

Date Issued: 29 May 2019

Members of the Resources Committee are advised that a meeting of the Committee is to take place on 5 June 2019 at 10.30 am in Room 5, Compass House, Dundee.

A light lunch will be available from 12.30 pm.

**Theresa Allison
Chair**

AGENDA

1. Welcome
2. Apologies for absence
3. Declarations of interest
4. Minutes of the previous meeting – 20 February 2019
5. Matters arising
 - 5.1 Emerging Fitness to Practise risk - staffing savings required for budget setting
6. Action Record Resources Committee

Items for decision

- | | | |
|----|--|-----------------------|
| 7. | HR policies | |
| | 1. Annual Leave Policy | Report 11/2019 |
| | 2. Dignity at Work | Report 12/2019 |
| | 3. Alcohol and Drugs Policy/Smoking Policy | Report 13/2019 |
| | 4. Special Leave Policy | Report 14/2019 |
| 8. | Sustainability guidance report | Report 15/2019 |

Items for discussion

- | | | |
|-----|--------------------------------------|-----------------------|
| 9. | Best Value Report 2018-19 | Report 16/2019 |
| 10. | Human Resources (HR) – Annual Report | Report 17/2019 |
| 11. | Annual Accounts update (verbal) | |

- | | | |
|-----|--|-----------------------|
| 12. | Committee Effectiveness review outcomes | |
| 13. | Draft Annual Resources Committee report to Council | Report 18/2019 |
| 14. | Investors in People (IiP) report | Report 19/2019 |
| 15. | Update on budget (verbal) | |
| 16. | Financial strategy | Report 20/2019 |

Items for information

- 17. Schedule of Committee business
- 18. Updates from Audit Committee
- 19. Corporate Health and Safety update (verbal)
- 20. Risk identification
- 21. AOCB
- 22. Date of next meeting
 - 1. 28 August 2019 (only if required for budget updates)
 - 2. 25 September 2019

SCOTTISH SOCIAL SERVICES COUNCIL

**Unconfirmed minutes of the Resources Committee
held on 20 February 2019 at 10.30 am
room 5, Compass House, Dundee**

Present: Audrey Cowie, Council Member (Chair)
Paul Dumbleton, Council Member
Forbes Mitchell, Council Member
Keith Redpath, Council Member

In Attendance: Lorraine Gray, Chief Executive
Maree Allison, Director of Regulation
Phillip Gillespie, Director of Development and Innovation
Kenny Dick, Head of Shared Services
Nicky Anderson, Head of Finance
Liz MacKinnon, Head of Performance and Improvement
Chris Weir, Head of Legal and Corporate Governance
Marnie Westwood, Interim Head of Human Resources
Audrey Wallace (minute taker)

Observers: Linda Lennie, Council Member

- | 1 | Welcome | ACTIONS |
|----------|--|----------------|
| 1.1 | Audrey Cowie welcomed everyone to the meeting. She announced that this would be her final meeting as Chair of the Committee and thanked the Vice-chair for his support and all other members and officers for their assistance and input over her term as Chair. | |
| 2 | Apologies for absence | |
| 2.1 | Apologies for absence were received from Theresa Allison, Council Member. | |
| 3 | Declaration of interest | |
| 3.1 | There were no declarations of interest. | |
| 4 | Minutes of previous meeting – 5 December 2018 | |
| 4.1 | The minutes of the meeting held on 5 December 2018 were approved as a correct record following changes to reflect: | |
| 4.1.1 | Item 14.3 Disciplinary Policy – that changes were required to be made to the draft policy following consultation and it was resubmitted to Committee today for further consideration and approval at item 10.3 below. | |

- 4.1.2 Marnie Westwood explained that a number of changes had been made following the consultation and these had been logged and this record was submitted along with the revised draft policy which would be dealt with under item 10.3 below.

5 Matters arising

5.1 6 Action record

- 5.1.1 The post of Director of Strategy and Performance had now been advertised and interviews would be scheduled to be held on 28 March 2019. The interviews will be carried out by a stakeholder panel which will include Council Members.

5.2 19.2.2 Lessons Learned from HR procedures

- 5.2.1 It was agreed that this would become a standing item on the agenda so that lessons learned from, or recommendations made by panels at, appeals or special appeals sub-committee hearings would be reported back to the Committee with actions to be taken forward.

6 Resources Committee action record

- 6.1 The action record was noted and a number of items are dealt with below.

7 Budget

7.1 Budget monitoring report as at 31 December 2018

- 7.1.1 Nicky Anderson presented report 01/2019 which provided the Committee with the budget monitoring position for the year to 31 March 2019.
- 7.1.2 The main areas highlighted were:
- projected outturn as at 31 December 2018 was an overspend of £1044k mainly relating to the timetabling of Digital Transformation Programme which is being managed over two years, 2017/18 and 2018/19
 - £765k of the planned 2017/18 expenditure on the Digital Transformation Programme is carried forward to 2018/19 leaving unplanned projected overspend of £279k
 - the general reserve is £321k, 1.49% of gross expenditure, which is less than the target general reserve budget range
 - slippage in staff costs of £90k (due to delay in filling posts)
 - increased expenditure on panel members fees due to hearings being cancelled and rescheduled into March 2019
 - increased expenditure on supplies and services mainly relating

to digital transformation costs, such as purchase of additional

- licences required and additional expenditure to support the go-live date.

7.1.3 The discussion surrounded the presentation of figures and clarification on the general reserve position. Kenny Dick confirmed that the general reserve targets tended to be lower at this time of year, ie close to the end of the financial year. He also suggested that it might be more helpful to members to present the overspend which was carried forward, as a planned budget deficit.

7.1.4 There was further discussion on making sure that the difference between what was classed as recurring costs and non-recurring costs was clear ensure openness and transparency.

7.1.5 The Committee

1. considered the core operating budget monitoring statement for the year to 31 March 2019 (at appendix A to the report)
2. considered the specific grant funding budget monitoring statement for the year to 31 March 2019 (at Appendix B to the report)
3. considered the summary of ICT digital transformation requirements for 2018/19 (at appendix C1 to the report) and ICT recurring costs for 2019/20 (at appendix C2 to the report)
4. noted the areas of specific attention, in section 7 of the report
5. noted the projected general reserve position detailed in section 8 of the report.

7.2 Draft budget 2019/20 and indicative budgets 2020/21 and 2021/22

7.2.1 Nicky Anderson presented report 02/2019 which gave some detail on the draft budget for 2019/20 and the indicative budgets for 2020/21 and 2021/22. She explained that this year's budget, £14.046m, was used as the base budget and growth priorities and continuation of the Digital Transformation Programme have been added to this for 2019/20, 2020/21 and 2021/22.

7.2.2 Other allowances included within the 2019/20 budget were

- staff increases in Fitness to Practise department, following modelling work having been completed
- additional allowance for hearings which have been rescheduled into March 2019
- allowances for the possible staff pay award
- items which EMT have considered are growth priorities.

7.2.3 Members expressed their concern that this paper had been issued late and sufficient time had not been given to members to consider

the content. One member expressed concern that it felt like a fait accompli in which EMT had made decisions, with the governing committee not having sufficient time to input.

7.2.4 Officers assured members that these were only recommendations from EMT for Committee to consider and Kenny Dick explained the mitigating circumstances around the lateness of the report.

7.2.5 Following a question about ensuring directorate budgets were linked to performance measurements, Liz MacKinnon advised the Committee that the Directorate plans for 2018/19 had been closely linked to the Strategic Plan and that these would be revised annually to ensure they stay relevant and up-to-date.

7.2.6 The Committee

1. considered the draft budget for 2019/20 (detailed at Appendix A to the report), which included EMT's prioritisation of budget growth
2. gave consideration to budget growth options detailed in Appendix B and Appendix C to the report)
3. agreed that given that the paper had been issued late, Resources Committee members could consider the report and submit any comments to the Head of Finance
4. recommended that the draft budget be submitted to the Sponsor, with the caveat that this was an early draft,
5. agreed that the draft budget be submitted to Council in March for discussion and approval
6. noted the indicative budgets for 2020/21 and 2021/22 (detailed at Appendix D to the report) and approved submission to the Sponsor for planning purposes
7. considered the draft staffing establishment for 2019/20 (at Appendix E to the report)
8. considered the specific grants expected to be awarded to the SSSC as detailed at section 6.1.1 of the report and noted that specific grant funding and associated expenditure is currently excluded from the draft 2019/20 budget and indicative budgets for 2020/21 and 2021/22
9. authorised the Chief Executive and Head of Shared Services to sign the specific grant agreements once negotiations are completed in line with the expectations detailed in section 6.1.2 of the report, noting that the final grant amounts may differ, subject to available Scottish Government funding.

7.3 Update on separation and digital transformation

7.3.1 Lorraine Gray gave a verbal update on the Digital Transformation Programme, confirming that the go-live date of 11 February 2019 went very well. The IT systems had been shut down on Thursday evening and over the weekend of 8-10 February 2019 the new

systems were installed and various set-ups for functionality put in place, such as the newly functioning dedicated SSSC ICT helpdesk.

- 7.3.2 Additionally, Lorraine Gray confirmed that the meeting with the Minister regarding the section 22 report had gone well, the Minister asked challenging questions but was supportive. SSSC officers were now preparing for the meeting of the Public Audit and Post-legislative Scrutiny Committee (PAPL).
- 7.3.3 The Committee noted the update and commended officers on the planning for, and management of, the digital transition.

8 Financial Strategy

- 8.1 Kenny Dick gave a presentation on the draft revised Financial Strategy in which he gave detail on the following areas which are addressed in the Strategy
- the objectives, issues and principles
 - the budget by Directorate and by expenditure type
 - staffing by department and team
 - efficiencies by department and team.
- 8.2 Members discussed priority-based budgeting including reducing the budget and also ensuring that there is some allowance for staff development.
- 8.3 Kenny Dick noted the comments and confirmed that the draft Strategy would be presented to Council at its meeting on 26 March 2019.

**Head of
SS**

9 Annual Review of the Procurement Strategy 2016-19

- 9.1 Kenny Dick presented report 03/2019 which outlined the joint Care Inspectorate and SSSC Procurement Strategy 2016-2019. He advised that there were only minor changes to the previous version and these were detailed on page two of the strategy.
- 9.2 Forbes Mitchell asked for further work on the SSSC's sustainability position and policy statement to be included in the strategy and agreed to forward on a policy statement template for review and use by officers.
- 9.3 The Committee
1. approved the revised 2016-19 Procurement Strategy subject to the above comments being taken on board and this would form the basis of the annual procurement report for the financial year 2019/20.

Phillip Gillespie left the meeting

10 HR Policies

10.1 People Management Policy Development and Review Programme

- 10.1.1 Marnie Westwood presented report 04/2019 which proposed a three-year policy review programme for HR policies, procedures and guidance, along with some information on the key principles that policies should have in line with CIPD guidelines and cultural fit. She also proposed a plan for approval of policies, and 'guidance', in terms of the role of OMT/EMT and the Partnership Forum.
- 10.1.2 Members raised several issues including
- clarification on the difference between a policy and a guidance note; stressing that guidance should be related to a policy, which by definition is enforceable, whereas guidance is advisory only
 - where the policy or procedure is one which an employee could raise a grievance over, or is related to terms and conditions of service, it should require approval by the Committee
 - where the guidance is operational in nature, such as related to office behaviour for example, it does not need Committee approval
 - where the guidance is related to a policy, both policy and guidance must be approved by Committee
 - all new policies and policies for review and revision must be approved by Committee
 - with reference to the policies and guidance listed on the 3-year plan, (Appendix 2 to the report) some of those currently labelled as 'guidance' and / or not tagged for Committee approval would require to be approved by Committee, namely
 - Partnership agreement
 - Time off for TU activities
 - Equal pay
 - Conflicts of interest
 - Social media.
- 10.1.3 The Committee
1. approved the policies which would be reviewed for the next three years subject to those policies mentioned at 10.1.2 above being brought to Committee for approval
 2. agreed that an update on progress made with the review programme will be provided to Resources Committee on an annual basis and any changes to the programme agreed by Committee
 3. requested a number of changes to the development and review programme including changes to section 6 – Policy Approval, including that 'Resources Committee will approve all

policies/procedures being developed.....’

4. agreed that the revised document be brought back to Committee for approval in June.

10.2 Maximising Attendance Policy

- 10.2.1 Marnie Westwood presented report 05/2019 which provided a revised draft Maximising Attendance Policy for consideration. She advised that the policy was up to date in terms of employment law and provided a more proactive and defined process to manage staff absences, including longer term absences. The consultation log appended to the report detailed the consultation responses and actions taken.
- 10.2.2 The Committee discussed the contents of the draft policy and a number of comments were made regarding clarification of some of the wording
 - there should be joint responsibility between the employee and the line manager to maintain contact during long term sickness
 - clarification was sought on circumstances under which annual leave allocation could be used to extend a phased return
 - Committee asked that para 6.2 of the report on annual leave/public holidays during sick leave be revised.
- 10.2.3 The Committee
 1. approved the draft policy subject to the suggested amendments
 2. noted that the consultation log demonstrated good consultation practice and that consultation had taken place with OMT, EMT, Partnership Forum and the SSSC’s external employment solicitors.

