in the context of our values, our 'People Commitments' and an evolving operating environment.

Against that backdrop, we have identified three strategic themes. These three inter-related strategic aims are future-focused and underpinned by people implementation plan(s). The plan(s) sets out clear actions, timescales and the measures of success, initially over a one-year period.

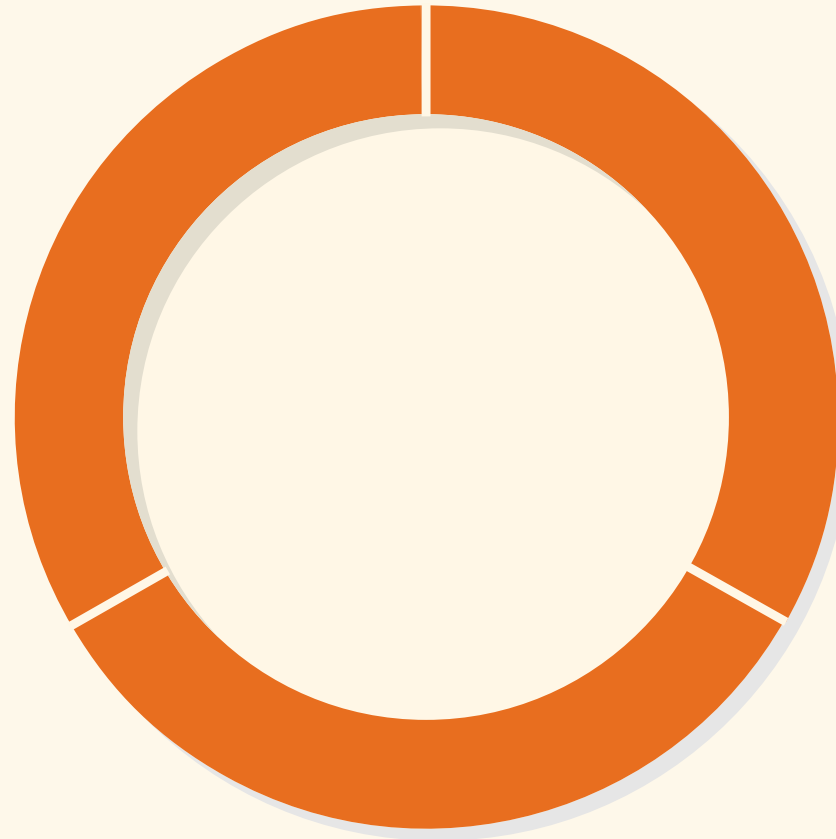
After the completion of the first year, we will review our progress and the needs of the organisation to develop our plan for years two and three.

Our People Strategy Themes

Building upon Our People Commitments, our People Vision will be delivered through three Strategic Themes:

STRATEGIC THEME 3

**A Thriving
Environment**



STRATEGIC THEME 1

**Attract, Retain
and Reward**

STRATEGIC THEME 2

Strong on People, Strong on Performance

STRATEGIC THEME 1

Attract, Retain & Reward

OUR AIM

We will attract and retain the best talent to support the delivery of our vision, ensuring that CHS attracts a diverse range of applicants by operating best practice recruitment and selection that helps to make CHS an employer of choice.

We will strive to offer sustainable, fair and transparent reward and recognition mechanisms to support the attraction and retention of colleagues.

Our colleagues will have the opportunity to grow and develop so that they remain supported and inspired to give their best.

We will achieve this by:

- Continuing to develop our employer brand, ensuring that current and potential new colleagues are clear on our employee value proposition;
- Ensuring through our annual workforce planning process that the roles required for the future are clearly identified and bespoke recruitment; campaigns or internal development programmes are designed to recruit them;
- Introducing online interactive on-boarding to support a great start and experience for new colleagues at CHS;
- Promoting the delivery of inclusive and values based recruitment and selection training to reduce unconscious bias;
- Continuous review of our Total Rewards Approach to remuneration, offering flexibility and choice through a new 'flexible benefit' portal;
- Reviewing our grading structure to ensure that we remain in line with wider public sector Non-Departmental Public Bodies

