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| Title of report | Human Resources (HR) Annual Report |
| Public/confidential | Public |
| Action | For information |
| Summary/purpose of report | To provide an update on the key strategic HR initiatives progressed in 2019/20 as well as an analysis of workforce demographics and key metrics at 31 March 2020. |
| Recommendations | The Council is asked to note the contents of this paper and provide feedback on any of the areas reported. |
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| Link to Strategic Plan | The information in this report links to all three outcomes: Outcome 1: People who use services are protected by ensuring the regulated workforce is fit to practise. Outcome 2: The SSSC supports and enhances the development of the registered workforce to deliver high standards of practice and drive improvement. Outcome 3: Our workforce planning activities support employers, commissioners and policy makers to deliver a sustainable, integrated and innovative workforce. |
| Link to the Risk Register | Risk 5: We fail to provide value to our stakeholders and demonstrate our impact. Risk 6: We fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce to achieve our strategic outcomes. Risk 9: The SSSC is unable to operate due to effects of global pandemic COVID-19. |

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| Equality Impact Assessment (EIA) | An EIA was not developed as this work is not a new or changed policy, service or procedure. |
| Documents attached | Appendix 1: Workforce data Appendix 2: Health and wellbeing at the SSSC |
| Background papers | None |

1. INTRODUCTION

- 1.1 It was agreed that we would submit an HR annual report around June of each year. However, we have postponed the report until this meeting as we redirected priority and capacity to respond to COVID-19.
- 1.2 The SSSC can only achieve the outcomes in the 2020-23 Strategic Plan with dedicated and talented staff. HR objectives to support this include:
- attracting and retaining people with talent and experience from a range of sectors and all walks of life who will help create an innovative and forward-thinking organisation
 - being an employer of choice
 - developing cost-effective and flexible reward structures
 - creating a healthy working environment and actively encouraging healthy working lives to enable our staff to flourish and achieve their full potential for the benefit of themselves and our organisation.

2. PEOPLE INITIATIVES

- 2.1 During 2019/20 we progressed a number of initiatives that supported our strategic objectives including:
- **Investors in People (IIP) and Investors in Young People (IIYP)**
SSSC successfully achieved the IIYP award and continued to embed the Silver IIP framework. We carried out a number of initiatives including delivery of HR briefings and training sessions, production of induction materials, rollout of a mentoring programme directed at our young employees, developed guidance for line managers of young people to support them in the workplace and prepared a joint report for SSSC and the Care Inspectorate for first line management training.
 - **Healthy Working Lives**
We achieved the Silver Healthy Working Lives award and are currently progressing towards achieving the Gold Award. A significant number of activities and information campaigns were delivered including menopause support, CPR training, Mental Health in the Workplace support and advice for managers and employees.
 - **Job evaluation**
Beaman's consultants completed a full job evaluation process on 42 posts in the organisation. As a result of their recommendations, we decided to carry out a full review of our rewards package, including pay and grading. We will appoint consultants to help us scope and specify requirements. Once this is completed, we will submit a report to Council for approval of next steps.

- **Staff survey**

65% of our staff completed the annual survey in 2019. There were positive responses higher than 75% for the organisational objectives and purpose, their work, managers, team, inclusion and fair treatment and resources and workload. There were scores below 50% for learning and development, pay and benefits and leadership and managing change. Based on the scores and comments from the survey and discussions with the Partnership Forum, we agreed to focus on:

- training, learning and development
- managing change (informing and involving staff in decisions)
- workload
- line management and performance management
- culture
- pay and benefits.

- **Evolve programme**

We developed an organisational development programme branded Evolve. This comprises six workstreams that will work towards enhancing employee experience and improving efficiency throughout the employment lifecycle ie talent acquisition, culture onboarding, learning and development, talent management, employee engagement and leaving the SSSC.

- **Disability Confident status**

We received this award that recognises our commitment to the recruitment, employment, retention and career development of disabled people.

- 2.2 During the year we also reviewed policies and procedures and developed our payroll/HR software to help us support employees, provide better information for managers to make decisions and streamline processes.

3. WORKFORCE DEMOGRAPHICS AND METRICS

- 3.1 Appendix 1 provides an analysis of our workforce profile including graphs showing headcount, age, gender and grading profiles and flexible working details with accompanying explanatory narrative. Data is labelled 31 March 2020, but for some figures a data set from a slightly different time period has been utilised. Any differences will be small and will not change the overall theme of the content.
- 3.2 Information is also provided on sickness absence and labour turnover as they are key HR metrics. The range of metrics will be developed further during the next 12 months.
- 3.3 The number of employees within SSSC continues to grow and over half of our employees work in the Fitness to Practise and Registration Teams. Three-quarters of our staff are female and there is a gender pay gap of 7.4%, which is lower than the mean figure for Scotland of 13.9%. Nearly two-thirds of our staff are below 45 years of age and we employ a higher

number of young people, less than 25 years, (6.5%) than other devolved public bodies in Scotland (4.6%).