10.3 Disciplinary Policy

- 10.3.1 Marnie Westwood presented report 06/2019 along with the revised Draft Disciplinary Procedure which was updated after consultation was carried out following the meeting of the Resources Committee on 5 December 2018.
- 10.3.2 Members discussed the main areas of change and firstly agreed
 - the policy should remain a ‘policy’ and not simply a ‘procedure’
 - the document would be entitled ‘Policy and Procedure’
 - the SSSC’s ‘note’ of a disciplinary hearing would be shared with the parties involved.
- 10.3.3 The Committee discussed which level of management would be appropriate to chair a disciplinary hearing. Members considered possible issues with contractual terms and conditions, as well as

the implications for a disciplinary panel, if all options were not available to them at the hearing. It was agreed that, in practical terms, it would always be a member of the OMT or EMT who would chair such a hearing. It was noted that the Partnership Forum would require to be consulted on allowing the position of chair of a disciplinary hearing panel to be filled by a member of the OMT and not only by a member of the EMT.

10.3.4 The Committee

1. approved the draft policy subject to the inclusion of an OMT officer or EMT officer being the appropriate level of management to chair a disciplinary hearing, following appropriate consultation on this with the Partnership Forum
2. requested further amendments to title and wording of the policy
3. noted that consultation had taken place with the Resources Committee in December 2018, the EMT, OMT, Partnership Forum and external employment solicitors and that a log of the consultation was appended to the report.

**Head of
HR**

10.4 Overtime/Additional Hours Guidance

10.4.1 Marnie Westwood presented report 07/2019 which included the draft guidance to support heads of service (budget holders) in considering approval of overtime or additional hours for employees within their area of responsibility.

10.4.2 She advised that the main change to the guidance was that it also applied to pay grade D6, whereas it had previously only applied up to grade D7. This would now include eligibility for overtime or additional hours for more of the main grade posts.

10.4.3 There was some discussion around the areas of

- how the guidance would affect and be applied to employees on part time hours, particularly where they had worked or accrued additional hours
- any circumstance where an employee would work in excess of 48 hours in the working week.

The Committee discussed a number of possible scenarios to understand the possible implications.

10.4.4 The Committee

1. approved the overtime/additional hours guidance subject to the amendments suggested
2. agreed that the Scheme of Delegation should be amended and submitted to the meeting of the Council in March 2019 to authorise Heads of Service to approve overtime and additional hours requests
3. noted that consultation had taken place with OMT, EMT and the

**Head of
LCG**

Partnership Forum and that a log of this was appended to the report.

11 Carbon Management Plan

11.1 Kenny Dick presented report 08/2019 which provided the Committee with the revised five-year Carbon Management Plan for the period 2018 to 2023. It was noted that the baseline used for measuring the SSSC's carbon emissions was the 2015/16 statistics and that within the lifetime of the plan the SSSC sought to reduce its carbon emissions by 25% from the level in 2015/16.

11.2 The Committee

1. approved the draft Carbon Management Plan 2018 to 2023
2. noted the planned future carbon reduction measures at section 7.3 of the plan.

12 Schedule of Committee Business

12.1 The schedule of Resources Committee business for 2019 was noted.

13 Supporting the Institute of Technology Sligo (and partners)/ CORU to develop an effective approach to digital learning and micro-credentialing

13.1 Lorraine Gray presented report 09/2019 which gave a summary of a Learning and Development Manager's travel to Sligo to support the Institute of Technology Sligo (and partners including CORU) to develop an effective approach to digital learning and micro-credentialing.

13.2 The Committee noted the detail of the visit.

14 Updates from Audit Committee

14.1 Emerging Fitness to Practise risk

14.1.1 Forbes Mitchell verbally advised that an update on the emerging Fitness to Practise risk would be heard at the Audit Committee meeting in the afternoon.

14.1.2 Maree Allison added that there were measures in place to alleviate the workload in that external presenters were being instructed to carry out hearings and this would have resources implications.

14.1.3 Lorraine Gray added that the Fitness to Practise department would not be included in the 4% staffing savings required for budget setting and this portion would be spread across other departments,

given the current situation.

14.1.4 The Committee noted the update.

15 Corporate Health and Safety update

15.1 Kenny Dick verbally updated Members particularly on the new ICT equipment being deployed to SSSC staff and the requests for and plans to carry out Display Screen Equipment (DSE) assessments.

15.2 The Committee noted the update.

16 Risk identification

16.1 The risk identified at the meeting was the uncertainty relating to the budget.

17 AOCB

17.1 There were no matters of additional business.

18 Dates of next meeting

18.1 The next meeting is scheduled to be held on 5 June 2019.

Items 19, 20 and 21 are confidential and minuted in part two.

Committee started: 10.30 am

Committee finished: 13.05pm

Signed
Audrey Cowie, Chair of the Resources Committee

Date

Resources Committee Action Record

Item no	Item Title/Report No	Action	Responsibility	Timescale	Status/ Comments
26 September 2018					
5.6	AOCB	General Data Protection Regulation - training for Council Members to be arranged	H of L&CG	March 2019	GDPR 1. Data Champions - Complete 2. Roll-out - On-going
10.3.4	People Management Policy development	Submit a revised Policy review plan to Resources Cttee in December 2018	IH of HR	Deferred until Feb 2019. Revised version to be submitted to June 2019 committee	On-going - on agenda for June 2019 meeting
17.2.1	Confidential item	<i>FTP Panel Disciplinary Process - new procedure to be submitted to Cttee in due course</i>	D of Reg		
18.1.3	Confidential item	<i>The post of Director of Strategy and Performance to be advertised externally</i>	IH of HR	Feb 2019	Complete
05 December 2018					
8.3.1	Procurement of legal presenter services	Commence procurement of legal presenter services and submit a report to Cttee for decision in due course	D of Reg	Sept 2019	Process in progress - report to come back to committee in due course
14.1.3.1	Starting Salary guidance	Implement approved guidance	IH of HR	Dec 2018	Complete
14.1.3.2	Starting Salary guidance	Update Scheme of Delegation and submit to Council in Jan 2019	H of L&CG	Jan 2019	Complete

21.9	Confidential item	<i>Shared Services - Strategy and risk</i> a. Develop an updated Shared Service Strategy b. Update the Shared Service Risk Strategy c. Submit a report on SLAs and all other documents to Cttee in Feb 2019 d. Submit a report on lessons learned, actions from Grant Thornton external Audit and recommendations from Audit Scotland to Cttee in Feb 2019	CEO	Feb 2019	a. Ongoing b. Ongoing c. Complete d. Complete
20 February 2019					
7.2.6.5	Draft budget 2019/20 and indicative budgets 2020/21 and 21/22	Submit the draft budget to Council in March 2019 for discussion and approval	H of SS	March 2019	Budget discussed but not agreed at Council in March
8.3	Financial Strategy	Present to Council in March 2019	H of SS	March 2019	Not presented to Council, awaiting information from SG
10.1.3.4	People management policy development and review programme	Make requested amendments and present to Committee June 2019	H of HR	June 2019	On Agenda
10.3.4.2	Disciplinary Policy	Make requested amendments	H of HR	June 2019	On Agenda
10.4.4.2	Overtime/Additional Hours Guidance	Amend Scheme of Delegation and submit to Council on March 2019	H of L&CG	March 2019	On Agenda
20.3.3	Confidential item	<i>Annual Leave Guidance</i> 1. redesignate Guidance as a policy 3. advise staff re status of 'buy-back' option 5. provide Committee with options for addressing the specific overtime situation in Fitness to Practise 7. the revised policy be resubmitted to Committee for approval	1. H of HR 3. CEO 5. CEO 7. H of HR	June 2019	1.complete 3.complete 5. further report to be submitted to committee 7.revised policy to be resubmitted to committee

Title of report	Annual Leave Policy
Public/confidential	Public
Action	For decision
Summary/purpose of report	This report provides managers and employees with a revised Annual Leave Policy that is up to date and compliant with employment law.
Recommendations	The Resources Committee is asked to: <ol style="list-style-type: none"> 1. approve the draft policy 2. approve that, in exceptional circumstances, where there is a clear business need, EMT can offer employees up to a maximum of 10 days carry forward of annual leave.
Link to Strategic Plan	The information in this report links to: Strategic Priority 6 - high standards of governance.
Link to the Risk Register	This report links to: Risk 5 - the SSSC does not have sustainable resources to support the delivery of strategic plan objectives.
Author	Christine Czyba Acting Senior HR Adviser
Responsible Officer	Kenny Dick Head of Shared Services Tel: 01382 207104
Documents attached	Appendix 1: Draft Annual Leave Policy Appendix 2: Consultation Log - Annual Leave Policy – updated May 2019

1. INTRODUCTION

- 1.1 The SSSC promotes a positive and healthy work life balance and recognises the importance of annual leave in achieving this.

2. BACKGROUND

- 2.1 The draft Annual Leave Guidance/Policy has been discussed since May 2018. Full details of the consultation and the outcomes/actions from this are detailed in the attached consultation log.

3. NEXT STEPS

- 3.1 At the last Resources Committee on 20 February 2019, further discussions took place and the Committee made several recommendations for policy changes. These have been actioned and are reflected within the revised draft policy – please see up to date consultation log.

- 3.2 The only outstanding item for further discussion and agreement, in relation to this specific policy, is for the Committee to:

- approve that, in exceptional circumstances, where there is a clear business need, EMT can offer employees up to a maximum of 10 days carry forward of annual leave.

- 3.3 It is requested that the Resources Committee reconsider their earlier decision in relation to the maximum carry forward for the following reasons:

- to allow management the flexibility to address staffing concerns in exceptional circumstances as detailed in the previous covering report for the Resources Committee on 20 February 2019, particularly in relation to the Fitness to Practice team
- to reduce the risks of being unable to meet the SSSC's statutory objectives. If left unaddressed, this will impact on the SSSC's ability to meet two of the SSSC's strategic objectives, namely the following strategic risks:
 - failure in our regime of registration or fitness to practice leads to public protection failure
 - the SSSC is not able to demonstrate to our stakeholders (including Scottish Government) that its operational activity is fulfilling its strategic outcomes.
- avoids the issue of employees trying to use up their leftover annual leave as a result of going the extra mile for the SSSC before the holiday year ends which can then often lead to an understaffed workplace which can cause major resource issues
- shapes the SSSC culture that promotes understanding and flexibility and is another positive employee benefit.

4. RESOURCE IMPLICATIONS

- 4.1 Any carry forward of annual leave will need to be contained within the relevant budget and therefore no additional resources are required.

5. EQUALITIES IMPLICATIONS

- 5.1 This activity will have no negative impact on people with one or more protected characteristics therefore a full equality impact assessment is not required.

6. LEGAL IMPLICATIONS

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

7. STAKEHOLDER ENGAGEMENT

- 7.1 This policy has been shared with the Operational Management Team, Executive Management Team and Partnership Forum. All feedback received is included in the consultation log at appendix 2.

8. CONCLUSION

- 8.1 The Resources Committee are asked to:
- approve the draft policy
 - approve that, in exceptional circumstances, where there is a clear business need, EMT can offer employees up to a maximum of 10 days carry forward of annual leave.

9. BACKGROUND PAPERS

- 9.1 None.



ANNUAL LEAVE POLICY

Our values

- **Integrity**
- **Commitment**
- **Accountability**
- **Pride in what we do**
- **Listening and engaging**
- **Creativity and learning**

Publication date: XXX 2019

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Appendix 1 – Table of annual leave entitlement

1. Purpose

The SSSC promotes a positive healthy work life balance and recognises the importance of annual leave in achieving this. This guidance aims to provide a fair, consistent and equitable approach to managing annual leave, which ensures that individual needs are balanced with operational requirements.

The SSSC will encourage employees to take regular breaks from work by planning and taking annual leave to help maintain employee welfare and ensure employees do not build up excessive leave at the end of the leave year.

2. Scope

This policy applies to all SSSC employees.

3. Guiding principles

- The SSSC has a duty of care to its workforce – annual leave being taken regularly forms part of that responsibility.
- All employees are expected to take their full annual leave entitlement within the annual leave year.
- The holiday leave year operates from 1 April to 31 March.
- A maximum of 5 days (or equivalent of our weekly contractual hours as at 31 March) may be carried forward, by exception, into the next annual leave year after agreement with the employee's line manager – see further information at item 7.5. Entitlements to leave are pro-rata for part time employees and those who join or leave part way through a leave year.
- Managers will approve annual leave subject to operational requirements.
- We expect all employees to take any outstanding annual leave before leaving the SSSC.
- This policy will be applied in a fair and consistent manner and without discrimination.