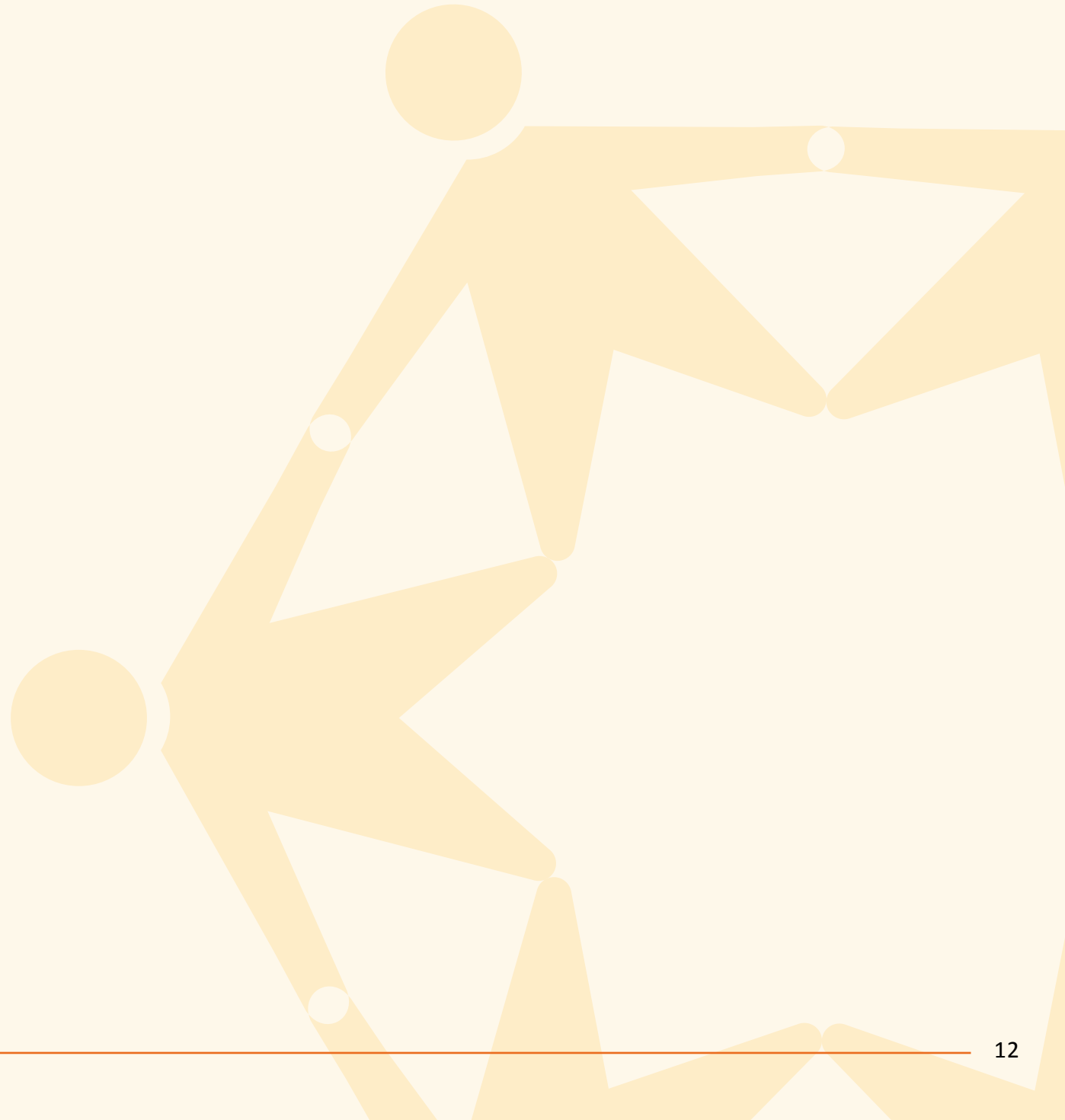


and career progression opportunities are available to all eligible colleagues;

- Recognise contributions across our team in ways that are most valued by our colleagues.
- Colleagues know what is expected of them and have the skills, competence and confidence to perform in their role;
- We have the right performance management system and infrastructure in place to support development opportunities across CHS;
- Ensure appropriate opportunities and processes for progression for colleagues, with fairness and equity built into the processes, enabling succession planning and retention of colleagues.