- 3.4 Our 35-hour working week is less than many other public bodies in Scotland and we have flexible working arrangements in place with 38% of employees working patterns that are not standard 9-5. Roughly half our roles are managerial/professional with the highest proportion of staff (24%) in the registration assistant/business support assistant pay grade.
- 3.5 In the year to 31 March 2020, 5.1% of working time was lost to sickness absence. This increased from 4.9% in the previous year and is higher than the Chartered Institute of Personnel and Development and XpertHR public sector averages (3.6% and 3.4% respectively). Working from home has reduced sickness absence significantly with monthly absence rates observed in April to September averaging 2.5% (roughly half of what they were before lockdown). Both short and long term sickness have fallen, and we will continue to monitor this to determine whether it can be sustained. Our support measures in relation to sickness absence are outlined below.
- 3.6 Voluntary turnover in the year to 31 March 2020 was 8.8%. This reduced from 13.4% in the previous year and is lower than the benchmark rate of 12.9% (XpertHR UK rate). While we have still experienced some resignations (particularly in more recent months), the impact of COVID-19 reduced voluntary turnover significantly with only half the number leaving in the six-month period to 30 September 2020 than is typical. The economic impact of COVID-19 has been significant and we will continue to monitor the labour market and the impact it has on our workforce.

3.7 Managing attendance

The information shows that sickness absence levels were higher in 2019/20 than previous years and higher than the public sector median, mainly due to long term absences (four weeks or more). We continue to support staff who are absent from work and facilitate a quicker return to work and have put in place a range of measures including:

- a. phased return to work – this is probably the support that is most successful in helping staff return to work
- b. Occupational Health (OH) - a supportive tool that is beneficial for both the manager and employee
- c. return to work interviews - during 2019/20 there was 87% return rate for return to work meeting paperwork and we'll work to improve this figure in 2020/2021
- d. carer leave - an increase in time off for caring responsibilities has been identified for short-term absence and we agreed up to five days carer leave for employees per annum in the 2019/20 pay negotiations

- e. risk assessments – we carried out 24 risk assessments on stress and ill health/disability in 2019/20 and only four in the period to 30 September 2020. It is possible there is under reporting due to the current COVID situation
 - f. increased support for mental health conditions – we have around 30 trained Mental Health First Aiders in the organisation and mental health guidance and advice was produced for managers and employees
 - g. line manager training - we produced maximising attendance training with a particular focus on mental health, which will be rolled out to all managers throughout 2020/21
 - h. monthly case management meetings – the HR and Health and Safety teams hold monthly case management meetings to identify sickness absence cases and offer appropriate support as early as possible. A high level report is produced to the CEO on key cases
 - i. health and wellbeing committee - supports Healthy Working Lives and we carry out a number of campaigns throughout the year eg Mental Health Awareness Week in May and Time to Talk Day in February
 - j. Employee Assistance Programme (EAP) - this is an online and offline personal support programme that gives employees unlimited access to a range of specialist support and information including financial, relationships, health, legal and family care, plus access to the Wellbeing Zone. Between April 2019 and March 2020, the number of callers to the EAP helpline was ten, with seven in relation to personal issues, one in relation to work issues and two for both. The issues were in the main in relation to mental health. Three resulted in counselling
 - k. Flu vaccine – early promotion/communication has been undertaken to ensure that we have effective plans in place for the 2020/21 flu season to protect those at risk, prevent ill-health and minimise further impact on the NHS. We have been providing free flu vaccinations to staff from 2007 and are committed to continuing this.
- 3.8 Marnie Westwood, Interim Head of HR, will make a presentation on health and wellbeing at the SSSC at the Council meeting (appendix 2).

4. RESOURCE IMPLICATIONS

- 4.1 This report is for information only. There are no direct resource implications as a result of it, although we will continue to ensure that we have sufficient resources in place to continue to support our people.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications arising out of the terms of this report.

6. STAKEHOLDER ENGAGEMENT

- 6.1 There is no stakeholder engagement activity as part of this report. However, the report will be shared with the SSSC's Partnership Forum.

7. IMPACT ON PEOPLE USING SOCIAL SERVICES AND CARERS

- 7.1 This report is for information only and there is no impact on users and carers.

8. CONCLUSION

- 8.1 We started a number of initiatives in 2019/20 to support the strategic plan that we will continue in to 2020/21, including the review of our People Strategy.
- 8.2 We will further develop our HR analytical information in the next 12 months to help provide assurance that people are being effectively supported and to make sure that decisions are based on sound evidence.