4. Notice provisions

Other than in exceptional circumstances, employees should give double the notice of the number of days they wish to take. For example, if you wish to take one weeks' annual leave, you should give two weeks' notice.

In exceptional circumstances when less notice is given, the manager will have discretion to waive the notice provisions.

5. Responsibilities of the employee

- Adhere to this guidance and discuss all planned annual leave with your line manager.

- Ensure your annual leave has been approved by your line manager before going on leave.
- Make sure you give reasonable notice when submitting a request for annual leave (in line with the Working Time Regulations (1998) we define reasonable notice as double the number of days being requested).
- Submit all annual leave requests through the HR/Payroll system where possible.
- Take all your annual leave within the leave year, which is from 1 April to 31 March.
- Book your annual leave in full or half days.

6. Responsibilities of the line manager

- Setting an example to staff by ensuring you adhere to this guidance for your own annual leave.
- Respond to annual leave requests in a timely manner.
- Where a request is turned down, explain the reason to the employee.
- Keep your team up to date about periods during which, due to operational requirements, it will not be possible to take annual leave or when there will be limited capacity within the team to take annual leave.
- Proactively review and monitor the annual leave of your team, ensuring that employees take their leave and that holidays are planned to ensure that adequate cover arrangements are in place at all times.
- All employees have fair and equal access to time off during popular periods.
- Employees provide reasonable notice when requesting annual leave, allowing some flexibility depending on the circumstances surrounding the request.

7. Calculating annual leave entitlement

7.1 Continuous service

We will recognise continuous service for the purposes of calculating annual leave entitlements with all employers listed on the Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order (Amendment) Order 2010. We also recognise the NHS, further/higher education and providers of care.

7.2 Annual leave entitlement

Your annual leave entitlement is based on:

- Your continuous service with other recognised employers.
- Your start date with the SSSC.
- Your contractual working hours.

The table below summarises total annual leave entitlement based on length of service.

Length of service	Annual leave and floating public holidays	Public holidays	Total AL entitlement
Less than 1 years' service by 1 April	25 + 8	+5	38
1 years' service by 1 April	26 + 8	+5	39
2 years' service by 1 April	27 + 8	+5	40
3 years' service by 1 April	28 + 8	+5	41
4 years' service by 1 April	29 + 8	+5	42
5 years' service by 1 April	30 + 8	+5	43

7.3 Public holidays

The total annual leave entitlement outlined at item 7.2 includes 8 floating public holidays to take on days of the employee's choice.

Employees are also entitled to 5 fixed public holidays in addition to their annual leave and floating public holidays. The SSSC offices are closed on the 5 fixed public holidays and employees are not required to work on these days.

The 5 fixed public holidays are :

- 1 and 2 January or the next working day.
- The Monday or Friday closest to St Andrew's Day.
- 25 and 26 December or the next working day.

Employees are required to keep annual leave to cover time off for fixed public holidays if this is normally a working day and for the Christmas closure, usually 3 days – see item 8.

7.4 Part time employees

Part time employees are entitled to these days on a pro rata basis. Employees can calculate their annual leave using the following formula :

- *(Number of days entitlement per year + 5 public holidays + 8 floating days) x 7 / 35 x number of hours worked per week.*

7 hours is the standard working day and 35 hours is the standard working week.

Please note:

- Annual leave is calculated in hours.
- All annual leave requests must be entered on the online system; this includes public holidays – unless they fall on a non-working day.
- Employees must keep annual leave to cover time off for fixed holidays and for the Christmas closure.

7.5 Carry forward

All employees are expected to take their annual leave in the leave year in which the annual leave accrues. In exceptional circumstance and subject to the agreement of their line manager, an employee may be able to carry forward up to the equivalent of their weekly contractual hours as at 31 March (maximum of 5 days) which should be taken as soon as practicable.

Where there is a clear business need, and by exception only, EMT may use their discretion to increase this to a maximum of 10 days carry forward (pro rata for part time employees in line with their contractual hours), provided this can be contained within the appropriate budget.

Carry forward, if approved, will be entirely voluntary for employees i.e. there will be no expectation that employees will carry forward annual leave to accommodate business needs.

At no point should employees store up annual leave in the hope that carry forward will be offered.

8. Christmas and New Year

SSSC offices are closed for the fixed public holidays and the period between Christmas and the New Year and employees will need 3 days to cover the non public holidays. The cover can be made up of a maximum of 2 days flexi and/or up to 3 days annual leave.

9. Absence and annual leave

9.1 Sickness during annual leave

If an employee is sick during their annual leave or just prior to their leave starting, they may be entitled to reclaim those days lost through sickness, where they can certify this period with a medical fit note.

Employees are required to provide a medical fit note even where the absence is less than 8 calendar days. Employees must advise their line manager as soon as is they reasonably can of their sickness absence. On return to work, the annual leave days will be reinstated.

Employees will also accrue public holidays whilst off sick and can take this at a later date.

9.2 Accrual of annual leave during sickness, maternity, paternity and adoption leave

Employees will continue to accrue their holiday entitlement (including public holidays) during sickness, maternity, adoption and paternity leave. Further details can be found at item 12.

10. New employees

When an employee joins the SSSC, annual leave will be calculated based on the number of complete calendar months worked in that leave year. If the first day of employment falls after the first working day of the month, annual leave will not begin to accrue until the following month. Further information is within appendix 1.

11. Leaving the organisation

If an employee is resigning, retiring or leaving due to the end of a fixed term contract, any remaining annual leave should be taken during the notice period. If this is not possible then a payment for any outstanding annual leave will be included in the final salary. Any un-used flexi time which has not been taken prior to leaving the organisation, will be lost and unpaid.

Any remaining annual leave entitlement will be calculated on the basis of complete calendar months worked, as detailed in appendix 1 – table of annual leave entitlement, less any annual leave already taken. If the last day of employment is not the last working day of the month, no annual leave for that month will be accrued.

Where an employee has left the organisation and has taken more than their annual leave entitlement, the equivalent pay for this period will deducted from any payments they receive from the SSSC. If it is not possible to recover the overpaid amount from the final salary, the SSSC will make arrangements with the employee to recover any overpayments.

12. Other types of leave

Other types of leave available are :

Type of leave	More information
Flexible working and flexi leave	Flexible working policy / scheme
Sick leave	Maximising attendance policy
Study leave	Continuing education policy
Maternity, paternity and adoption leave	Family friendly policies
Special leave	Special leave policy

13. Monitor and review

Human Resources and the Partnership Forum are responsible for monitoring this policy. In consultation with the Partnership Forum, the policy will be reviewed on a three-year basis.

Appendix 1

TABLE OF ANNUAL LEAVE ENTITLEMENT

The annual leave year is 1 April to 31 March. Annual leave will be calculated on the basis of complete months. Our annual leave entitlement starts at 25 days per year increasing by 1 day per complete year of service up to a maximum of 30 days.

Full time employees receive 8 flexible “public holidays” which are added to the basic annual leave entitlement and can be taken at any time of the year plus an additional 5 fixed days (first 2 working days of the New Year, St Andrew’s Day, Christmas Day or next working day, Boxing Day or next working day). Employees who work part time will receive a proportional entitlement.

Complete years’ service	0	1	2	3	4	5
	25 + 8	26 + 8	27 + 8	28 + 8	29 + 8	30 + 8
Total days	33	34	35	36	37	38

Complete months						
1	2.5	3	3	3	3	3
2	5	5.5	5.5	5.5	6	6
3	8	8	8	8.5	9	9
4	10	10.5	11	11.5	12	12
5	13	13	13.5	14	15	15
6	16	16	16	17	18	18.5
7	18.5	19	19	20	21	22
8	21	21.5	22	23	24	25
9	23	24	25	26	27	28
10	26	27	28	29	30	31
11	29	30	31	32	33	34
12	32	33	34	35	36	37

Consultation Log – SSSC – Annual Leave Policy – May 2019

Who	Comments/Feedback	Changes made as a result/action
SSSC Resources Committee – May 2018	To reflect that no pay in lieu of annual leave will be given.	Not actioned – request that buy back of up to 10 days in exceptional circumstances is discussed further.
	To include more emphasis on staff booking leave in the first quarter of the leave year.	Included in section 5.
	To emphasise the duty of care from SSSC.	Included in section 1 and 3.
	To state that senior employees should be setting an example to all employees.	Included in section 6 under line manager responsibilities.
OMT – 24/1/19	Discussion around carry forward and buy back of annual leave specifically in relation to FtP workload issues. All agreed option should be to offer up to 10 days if clear business reason for doing so. Preference was for buy back as no impact on future years' productivity.	It was agreed that this may be revisited in the future. It was noted that the SSSC strive to offer staff a work life balance; the generous annual leave entitlement is an employee benefit and that the current annual leave year maps the financial year and is reported in the final accounts.
	Discussion around if annual leave year should fit calendar year and if buy back should be offered to all employees as an employee benefit.	
Partnership Forum – submitted on 12/12/18. Received on 16/1/19.	This was originally a policy – why is it now guidance?	The SSSC has not had in place annual leave guidance before, relying only on the brief statement within the terms and conditions. Policies provide general and practical advice and guidance for managers and employees on a range of employment

Who	Comments/Feedback	Changes made as a result/action
		<p>issues. All policies are formally agreed by the Resources Committee. HR/H&S procedures and guidance support and supplement HR policies and processes by defining the steps to be followed in performing practical tasks and/or processes. The intention would be that as procedures/guidance are operational in nature they require to be approved by OMT/EMT only and that Resources Committee are advised of all procedures/guidance being developed via the review programme. Resources Committee can request to be included in the approval process or can receive copies of the procedures/guidance for information.</p> <p>The previous version circulated for consultation in early 2018 was referred to as Annual Leave Framework.</p>
	<p>Item 5 – “ensure there is adequate cover within your department prior to submitting a request for leave”.</p> <p>This is not current practice employees have to take in the SSSC, so why has it been introduced? Unison see this as a management action in line managers responsibilities, item 6, 5th bullet point. This bullet point should be removed.</p>	<p>Agreed and removed from item 5.</p>
	<p>Item 6 – “keep your team up to date about periods during which, due to operational requirements, it will not be possible to take annual leave or take leave when there are equipment down periods or upgrades.”</p>	<p>Under employment legislation, employers can determine periods during which employees must take or are prohibited from taking periods of annual leave provided they give employees appropriate notification and there is a good business reason e.g. public holiday, Christmas closure. There is current practice around this e.g. within</p>

Who	Comments/Feedback	Changes made as a result/action
	Unison request clarity around this point as it is not current practice at the present time. Unison do not think it is acceptable to insist that employees take annual leave due to an equipment issue. This should be removed.	the Finance team – employees are restricted when final accounts are due. Item 6, bullet point 4 – amended “or there will be limited capacity within the team to take leave”.
	Item 7.2 and appendix 1 – should include floating days in the heading Annual leave and floating days”.	Actioned and tables updated.
	Item 7.4 – why has the calculation for part time employees to work out their annual leave been removed.	Actioned – this has been added back in.
Partnership Forum – 22/1/19 By email 29/1/19. Version 2 – circulated on 29/1/19- responses received 1/2/19.	Discussion around the FtP issue and potential to increase to 10 days carry forward and/or 10 days buy back (up to an overall maximum of 10). PF requested reassurance that this would be voluntary for all employees. Unison happy with the revised version re the inclusion in exceptional circumstances of 10 days carry forward/buy back.	Actioned – item 7.5.
EMT – 5/2/19.	EMT had no changes except to confirm that in line with the Maximising Attendance policy, if someone off sick on a public holiday they get the day back to take at a later date.	Confirmed.
	Annual leave guidance be redesignated as a policy.	Actioned.

Who	Comments/Feedback	Changes made as a result/action
Resources Committee – 20/2/19. V3 – taking into account PF and EMT/OMT feedback.	Did not approve the draft policy as it stood.	Further discussion required.
	Requested that the Chief Executive advise all staff that the option of buying back for operational reasons any unused annual leave was not an option within the annual leave policy and this be removed from the policy.	The option of buying back annual leave has been removed from the draft annual leave policy.
	That the maximum carry forward of annual leave be one week (a standard week being 35 hours over 5 days).	Further discussion required.
	That the Chief Executive provide the Committee with options for addressing the specific overtime situation in the FtP team.	Further discussion required.
	Noted that consultation on the policy had taken place with OMT, EMT and the Partnership Forum. Requested that the revised policy be resubmitted to Committee for approval.	N/A. Next Resources Committee 5/6/19 – annual leave policy added to agenda.
Resources Committee – 5/6/19.		
Partnership Forum via email – for ratification.		