We will measure our progress by:

1. Monitoring the quality and quantity of applications for CHS roles.
2. Monitoring the percentage of all protected characteristics and the corresponding percentage of appointments.
3. Monitoring levels of positive responses from new starts feedback during induction/onboarding
4. Monitoring promotion, career progression and contribution pay awards across all job families and protected characteristic groups
5. Monitoring voluntary turnover levels
6. Monitoring reasons for resignations.



STRATEGIC THEME 2

Strong on People, Strong on Performance

OUR AIM

To build a culture that encourages our people to think innovatively, generate ideas and work collaboratively to enable colleagues to fulfil their potential and encourage continuous improvement.

We will create a community of empathetic and focused leaders and managers who ensure an inclusive and consistent approach to people management across our teams. Our leaders will consistently champion our values and have the capability and confidence to engage, develop, challenge and recognise our colleagues, take measured risks and deliver excellence.

We will achieve this by:

- Equipping our leaders and managers with the skills, behaviours and confidence to successfully challenge the status quo and manage ongoing and future change;
- Undertaking 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 to safeguard existing roles and ensure succession planning measures are in place;
- Developing a three year, work force plan reviewed annually and aligned with business planning cycle;
- Exploring all possible resourcing routes and flexibly deploying our colleagues where possible to provide our future, aspiring talent with the opportunity to develop their skills and experiences;
- Ensure our people leaders continue to champion a positive, inclusive and innovative culture focused on performance and outputs;

- Ensuring we have the right performance management system and infrastructure in place to support ongoing performance and development opportunities across CHS.

We will measure our progress by:

1. Regular employee engagement feedback
2. Monitoring feedback from induction/onboarding events
3. Monitoring feedback from Learning events/activities
4. Appraisal feedback
5. Regularly reviewing internal ways of working to support our wider organisational effectiveness



STRATEGIC THEME 3

A Thriving Environment

OUR AIM

As an inclusive and people-oriented organisation, we will ensure that all colleagues are appropriately challenged, feel supported and valued in their roles.

We will achieve this by:

- Implementing a national approach to wellbeing across our team;
- Ensuring colleagues are clear on what is expected of them, that workloads are discussed and appropriate and expectations are clear;
- Building a strong engagement culture through gathering regular colleague feedback and working collaboratively with our Team Forum;

- Continuously improve our 'people' offer and respond to emerging needs, as well as doing more of what is demonstrated to work;
- Developing better ways of working through smarter working and using technology as an enabler through hybrid work of our Scotland-wide team;
- Enhancing work/life balance through empowering colleagues to set boundaries, supporting flexibility and respecting each other's working patterns;
- Continuing to implement a range of sector leading, socially progressive, People Oriented policies to support colleagues;
- Refreshing/launching our Equality, Diversity and Inclusion (EDI) strategy and developing and implementing a progressive EDI programme to support the embedding of the strategy across our national team and wider community;
- Continually working towards our ambition of being a trauma informed organisation.



We will measure our progress by:

1. Monitoring usage of our additional days rewarded to us as part of our Annual Pay Offer (Volunteering Policy, Wellbeing Days)
2. Improvements in employee engagement survey responses related to stress and wellbeing activities
3. Monitoring of engagement with colleague wellbeing activities provided through an ongoing programme
4. Achieving a continuously closing gender, disability and ethnicity pay gap.

Reviewing our Progress

For each year of the strategy, People Plan(s)/Approaches will be developed which will outline the detail of the objectives and activity for that year.

The People & Culture team will provide regular quarterly progress reports to the Senior Leadership Team (SLT) on the progress of our People Plan(s)/Approaches. The People & Culture Committee will be asked to approve our annual People Plan(s).

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.



Governance

- The monitoring of progress against our People Plans will in the main sit with our People & Culture Committee
- Principal Risks will be added to the Operational or Strategic Risk Register as required
- The SLT sponsor for this strategy is the National Convener/CEO
- The Board Sponsor for the Strategy is the Chair of the People & Culture Committee





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