Title of report	Dignity at Work Policy
Public/confidential	Public
Action	For approval
Summary/purpose of report	To provide managers in the SSSC with a revised Dignity at Work Policy that is up to date and compliant with employment law and best practice.
Recommendations	The Resources Committee is asked to approve: 1. the attached revised policy.
Link to Strategic Plan	The information in this report links to Strategic Priority 6 – high standards of governance.
Link to the Risk Register	The information in this report links to risk number 5. The SSSC does not have sustainable resources to support the delivery of strategic plan objectives.
Author	Christine Czyba Acting Senior HR Adviser
Responsible Officer	Kenny Dick Head of Shared Services 01382 207119
Documents attached	Appendix 1: Draft Dignity at Work Policy



DIGNITY AT WORK POLICY

Our values

- **Integrity**
- **Commitment**
- **Accountability**
- **Pride in what we do**
- **Listening and engaging**
- **Creativity and learning**

Resources Committee
5 June 2019
Agenda item: 07.2
Report no: 12/2019
Appendix 1

Publication date: XXX 2019

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1. Policy position

The SSSC is committed to providing a positive workplace which supports an environment free from bullying, harassment, discrimination and victimisation. These behaviours will constitute unlawful discrimination where they relate to one of the protected characteristics listed under the Equality Act (2010). This includes sex, gender reassignment, sexual orientation, marriage and civil partnership, pregnancy and maternity, race, religion or belief, disability and age.

We adopt a zero tolerance approach towards bullying and harassment and any employee who is found to have harassed or bullied a colleague will be subject to disciplinary action.

The SSSC Codes of Practice for Social Services Workers and their Employers describe the standards of conduct and practice that are expected from social workers, social care workers and their employers. The Codes have treating others with respect at their core and similarly as an employee of the SSSC, we expect you to treat colleagues, external partners, registrants, stakeholders and any other individual you come in to contact with throughout the course of your work with dignity and respect.

All our employees have the right to expect fair and reasonable treatment at work in line with the provisions of our policies on equality and diversity and we are committed to ensuring that all our employees and managers receive appropriate training in this area.

2. Scope

- This policy applies to all SSSC employees.
- This policy does not apply to any issues or complaints relating to grading, salary, recruitment and selection, "whistle-blowing", disciplinary or grievance issues.
- Council members are covered by a separate Code of Conduct which sets out equivalent expectations of behaviour and conduct.
- If you are already the subject of a disciplinary investigation for other reasons that investigation will not normally be deferred to allow a dignity at work claim to proceed. In these circumstances concerns should be raised with the nominated officer under the disciplinary process. An exception to this may be where the complaint concerns the nominated officer.
- Incidents outside of normal working hours, or those which do not occur on SSSC premises including through social media,

may still require investigation and action where they involve employees of the SSSC.

3. Guiding principles

All employees are entitled to work in an environment where they are treated with dignity and respect demonstrating the SSSC's values below. Pressures at work or outside of work are not an acceptable reason for treating others without respect.

- Integrity – honest conversations that show trust and respect and an understanding and awareness of others.
- Commitment – caring about our work and valuing colleagues. Being responsible for good work and learning from any mistakes.
- Accountability – doing what we say we will, delivering promises on time and checking the quality of our work.
- Pride in what we do – striving for accuracy and providing a good quality service. Going the extra mile.
- Listening and engaging – listening to others to understand what they need and to find solutions together.
- Creativity and learning - continuously improving our service by being prepared to think differently and creatively to meet the SSSC's needs.

We will take all issues of bullying and harassment seriously and will handle any complaints promptly, sensitively, fairly and with an open mind.

Employees should be able to raise concerns without fear of victimisation.

We will maintain confidentiality to the maximum extent possible, the investigation of allegations will normally require limited disclosure to witnesses on a need to know basis.

All parties involved have the right to be accompanied or represented at any meetings within this policy by a person who is either a fellow worker or a trade union official.

Managers and/or Human Resources should confirm if special arrangements are required for any part of the Dignity at Work policy to allow all parties to participate fully.

Wherever possible, we will try to ensure that the employee complaining of harassment or bullying and the alleged harasser/bully are not required to work together while the complaint is under investigation.

In the case of serious allegations, the organisation may suspend any employee who is under investigation for a temporary period. Suspension does not constitute disciplinary action.

4. Monitoring and review

Human Resources and the Partnership Forum are responsible for monitoring this policy. In consultation with the Partnership Forum, the policy will be reviewed on a three-year basis.

5. Dignity at work in practice

The aim of this policy is to ensure that all employees are treated with dignity, respect and courtesy whilst at work and to feel able and supported to meet their full potential through working in a non-threatening environment free of bullying, harassment, discrimination and victimisation.

Harassment can be seen as unwanted behaviour which has the effect of being intimidating, embarrassing, offensive or humiliating.

Bullying can be seen as treating someone in an aggressive, intimidating or insulting way, where it has the effect of humiliating, threatening or upsetting a person.

Cyber-bullying can be defined as bullying, harassment and victimisation conducted through social media such as blogs or social networking e.g. posting offensive or threatening comments directed at a member of staff, posting inappropriate photographs or the posting of sensitive personal information of or about a member of staff.

Examples of harassment and bullying include:

- Physical – such as physical gestures, personal contact, threats or assaults
- Verbal – such as insulting or ridiculing someone, using abusive language, undermining someone, innuendo, jokes or remarks about someone, especially if they have a protected characteristic.
- Non-Verbal – such as circulating offensive material, sending abusive messages, withholding information to affect someone's work. It can also include looks or gestures made towards the recipient.

Inappropriate behaviour is never a joke or harmless fun. It is not the intent of the harasser but the impact on the recipient that defines harassment or bullying. Even well-intentioned behaviours can be perceived as patronising and unhelpful.

Line managers have a particular role under this policy to model good behaviour and ensure that they treat their staff with dignity and respect as well as being vigilant to the behaviour of others and addressing any inappropriate behaviour that they witness.

You and your manager should always seek to resolve any difficulties informally in the first instance. Where this is not possible both parties should consider the use of an independent third party to help mediate the process.

A third party need not necessarily come from outside the SSSC but could be an internal facilitator/mediator, a highly skilled manager or an HR professional that has not been involved in the process so far.

6. Support for those involved

The SSSC expects that anyone who raises a complaint, and any other employee who participates in an investigation under this policy, will not suffer any form of retaliation or victimisation as a result. Any employee found to have retaliated against or victimised someone for making a complaint under this policy or for participating in an investigation will be subject to our disciplinary procedure.

Raising a complaint under the dignity at work policy or being subject to a complaint can be stressful. Our employee assistance programme offers a free, confidential counselling service that is open 24 hours a day, seven days a week. They can be contacted on 08005 875 670.

You can access support to raise an issue from your line manager, Human Resources, your trade union representative or another colleague. Where your complaint is against your line manager, Human Resources may make changes to the normal dignity at work policy and agree these with you. At any meetings throughout all of the stages you may be accompanied or represented by a single companion who is either a fellow worker or a trade union official.

Employees who go off sick during the course of a dignity at work will be provided with support by their line manager and Human Resources to help them to continue to participate in the process. The investigation will continue despite the sickness absence, if in the opinion of the senior manager it is reasonable to do so.

7. Stages in the policy

This policy has three stages as follows:

Stage 1: Informal
Stage 2: Formal Complaint
Stage 3: Formal Review

7.1 Stage 1 : Informal

Wherever possible, all concerns about behaviour at work should first be discussed with a manager informally before submitting a complaint under the formal stage of this policy. This will help to

gain an objective perspective on an incident or demonstration of behaviour and it often helps to get a view point from an individual who was not involved. Normally this would be your line manager however where the complaint is against your line manager this should be referred to a member of the OMT/EMT.

Possible options are set out below:

Raising the behaviour directly with the individual. If the individual concerned has not been aware that their behaviour is causing a problem this may be sufficient to resolve the problem. If you feel that you cannot approach the individual directly, an alternative may be to write down your concerns with examples of behaviour and share it in an informal meeting as a means of opening up discussions.

Another alternative is to tell the individual's line manager either verbally or in writing with examples of the behaviour which is causing you concern and setting out how you would like to see the matter resolved. In this case, the individual's line manager will encourage you both to engage in direct and informal discussions. At this point in the interests of openness and transparency the content of the written concerns will be shared with all parties.

Where the complaint is against an employee's own line manager, changes to the normal procedure may be required.

All parties involved have the right to be accompanied or represented at any meetings within this policy by a person who is either a fellow worker or a trade union official.

Facilitated meeting

Where necessary, support for a facilitated meeting between the parties involved may also be requested from Human Resources.

This is a meeting between the person who feels they have been the subject of unacceptable behaviour and the individual they are complaining about, with an appropriate person there to facilitate (make it easier). The appropriate person may be an independent manager or a member of Human Resources. They will make sure the issues are discussed in a safe, confidential and supported way with the aim of reaching a resolution.

At this meeting the issues will be discussed and if possible resolution reached. If necessary, more than one facilitated meeting can take place to resolve the issue.

As part of any resolution reached there may be future actions which need to be implemented. A note of all meetings held setting out agreed actions and the way forward will be sent to both you and the individual. The impartial manager who facilitated the meeting

will monitor any future actions and ensure these are implemented and discuss with Human Resources should they have concerns.

Mediation

In some circumstances, it may be appropriate for the matter to be referred to mediation with a trained internal/external mediator, in order to seek a resolution, before moving to the formal procedure. Mediation will only be used where appropriate, and where all parties involved in the dignity at work complaint agree to take part.

Mediators do not make judgments or determine outcomes - they ask questions that help to uncover underlying problems, assist the parties to understand the issues and help them to clarify the options for resolving their difference or dispute.

The overriding aim of workplace mediation is to restore and maintain the employment relationship wherever possible. This means the focus is on working together to go forward, not determining who was right or wrong in the past.

Mediation is a voluntary process. Both parties must agree to participate in the process and be involved in setting the agenda. If either of the parties does not agree to participate, mediation cannot be used to resolve the issues.

Responsibilities of the employee

- The employee is not expected to complete any forms at this stage. Instead they should simply request a private meeting with the appropriate manager. If the employee feels that this is too difficult or embarrassing, they may, as an alternative, set out their concerns in writing.
- They must state the name of the individual they are raising a grievance against, what the issue is with examples and advise how they would like to see the matter resolved.
- Wherever possible, the concerns should be raised within 10 calendar days of the matter arising to stop it from reoccurring again.
- At any meeting to discuss the complaint, the employee may be accompanied or represented by a single companion who is either a fellow worker or a trade union official. The individual who the complaint has been raised against can also be accompanied.

Responsibilities of the manager

Although each case should be managed on its own merits, the person managing the complaint should generally follow the steps below:

- Meet the employee or respond to the employee's written concerns ideally within 10 calendar days.

- Where a meeting is requested, advise the employee of their right to representation in advance of the meeting taking place.
- If required, meet the individual who the concerns are against and allow them a full and fair opportunity to answer any allegations against them and/or explain their conduct.
- Take an informed decision that addresses the concern as quickly as possible. This may include a decision that an independent investigation is the best way forward.
- Confirm, in writing, the outcome of the informal stage detailing any decisions, follow-up actions and reasons behind them.
- Review the outcome and any actions within 3 months of the date of the meeting.

7.2 Stage 2: Formal complaint

Where no resolution and/or way forward is reached or the employee feels that their concern has not been adequately addressed and wishes the matter to be further considered under Stage 2 of this policy, or if the allegations are more serious than can be addressed by the informal process, the employee must formally complete the Dignity at Work notification form at Appendix D of this policy.

The employee should aim to have the complaint submitted to a member of OMT/EMT or alternatively Head of Human Resources, within 10 calendar days of receiving the outcome of the informal stage.

Responsibilities of the employee

The Dignity at Work notification form should be fully completed and set out full details of the conduct in question. This should include :

- The name of the alleged harasser or bully.
- The nature of the alleged bullying, harassment, discrimination or victimisation behaviour.
- Details of where and when the conduct in question occurred
- The names of any witnesses.
- Any action that has been taken so far informally to attempt to stop it from occurring.
- What actions you think would resolve your complaint.

The Dignity at Work notification form is attached to this policy at Appendix D.

Responsibilities of the senior manager and investigation officer

- With support from Human Resources, the OMT/EMT considering the complaint should identify the most appropriate employee to conduct an investigation of the complaint. The investigating

- officer should have appropriate experience and no prior involvement in the complaint.
- The investigation should be thorough, impartial and objective and carried out with sensitivity and due respect for the rights of all parties concerned. It is important that at no time is the complainant made to feel that he/she has invited the bullying, discrimination, harassment or victimisation nor is exaggerating their concerns as this may add to their perception of being bullied, harassed etc.
 - Those involved should be sensitive to the fact that the employee may well have difficulty talking about the incidents and may become distressed during any interview.
 - The investigating officer should meet with the alleged harasser or bully, who may also be accompanied by a colleague or trade union representative, to hear their account of events. They have the right to be advised of the nature of the complaint against them and the procedure being followed so that they can respond.
 - The senior manager should ensure that the complainant receives adequate support throughout the process. If the complainant and the individual concerned work together or regularly come into contact, an assessment should be made as to whether alternative arrangements are required until completion of the investigation.
 - It may be necessary to interview witnesses to any of the incidents mentioned in the complaint. If so, the importance of confidentiality should be emphasised to them.
 - The investigating officer will be supported by Human Resources.

Action following the investigation

On conclusion of the investigation, a written report should be prepared by the investigating officer for consideration by the senior manager.

The senior manager will consider the findings and recommendations of the investigation and confirm, in writing, the outcome of the complaint, whether it is upheld or not, and any follow up action that should be taken. This may include:

- Mediation, counselling, awareness training etc.
- Convening a disciplinary hearing.
- Additional investigation work/activity required to support the disciplinary process.
- No further action.

Whether or not the employee's complaint is upheld, consideration should be given to how best to manage the on-going working relationship between the complainant and the alleged harasser or bully. It may be appropriate to arrange some form of mediation and/or counselling, or to change duties, working location or reporting lines of one or both parties or arrange for equalities training.

Should the investigation conclude that the allegation was malicious, the senior manager should consider what follow-up action is appropriate. This may include convening a disciplinary hearing under our Disciplinary Policy.

Any employee who deliberately provides false information or otherwise acts in bad faith as part of the investigation may be subject to action under the Disciplinary Policy.

7.3 Stage 3: Formal appeal

If the complainant is not satisfied with the outcome of stage 2, they may appeal the decision.

The appeal should be submitted in writing to the Head of Human Resources, within 10 calendar days of the date of the outcome of the formal complaint being communicated. Details of the grounds for the review should be included in this written submission. The Head of Human Resources will decide whether or not there are sufficient grounds to hold a formal appeal hearing.

All appeals will be heard by the SSSC's Appeals Sub-Committee. The decision of the Appeals Sub-Committee will be final and binding on all parties.

There is a key difference between the right of appeal under the dignity at work policy and the disciplinary procedure. This is summarised below :

If you raise a complaint of harassment, bullying or unacceptable behaviour which is investigated, and you disagree with the outcome, you have a right to appeal and ask for an independent management review of the case in accordance with stage 3 of the dignity at work policy.

If the outcome of the investigation is that the matter goes to a formal disciplinary hearing and you disagree with the decision of this hearing, you do not have a right of appeal against it.

The person against whom the complaint is made does not have a right of appeal against the outcome of an investigation, but does have a right to appeal against the decision of a formal disciplinary hearing in accordance with the disciplinary procedure.

8. Definition of terms

Below are the definitions of terms that are referred to in the Equality Act 2010 and throughout this Dignity at Work policy.

Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient.

Harassment is defined in the Equality Act 2010 as unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.

More information about what is bullying and harassment is in appendix B and C.

Direct discrimination occurs where a person is treated less favourably than another because of a protected characteristic they have or are thought to have or because they associate with someone who has a protected characteristic.

Indirect discrimination occurs when you have a condition, rule, policy or even a practice in your company that applies to everyone but particularly disadvantages people who share a protected characteristic.

Reasonable adjustments - where someone meets the definition of a person who has a disability in the Equality Act 2010 (the Act) employers are required to make reasonable adjustments to any elements of the job which place a disabled person at a substantial disadvantage compared to non-disabled people.

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act or because they are suspected of doing so.

The Advisory, Conciliation and Arbitration Service (ACAS) Guidance

ACAS has provided the following as examples of bullying, harassment and discrimination:

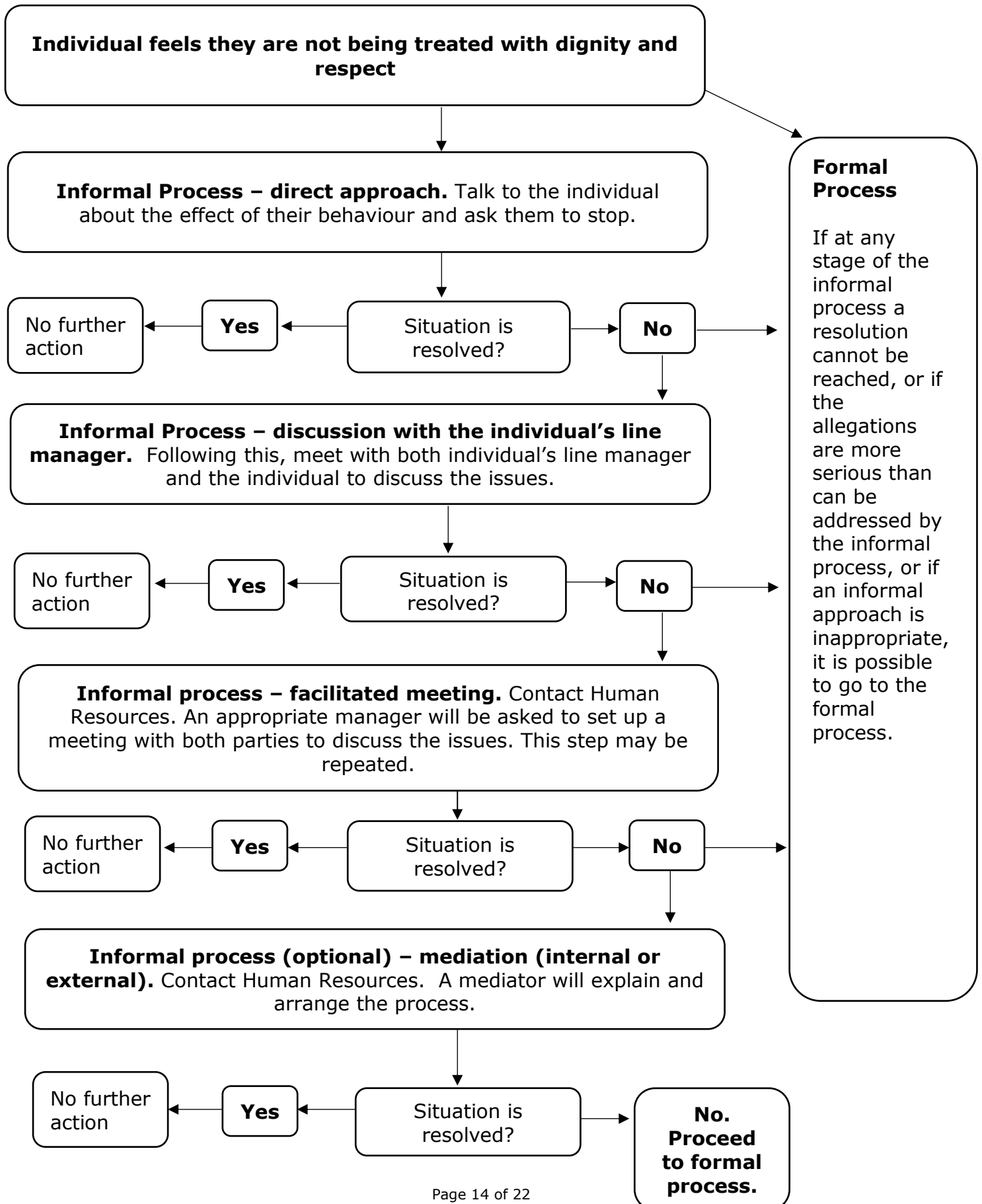
- Spreading malicious rumours, or insulting someone.
- Exclusion or victimisation.
- Unfair treatment.
- Deliberately undermining a competent worker by constant criticism.

9. Related legislation and SSSC policies

- The Equality Act 2010
- The Employment Act 2008
- The Employment Relations Act 1999
- ACAS Code of Practice
- Code of Conduct
- Disciplinary Policy
- Grievance Policy
- Equality and Diversity Policy
- Partnership Agreement

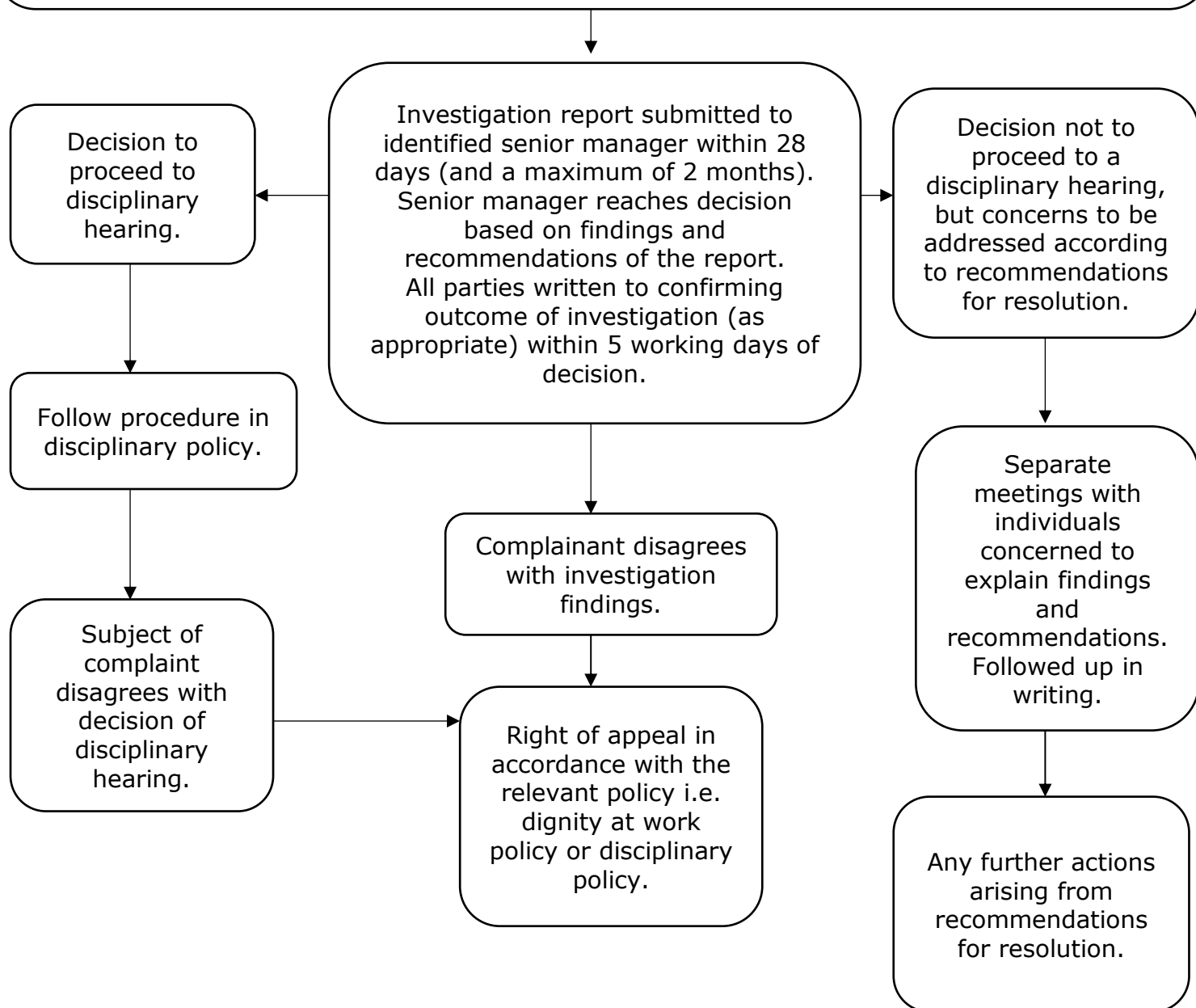
Further information about this policy and any assistance required in implementing can be accessed through any member of the Human Resources team.

10. Appendix A - Seeking resolution process flowchart – informal



Seeking resolution process flowchart – formal process

Formal Process – where no resolution is reached at the informal stage, the employee should complete the dignity at work notification form at Appendix D of this policy and submit to a more senior manager within 10 calendar days of the date of the outcome letter of the informal stage. The senior manager will normally be the complainant's line manager's own manager or, where more appropriate, a senior manager nominated by a Director. Or, alternatively submit to the Head of Human Resources. Arrangements will be made to investigate the complaint formally as soon as possible after receipt of the formal complaint.



11. Appendix B – Examples of unacceptable behaviour

This information is taken from the ACAS booklet: Bullying and Harassment at Work - A guide for managers and employers – June 2014.

There are many definitions of bullying and harassment.

ACAS characterises bullying as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient.

The impact on the individual can be the same as harassment and the words bullying and harassment are often used interchangeably in the workplace.

Behaviour that is considered bullying by one person may be considered firm management by another. Most people will agree on extreme cases of bullying and harassment but it is sometimes the 'grey' areas that cause most problems. Examples of what is unacceptable behaviour in organisations may include:

- Spreading malicious rumours, or insulting someone by word or behaviour.
- Copying memos that are critical about someone to others who do not need to know.
- Ridiculing or demeaning someone – picking on them or setting them up to fail.
- Exclusion or victimisation.
- Unfair treatment.
- Overbearing supervision or other misuse of power or position.
- Unwelcome sexual advances – touching, standing too close, display of offensive materials, asking for sexual favours, making decisions on the basis of sexual advances being accepted or rejected.
- Making threats or comments about job security without foundation.
- Deliberately undermining a competent worker by overloading and constant criticism.
- Preventing individuals progressing by intentionally blocking promotion or training opportunities.

Bullying and harassment is not necessarily face to face, it may occur through written communications, visual images (for example pictures of a sexual nature or embarrassing photographs of colleagues), email, phone and automatic supervision methods – such as computer recording of downtime from work or recording of telephone conversations – if these are not universally applied to all workers.

Harassment

The Equality Act 2010 uses a single definition of harassment to cover the relevant protected characteristics. Employees can complain of behaviour that they find offensive even if it is not directed at them. Harassment is "unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual".

The relevant protected characteristics are age, disability, gender reassignment, race, religion or belief, sex, and sexual orientation.

Example: Paul is disabled and is claiming harassment against his line manager after she frequently teased and humiliated him about his disability. Claire shares an office with Paul and she too is claiming harassment, even though she is not disabled, as the manager's behaviour has also created an offensive environment for her.

In addition, the complainant need not possess the relevant characteristics themselves and it can be because of their association with a person who has a protected characteristic, or because they are perceived to have one, or are treated as if they do. Harassment applies to all protected characteristics except for pregnancy and maternity where any unfavourable treatment may be considered discrimination and marriage and civil partnership where there is no significant evidence that is needed.

Example: Steve is continually being called gay and other related names by a group of employees at his work. Derogatory homophobic comments have been posted on the staff noticeboard about him by people from this group. Steve was recently physically pushed to the floor by one member of the group but is too scared to take action. Steve is not gay but heterosexual; furthermore the group know he isn't gay. This is harassment related to sexual orientation.

Harassment at work by others – an employee can make a complaint against their employer where they are harassed by someone who doesn't work for that employer such as a customer, client or passenger. As an employer, once you are aware of this unwanted behaviour you should take reasonable and proportionate action to address the issues.

Example: Chris manages a Council Benefits Office. One of her staff, Raj, is a Sikh. Raj mentions to Chris that he is feeling unhappy after a claimant made derogatory remarks regarding his faith in his hearing. Chris is concerned and monitors the situation. Within a few days the claimant makes further offensive remarks. Chris reacts by having a word with the claimant, pointing out that this behaviour is unacceptable. She considers following it up with a letter to him pointing out that she will ban him if this happens again. Chris keeps Raj in the picture with the actions she is taking and believes she is taking reasonable steps to protect Raj from harassment.

12. Appendix C - What is / is not bullying

Sometimes behaviours and actions which cause us to feel distressed are not examples of bullying, even though they are unpleasant and often require action by an employer or manager. There are some common situations that can be confused with bullying:

The difference between fair, firm management and bullying

The differences between a manager who is firm and fair and a manager who is bullying and harassing staff can sometimes seem ambiguous. The table below offers examples of the types of behaviour which distinguish both styles.

Firm and fair management	Bullying or harassment of staff
Consistent and fair.	Aggressive, inconsistent and unfair.
Determined to achieve the best results but is reasonable and flexible.	Determined to achieve the best results but unreasonable and inflexible.
Knows their own mind and is clear about their own ideas, but is willing to consult with colleagues and staff before drawing up proposals.	Believes that they are always right, has fixed opinions, believes they know best and not prepared to value other people's opinions.
Insists on high standards of service in quality of work and behaviour in the team.	Insists on high standards of service and behaviour, but blames others if things go wrong.
Will discuss in private any perceived deterioration before forming views or taking action and does not apportion blame to others when things go wrong.	Loses temper, degrades people in front of others, threatens official warnings without listening to any explanation.
Asks for people's views, listens and assimilates feedback.	Tells people what is happening, does not listen.
Shares credit appropriately.	Plagiarises, takes credit for other people's work/ideas.
Respectful and considerate.	Disrespectful and inconsiderate.
Demonstrably values others and their contributions.	Devalues or ignores the contribution of others.

Reasonable management action

It is important to differentiate between bullying and an employer's legitimate authority to direct and control the way work is done. It is reasonable for employers to allocate work and for managers and supervisors to give fair and reasonable feedback on a worker's performance.

Conflict with colleagues at work

People are bound to have occasional differences of opinion and these are a normal part of working life. Disagreements can leave people feeling upset but they should not be confused with bullying behaviour. However, these should not be ignored - if left unresolved, conflict may develop into a bullying situation.

13. Appendix D – Dignity at work formal notification form

Name of employee	
Job title	
Department and location	
Name of line manager	
Name of trade union representative (if applicable)	

Please say what your complaint is about. (If you need more space, please continue on another page and make sure you send any relevant information with this form.)

What action(s) do you think would resolve your complaint?

If the complaint has been considered formally before, please provide details.

Please tell us about the informal steps that have been taken to seek resolution, who has been involved in the process and the dates of any meetings you have had together with any notes of the meeting/agreed action plans.

Employee's signature:

Date:

If you are unsure which manager to send this complaint to, please contact a member of Human Resources.

Title of report	Alcohol and Drugs Policy/Smoking Policy
Report to	Resources Committee
Action	For approval
Summary/purpose of report	To provide the Resources Committee with a revised Alcohol and Drugs Policy and Smoking Policy.
Recommendations	The Resources Committee is asked to approve the draft Policies.
Links to Operational and Strategic Plans	The information in this report links to: Strategic Outcome 4 - specifically the priority to implement structures and tools to support high standards of governance.
Link to the Operational and Strategic Risk Registers	The information in this report links to: Risk 5 - the SSSC does not have sustainable resources to support the delivery of Strategic Plan objectives (i.e. the strategic planning growth assumptions are not financially sustainable).
Author	Name: Ayslynne Craig Human Resources Assistant
Responsible Officer	Kenny Dick Head of Shared Services Tel: 01382 207104
Documents attached	Appendix 1: Alcohol and Drugs Misuse Policy Appendix 2: Consultation Log – Alcohol and Drugs Misuse – May 2019 Appendix 3: Smoking Policy Appendix 4: Consultation Log – Smoking Policy – May 2019

1. INTRODUCTION

- 1.1 This report provides members of the Resources Committee with up to date Smoking and Alcohol and Drugs Policies in line with the most recent government legislation. The SSSC has a duty of care to employees to provide and maintain a safe and healthy working environment. The aim of the Smoking Policy is to reflect legislation and guarantee the right of non-smokers to breathe smoke-free air at work whilst also taking into account the needs of those who smoke.
- 1.2 The SSSC also recognise that alcohol and drugs misuse are an area of social concern and recognise that an employee with such problems requires support and help.

2. CURRENT STATUS

- 2.1 The current Smoking Policy and Alcohol and Drugs Policy are out of date, February 2009 and May 2003, therefore both require to be updated.
- 2.2 The SSSC Healthy Working Lives silver criteria requires these policies to be up to date in order that we can achieve the silver award.
- 2.3 Consultation has taken place with Health and Safety and the Partnership Forum and all comments have been included in the revised policies. These include:
 - updated legislation e.g. Road Traffic Act 1988, Medicines Act 1968 and Misuse of Drugs Act (Modification) 2008
 - legislation changes to drug driving laws being introduced in October 2019
 - clarification in the smoking policy when carrying passengers.

3. RESOURCE IMPLICATIONS

- 3.1 There are no resource implications.

4. EQUALITIES IMPLICATIONS

- 4.1 The work did not require any changes as a result of the EQIA

5. LEGAL IMPLICATIONS

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

6. STAKEHOLDER ENGAGEMENT

- 6.1 The Alcohol and Drugs policy and the Smoking Policy will be proactively discussed with the SSSC's Partnership Forum.

7. IMPACT ON USERS AND CARERS

7.1 There is no impact on users and carers.

8. BACKGROUND PAPERS

8.2 None.



Alcohol and Drugs Misuse Policy

Our values

- **Integrity**
- **Commitment**
- **Accountability**
- **Pride in what we do**
- **Listening and engaging**
- **Creativity and learning**

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1. Introduction

- 1.1 The Scottish Social Services Council has a duty, so far as is reasonably practicable, to provide and maintain a safe and healthy working environment for employees. The Scottish Social Services Council recognise that alcohol and drug misuse problems are an area of social concern. Increasingly the workplace is being seen as an appropriate context for preventative healthcare and development of alcohol and drug policies related to employment.
- 1.2 The Scottish Social Services Council also recognise that an employee with such problems requires support and help.
- 1.3 This policy supports the principles of the Corporate Health and Safety Policies of the Scottish Social Services Council.

2. Scope of Policy

The Policy applies to all employees of the Scottish Social Services Council.

The Policy does not apply to employees who, because of excessive indulgence in alcohol on random occasions, behave in a manner contrary to acceptable standards of conduct and safety; and / or are found in possession of illegal drugs or buying or selling drugs. Such instances will be dealt with in accordance with the Scottish Social Services Council's Disciplinary Procedures.

3. Legislation

The following legislation applies to the application of this policy;

Health and Safety at Work Act 1974
Management of Health & Safety at Work Regulations 1999
Human Rights Act 1998
Misuse of Drugs Act 1971
Equality Act 2010
Misuse of Drugs Act 1971
Misuse of Drugs Act (Modification) 2008
Medicines Act 1968
Road Traffic Act 1988
Drug Act 2005
Transport Works Act 1992

4. Definitions

We define an alcohol and drugs misuse problem as any substance taken either regularly or intermittently which repeatedly interferes with a person's work capability, their health and social functioning or conduct to other employees, service users or members of the public.

The policy applies to alcohol, drugs controlled under the Misuse of Drugs Act (Modification) 2008, prescribed drugs, over-the-counter medication and solvents.

Alcohol – any drink or liquid with an alcoholic content.

Drugs – any illegal drug as defined by the Misuse of Drugs Act 1971, for example, cannabis, cocaine, heroin and any preparations covered under the Medicines Act 1968. This includes amphetamine type stimulants (ATS) and psychoactive substances – drugs that affect the human brain, i.e. all those synthetic and herbal products previously known as NPA or legal highs are included in the Psychoactive Substances Act 2016.

Prescription drugs – your doctor may prescribe you legal drugs. Whilst prescription or over-the-counter (OTC) medicines are legal, they may have side effects that can affect your behaviour and ability to perform at work. If this applies to you, it is very important that you let your line manager or Occupational Health know what medication you are taking. Your line manager can support you, with the assistance of Human Resources. With effect from 21 October 2019 drug driving limits will be introduced in Scotland. There will be a zero tolerance approach to eight drugs most associated with illegal use and the drugs with medical uses will have limits based on impairment.

Solvents – including, but not restricted to: aerosols, glues and other toxic or non-toxic substances.

5. Aims

The main aims of the policy are to:

- Ensure that misuse of alcohol or drugs does not compromise the safe, efficient and productive operation of the Scottish Social Services Council.
- Alert employees to the risks associated with excessive consumption of alcohol and drug misuse and to promote a progressive change in attitude.
- Engender a climate which encourages honesty and gives both employees and management confidence to deal with alcohol or drug related problems.
- Encourage employees who suspect or acknowledge that they have an alcohol or drug related problem to seek help voluntarily at an early stage. Confidential support will be provided from managers to the employee and they will be treated fairly and consistently when support is requested.
- Offer employees who may have an alcohol or drug related problem, support, assistance and the opportunity to seek assessment and treatment through the Employee Assistance Programme, from appropriate specialist agencies or from Occupational Health.

- Contribute to the promotion of the health, safety and welfare of staff, and stakeholders.
- Raise awareness of alcohol or drug related problems, its impact on the workplace and what help is available.
- Assist managers in dealing with alcohol or drug misuse incidents in the workplace.

6. Confidentiality

The maintenance of strictest confidentiality is fundamental to this policy. Management will treat in the strictest confidence all dealings with individuals coming within the scope of this policy and any records associated with referral to the Employee Assistance Programme or Occupational Health and appropriate specialist agencies.

7. Responsibilities

7.1 Directors/Senior Managers

Shall ensure that the requirements of this policy are included in the Health and Safety planning process and are implemented in all work locations for which they have responsibility.

7.2 Line Managers

Shall make themselves familiar with the policy and ensure that their staff are aware of and understand its contents.

Shall be alert to possible alcohol or drug misuse within their area of responsibility. Appendix 1 contains examples of signs which may, but do not necessarily, indicate substance misuse problems.

Provide confidential support and practical assistance to those with alcohol and drug related problems.

Shall take an objective and non-judgemental approach when investigating or taking action on any potential or actual case of alcohol or drug misuse.

7.3 Employees

All employees shall:

- Report to work free from the effects of illegal drugs, misuse of prescribed drugs or alcohol and in a condition that allows them to perform their duties safely.
- Not possess, consume, sell or give away illegal drugs or controlled substances.

- Notify their line manager upon reporting for duty that they are on prescribed medication which may affect their ability to perform their duties or present any safety risks.
- Not consume alcohol on SSSC property.
- Not cover up or collude with any colleague who has or may have a substance misuse problem.
- Access Employee Assistance Programme or Occupational Health or other specialised services where appropriate with the support of the SSSC.

7.4 Human Resources

Shall refer staff for support and assistance in appropriate cases and advise on the appropriateness or otherwise of recourse to the disciplinary procedure once all support processes have been exhausted.

Shall provide advice and guidance, to the SSSC, in undertaking the measures needed to comply with the requirements of this policy.

8. Effects of alcohol and drugs whilst driving

8.1 Drink and drug driving limit in Scotland

Drink driving - the drink driving limit varies between England, Wales and Scotland. From 5 December 2014, the alcohol limit for drivers in Scotland is 50 milligrams of alcohol in every 100 milligrams of blood. This is in line with other European laws to reduce the number of road incidents and to save lives. You can't judge whether you are over or under the legal limit without a breathalyser or blood test. The safest things to do is avoid alcohol altogether before driving.

Drug driving - with effect from 21 October 2019 drug driving limits will be introduced in Scotland. There will be a zero tolerance approach to eight drugs most associated with illegal use and the drugs with medical uses will have limits based on impairment.

The drugs which will have a zero tolerance limit are:

- Benzoylecgonine
- Cocaine
- Delta-9-tetrahydrocannabinol (cannabis and cannabinol)
- Ketamine
- Lysergic acid diethylamide (LSD)
- Methylamphetamine
- Methylenedioxymethamphetamine (MDMA – ecstasy)
- 6-monoacetylmorphine (6-MAM – heroin and diamorphine)

The drugs with medical uses which will have limits based on impairment are:

- Clonazepam
- Diazepam
- Flunitrazepam
- Lorazepam
- Methadone
- Morphine
- Oxazepam
- Temazepam

9. Process

- 9.1 Should a manager suspect an alcohol or drug related problem, factual information should be gathered relating to the employee's general conduct, behaviour or pattern of work. The situation should be approached with tact and sensitivity and the employee informed that any admission will be treated with respect, support and confidentiality.
- 9.2 In the interests of safety, an employee, who is considered to be under the influence of alcohol or drugs, may be suspended on a precautionary basis to remove them from the workplace. The employee should be sent from the workplace and asked to report to a senior manager usually the next working day. Precautionary suspension is not disciplinary action and implies no judgement or censure.
- 9.3 In such cases the employee should be strongly cautioned not to drive and, where necessary, arrangements should be made for the employee to be transported home or collected by a friend or relative.

10. Referral for Assessment

10.1 Voluntary Referral

An employee who suspects or knows that they have an alcohol or drug related problem is encouraged to seek specialist help through a voluntary referral or by consulting their own general practitioner. The employee can approach their Line Manager or Human Resources for information, advice and support in obtaining specialist help or utilise the Employee Assistance Programme.

10.2 Management Referral

An employee who is identified through observation as misusing alcohol or drugs will be given the opportunity to seek a diagnosis and specialist help. In consultation with Human Resources the employee will be referred to an appropriate agency.

Progress will be monitored on a routine basis to ensure the employee is fully participating in the recommended treatment / rehabilitation programme.

10.3 **Safeguard**

Encouragement to seek and accept help; and/or treatment from a specialist agency is on the understanding that:

- The employee will be granted time off or leave to undergo a course of treatment. Leave of absence required for a residential course of treatment, will be treated as sick leave and the terms of the sick leave/pay provisions will apply.
- Following a period of treatment the employee will be able to return/continue with the same job, unless it is decided that the effects of the employee's alcohol or drug related problem renders them unfit or unsuitable to resume that job, or where resumption of the job would be inconsistent with the long term resolution of the employee's alcohol or drug related problem, in which case suitable alternative employment will be sought.
- The confidential nature of all personal records will be strictly preserved.

The SSSC encourage their employees who suspect or know that they have an alcohol or drug misuse related problem to seek help from Human Resources, their line manager, the Employee Assistance Programme or appropriate specialist agency. Where an employee is subject to formal proceedings, these will be held in abeyance where an alcohol or drug misuse problem is a factor, on condition that the employee involved follows a suitable and agreed course of action.

10.4 **Management Referral during Formal Proceedings**

Formal proceedings, for the purposes of this policy, are any which are instigated in accordance with the SSSC's approved Human Resource Policies and Procedures for e.g.

- Disciplinary Procedure
- Grievance Procedure
- Maximising Attendance Policy

The following approach will apply to such procedures:

If an alcohol or drug related problem emerges as a possible factor during formal proceedings, referral to the Occupational Health Service may be pursued as an alternative to formal action. If however the employee refuses to accept referral for medical examination or discontinues a course of treatment, formal proceedings will continue.

Following assessment, the appropriate formal procedure will be resumed:

- If the assessment shows no dependency problem then the appropriate formal procedure will be concluded.

- If the assessment shows an alcohol dependency problem, then this may be used as mitigating circumstances in any resulting formal action.
- If the employee subsequently fails to follow or co-operate with referral conditions, the SSSC reserve the right to review the formal action taken.

If any further allegation of misconduct is raised against an employee during or following a period of referral, each case will be considered on its own merits under the SSSC's formal procedures.

11. Education

11.1 In terms of this policy the SSSC will:

- Aim to promote a healthy lifestyle amongst employees.
- Provide all employees with alcohol and drugs misuse training in line with the Healthy Working Lives strategy. It is important employees familiarise themselves with this policy during their induction.
- Make advice and guidance available to employees of the risks associated with excessive consumption of alcohol and drug misuse.
- Offer the services of an Employee Assistance Programme offering information and support to employees and their immediate families.

11.2 Managers

To ensure the effective implementation of the Policy, the SSSC will offer support and guidance to Managers to:

- Raise awareness of the nature of alcohol and drug misuse as it affects the workplace.
- Raise awareness of how to recognise and respond to early signs of alcohol and drug misuse.
- Ensure that managers can determine early recognition of problems, understand the use and implementation of support mechanisms, referral mechanisms and disciplinary procedures.
- Provide line managers with separate training, focusing on how to recognise signs and symptoms. Guidance to support this policy is also available for managers.

12. Other Related Policies and Procedures

- Safe Driving Guidance
- Health and Safety Policy
- Supporting Resilience Policy
- Code of Conduct

- Maximising Attendance Policy
- Discipline Policy
- Grievance Procedure

13. Monitoring and Review

Responsibility for monitoring the application for this policy will rest with Human Resources. We will review this policy every three years with amendments made as appropriate in consultation with the Partnership Forum.

APPENDIX 1

The SSSC recognise the importance of identifying substance misuse problems as soon as possible. Some important signs which may, but do not necessarily, indicate substance misuse problems are:

- Employee coming forward with concerns relating to alcohol and/or drug issues.
- Frequent lateness and/or repeated brief periods of self-certified absence particularly related to weekends, holidays or after pay days.
- Poor performance, impaired concentration and memory.
- Frequent submission of medical certificates for gastro-enteritis, dyspepsia, nervous debility etc.
- Accidents either on or off the job.
- Smelling of alcohol or appearing to be under the influence of alcohol and/or drugs during working hours.
- Mood changes, irritability, lethargy.
- Deterioration in relationship with fellow employees, borrowing money.
- Hand tremors, slurred speech, facial flushing, poor personal hygiene.
- Stress related problems.
- Issues highlighted via the Complaints Procedure.

APPENDIX 2: Useful information for support

Your Doctor, local General Practitioner

Alcoholics Anonymous

Helpline: 0845 769 7555 (24 hours)

Alcohol Concern

Telephone: 020 7264 0510

Email: contact@alcoholconcern.org.uk

Website: www.alcoholconcern.org.uk

Ask Frank

Telephone: 0800 77 66 00 (free confidential advice 24 hours a day)

www.talktofrank.com

Don't risk it (Scottish Government)

Website: www.donriskit.info

DrinkSmarter

Unit calculator

Website: www.drinksarter.org/handy-tools/unit-calculator

Drug Misuse Information Scotland

Website: www.drugmisuse.isdscotland.org

Employee Assistance Programme, SSSC employer support

Telephone: 0800 587 5670

Website: www.sg.helpeap.com

Health Scotland

Website: www.healthscotland.com

Libra – Woman and Alcohol Services

4 Norton Park

Edinburgh

EH7 5RU

Telephone: 0131 661 0111

NHS Choices

Website: www.nhs.uk/LiveWell/Drugs/Pages/Drugshome.aspx

The Samaritans

Telephone: 08457 90 90 90

Website: www.samaritans.org/how-we-can-help-you

Consultation Log – Alcohol and Drugs Misuse – May 2019

Who	Comments/Feedback	Changes made as a result/action
<p>NHS Healthy Working Lives – January 2019</p>	<p>Met with NHS Healthy Working Lives and comments were received as follows:</p> <p>The introduction should explain that the policy is part of the organisation's overall concern for the health, safety and welfare of staff and complies with all relevant legislation including employment law.</p> <p>A definition of the illegal and legal substances covered. This should include alcohol, new psychoactive substances (i.e. legal highs) and over the counter medication. Those substances previously known as new psychoactive substances (NPS) or legal highs are included under the Psychoactive Substances Bill, May 2016.</p> <p>There is evidence either within policy or portfolio of consultation with all levels of staff during policy development for new/-revised policies.</p> <p>The policy is explicit in relation to the use of alcohol/drugs and includes a statement that employees must present for work free from the effects of alcohol or drugs during working hours.</p> <p>The policy includes guidelines relating to any breach of the policy rules.</p> <p>The policy includes guidelines on corporate hospitality</p> <p>The policy includes a statement that employees using prescription/over-the-counter (OTC) drugs, which may affect their</p>	<p>All comments actioned.</p>

	<p>behaviour and/or work, have a responsibility to inform their employer, e.g., line manager/occupational health.</p> <p>The organisation must demonstrate that the policy applies to all employees (either within the policy or portfolio). This should include contractors/ volunteers/agency workers if applicable.</p> <p>The organisations must provide evidence of education/information activity(ies) for all staff on the adverse effects of alcohol and drugs, (either within the policy or portfolio).</p> <p>Evidence of providing training/guidance for managers which will assist in the effective implementation of the policy (either within policy or portfolio).</p> <p>The policy outlines what support will be offered to employees with an alcohol and/or drug related problem. Sources of information for support and help outwith the workplace must be provided to employees.</p> <p>The policy or company procedures must ensure confidentiality.</p> <p>The policy date of implementation is evidenced.</p> <p>The policy states there is a review process and is revised as necessary.</p>	
<p>Health and Safety By email 18/01/19, V1</p>	<p>No comments received.</p>	

Clive Pegram, Keith Quinn and Robert Stewart – Partnership Forum By email 18/01/19 Version 1	2. need to update legislation e.g. Misuse of Drugs Act (Modification) 2008, Road traffic act 1988, Medicines Act 1968 etc.	Actioned – legislation updated and added in.
	3. see above.	Actioned – this has been updated and added in.
	3. has this been enacted yet?	This came into force on 26 May 2016.
	3. with the law changing 21 st October 2019 with regards to Drug Driving laws – including prescribed drugs is this going to be referenced here?	Actioned – this has been added in.
	5. this is a policy and Partnership Forum must be identified here.	Actioned – this has been added in.
	6. this will be very important if the employee feels that can disclose this problem and know the SSSC will support them.	Nothing to amend.
	6. there will be confidential support from managers to the employee and they will be treated fairly and consistently when support is requested.	Actioned – added in confidential support will be provided from managers to the employee and they will be treated fairly and consistently when support is requested.
	6. what about referral to Occupational Health?	Actioned – added in Occupational Health.
	7. or occupational health.	Actioned – this has been added in.
	8.2.3 confidential support.	Actioned – added confidential.
	8.3. is there guidance about not drinking while working?	Removed sentence which read unless prior authorisation has been given by senior management.

	8.4.1 something here about disciplinary – should only been invoked once all supportive processes have been exhausted.	Actioned – this has been added in.
	9. as stated above with the law changing 21 st October 2019 with regards to Drug Driving Laws – including prescribed drugs is this going to be referenced here as well?	Actioned – this has been added in.
	10.1 and the SSSC will support the member of staff to address the issue.	Actioned – added in support.
	10.3 if there is any doubt that the person is under the influence the SSSC has a duty of care not to let the person drive.	The SSSC can strongly caution an employee not to drive and where necessary arrangements would be made for the employee to be transported home or picked up by a friend or relative.
	11.3 with pay?	Employee would not be paid unless they took annual leave or were off sick.
	12.1 does this include training for staff?	Actioned – added in bullet point which reads provide all employees with alcohol and drugs misuse training in line with the Healthy Working Lives strategy. It is important employees familiarise themselves with this policy during their induction.
	12.2 will managers have training in this?	Actioned – added in bullet point which reads provide line managers with separate training, focusing on how to

		recognise signs and symptoms. Guidance to support this policy is also available for managers.
Marnie Westwood – Interim Head of HR By email 21/03/19	11.1 refers to lifeworks which is no longer what the EAP is called.	Actioned.
OMT – 21/03/19	Need to make it clearer at the start that this policy does not cover people who go out and get drunk at the weekend and still come in under the influence – this is covered in section 4 however need to make this clearer in introduction.	Actioned – moved section 4, scope of policy, to be section 2.
Partnership Forum – 21/03/19	3. it is no longer a Bill, it is an Act.	Actioned.
	11.4 include here Stress, Capability and Driving.	Added in section 12. Other Related Policies and Procedures and listed the following: <ul style="list-style-type: none"> ▪ Safe Driving Guidance ▪ Health and Safety Policy ▪ Supporting Resilience Policy ▪ Code of Conduct ▪ Maximising Attendance Policy ▪ Discipline Policy ▪ Grievance Procedure
Resources Committee – 5/6/19		



Smoking Policy

Our values

- **Integrity**
- **Commitment**
- **Accountability**
- **Pride in what we do**
- **Listening and engaging**
- **Creativity and learning**

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1. Introduction

- 1.1 The SSSC acknowledges its duty of care to employees under the Health and Safety at Work Act 1974 and to provide, so far as is reasonably practicable, a healthy and safe working environment. This policy also complies with the Smoking Health and Social Care (Scotland) Act 2005 and the Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006.

The aim of the policy is to reflect legislation and also guarantee the right of non-smokers to breathe smoke-free air at work whilst also taking into account the needs of those who smoke. The SSSC recognises that smoking is a personal matter. However, where employees smoke is a matter of public concern and therefore this policy is concerned with where people smoke while at work.

2. Legislation

This policy complies with the following legislation:

- The Smoking Health and Social Care (Scotland) Act 2005
- The Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006
- The Health and Safety at Work Act 1974
- Management of Health and Safety at Work Regulations 1999
- Workplace (Health, Safety & Welfare) Regulations 1992
- Safety & Health of Pregnant Workers Directive (92/85/EEC)
- British Medical Association (BMA) briefing on e-cigarettes

3. Implementation

Smoking is prohibited in SSSC premises.

Suitable areas external to SSSC premises have been identified as designated smoking areas.

Employees do not have an entitlement to use designated smoking areas during working hours, (with exception of an agreed lunch break). If employees want to have a smoking break during their working day then this must be limited to one in the morning and one in the afternoon and employees should use their flexi time to cover their absence from work. Employees do not have an automatic right to breaks and breaks can be refused for business needs e.g. during a meeting.

Employees who use their private car for business use should not smoke during journeys where they are carrying passengers, colleagues or clients who do not smoke.

Where an employee uses a hire car for business use they are prohibited from smoking within the hire car as per the hire car agreement. Where

an employee has smoked while using a hire car, they will be liable for any associated cleaning costs incurred.

The smoking policy applies equally to members of the public and visitors to SSSC premises and "No Smoking" signs will be prominently displayed in accordance with the Smoking Health and Social Care (Scotland) Act 2005 and the Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006.

4. Employee Responsibilities

As an employee, you have a responsibility to:

- Comply with this policy and only smoke in designated smoking areas.
- Respect the rights of non-smokers.
- Advise visitors of the smoking policy and ensure visitors who are visually impaired are aware that smoking is prohibited on SSSC premises and informed of where the smoking shelters are located.

5. Line Manager Responsibilities

As a line manager, you have a responsibility to:

- Communicate this policy to employees, sub contractors, visitors and any other interested parties.
- Explain this policy during the induction process so that all new employees are aware of their responsibilities.

6. Electronic Cigarettes

The SSSC understand that some employees may wish to make use of electronic cigarettes ("e-cigarettes") in the workplace, particularly to help them give up smoking. E-cigarettes are battery-powered products that release a visible vapour that contains liquid nicotine that is inhaled by the user.

Although they fall outside the scope of smoke-free legislation, we do not allow our employees to use e-cigarettes in the workplace because:

- Although they do not produce smoke, e-cigarettes produce a vapour that could provide an annoyance or health risk to other employees.
- Some e-cigarette models can look like real cigarettes. This makes a smoking ban difficult to monitor and creates an impression for visitors that it is acceptable to smoke.

7. Counselling / Support

The SSSC recognises that staff may need support in connection with this policy and information about smoking cessation has been provided. In addition employees may wish to contact their local GP surgery for help and advice.

Further information and advice can be sought from the Health Scotland support line by contacting the following number: **Health Scotland Smokeline – 0800 84 84 84**

In addition the SSSC has provided information in connection with specialist support and cessation services in each area for employees who wish to stop smoking or have difficulty complying with the restrictions. There is also a support mechanism in place through Help Employee Assistance Programme which can support individuals through counselling sessions.

8. External Venues

Whilst the SSSC is committed to the health, safety and welfare of its employees in its own premises it is more difficult to control external venues. Employees need to take a practical, proportionate approach to minimise any potential risks to their own health and safety when visiting other premises throughout the course of their work.

Where, through the course of their work, an SSSC employee is in an exempt designated smoking area, they should initially self risk assess the situation and the likely duration of the exposure to smoke. Where the individual is uncomfortable being in this situation they can excuse themselves.

9. Compliance with the Policy

The policy supports legislation and a smoke free working environment for all employees. It is hoped that all employees support the aims of working towards a healthy workplace.

Responsibility for implementing and monitoring this policy rests with senior managers. Failure to comply will be viewed as misconduct and will be dealt with in accordance with the Council Disciplinary Procedures.

10. Monitoring and Review

The policy will be reviewed on a three yearly basis making amendments as appropriate in consultation with managers, staff and Partnership Forum.

Consultation Log – Smoking Policy – May 2019

Who	Comments/Feedback	Changes made as a result/action
NHS Healthy Working Lives – January 2019	<p>Met with NHS Healthy Working Lives and comments were received as follows:</p> <p>The policy includes a statement that refers to the Smoking, Health and Social Care (Scotland) Act 2005</p> <p>The policy includes a statement that contributes to the organisation's overall concern for the health, safety and welfare of employees.</p> <p>For all organisations: Compliance with the Smoking and Health and Social Care (Scotland) Act 2005 – Smoking is prohibited for all employees, visitors, customers and contractors within the working environment. The legislation also covers smoking in company vehicles at all times</p> <p>To prevent the risk of being exposed to second hand smoke, smoking is prohibited in leased vehicles and private vehicles (only if employer covers the cost of fuel) used by employees for work, when carrying passengers.</p> <p>To prevent the risk of being exposed to second hand smoke, smoking is prohibited in entrances and doorways.</p>	All changes made.

	<p>For exempt sites (see appendix for full list): ie designated rooms in specified residential accommodation, adult care homes, adult hospices, residential psychiatric hospitals and units. Smoking is only permitted in internal designated areas for residents, where applicable (on humanitarian grounds)</p> <p>The policy gives guidance on where/when people are allowed to smoke and/or use ecigarettes.</p> <p>Policy mentions responsibilities of all employees visitors, customers and contractors to comply with policy conditions equally.</p> <p>Policy or supporting information outlines the training/guidance provided for managers to assist with the effective implementation and enforcement of the policy.</p> <p>Date of implementation is included.</p> <p>Monitoring & review: Policy states there is a review process and is revised as necessary.</p> <p>Policy or supporting information outlines commitment to education/information provision including information on national and local cessation support for all employees. This should include information what support will be offered and how employees can access it.</p>	
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Health and Safety By email 18/01/19, V1	No comments received.	
Clive Pegram, Keith Quinn and Robert Stewart – Partnership Forum By email 18/01/19 Version 1	2. needs to be a section with regard to the review process of HR and the Partnership Forum and it will take place every three years?	Actioned – section 10.
	3. further clarification is required here as it gives the impression when carrying passengers they have an option to smoke – when they do not have an option to smoke.	Actioned – this has been amended accordingly.
OMT and Partnership Forum – 21/03/19	3. reword that break in morning and afternoon is a guide, anytime off for smoking will be deducted from flexi; breaks can be refused for business needs.	Actioned.

Title of report	Special Leave Policy
Public/confidential	Public
Action	For decision
Summary/purpose of report	To provide managers in the SSSC with a revised Special Leave Policy that is up to date and compliant with employment law and best practice. This will support line managers in approving special leave requests for employees within their areas of responsibility.
Recommendations	The Resources Committee is asked to: <ol style="list-style-type: none"> 1. note that consultation has taken place with the Partnership Forum, Organisation Management Team and Executive Management Team (OMT and EMT) 2. approve the attached policy.
Link to Strategic Plan	The information in this report links to: Strategic Priority 6 – high standards of governance.
Link to the Risk Register	The information in this report links to: Risk number 5 - the SSSC does not have sustainable resources to support the delivery of strategic plan objectives.
Author	Alana Crawford Interim Senior HR Adviser
Responsible Officer	Kenny Dick Head of Shared Services Tel: 01382 207104
Documents attached	Appendix 1: Draft Special Leave Policy Appendix 2: Consultation Log - Special Leave Policy

1. INTRODUCTION

- 1.1 The SSSC is committed to supporting employee's work-life balance and understands that from time to time circumstances may arise which make it difficult for an employee to attend work such as bereavement or family emergencies. The policy also provides advice to managers on the level of time off to be given in certain instances such as for medical treatment or to attend to public duties and activities.
- 1.2 Three new categories of leave have been added to the draft policy entitled 'Safe Leave', 'Parental Bereavement Leave' and 'Fostering Leave'.
- 1.3 Safe Leave offers employees who are victims of domestic abuse up to the equivalent of one working week paid leave to deal with emergency situations. By offering such leave within the Special Leave policy we believe that we will be demonstrating our commitment to the Scottish Government Domestic Abuse (Scotland) Bill and their Equally Safe strategy and reducing disadvantage in our workforce. We believe that the addition of this category of leave within the policy will also support our organisational aim of being an employer of choice.
- 1.4 'Fostering leave' permits employees who are undergoing the fostering process, are foster carers or kinship carers, up to the equivalent of a standard working week time off for attending appointments or caring for the child.
- 1.5 'Parental Bereavement Leave' allows time off up to the equivalent of two working weeks for parents and or carers who have experienced the death of a child. This is in line with regulations which are currently being drafted by the Government that will make up the Parental Bereavement (Leave and Pay) Act. It is anticipated the Act will come into force in April 2020, therefore it makes sense for us to include this leave in our policy at this time.

2. BACKGROUND

- 2.1 The existing Special Leave policy was implemented in November 2015. A revised draft policy was circulated to Partnership Forum in May 2018, however, since then it would seem that the work has never been completed, approved or the policy implemented.
- 2.2 The attached draft Special Leave policy has been updated since the previous draft submitted to Partnership Forum in May 2018. Key changes include:
 - the wording of the policy has been reviewed, simplified and reorganised for ease of reading
 - the removal of information relating to returning to work after bereavement; this will be incorporated into bereavement guidance which is currently being prepared by the HR team

- three new categories of leave entitled 'Safe Leave', 'Parental Bereavement Leave' and 'Fostering Leave' have been included in the policy as noted above
 - information relating to medical treatment has been condensed into an easier to read format with specific details about what is paid/unpaid leave
 - information regarding the flexible working scheme has been removed (as this is available in the Flexible Working policy) and reference has been made to the policy
 - details of the Employee Assistance Programme have been included within the policy
 - unpaid time off for election candidates has been changed from 4 weeks to 10 days; this is in keeping with the leave permitted by other Councils and non-departmental public bodies.
- 2.3 The attached policy provides parameters for each category of special leave. This will support managers to make appropriate and transparent decisions and assist us in ensuring that employee requests for special leave are dealt with in a consistent manner across the organisation.
- 2.4 One of the aims of the policy is to encourage employees to raise any personal concerns with their line manager or Human Resources to ensure that the organisation can offer appropriate support.
- 2.5 Human Resources will monitor the application of this policy to ensure fairness and consistency. Human Resources may, in certain circumstances, seek further information or justification in terms of the approval of any special leave requests.
- 2.6 Please be aware that the policy allows unpaid time off up to a standard working week in a rolling 12-month year for voluntary public services or duties which are related to the work of the SSSC. A benchmarking exercise was undertaken with other public bodies and we believe that this position is consistent with other bodies.

3. RECOMMENDATIONS

- 3.1 That the Resources Committee approve the Special Leave policy.

4. RESOURCE IMPLICATIONS

- 4.1 There should be no resource implications associated with the majority of this policy as in most instances the special leave allowances are as detailed in the current Special Leave policy.

- 4.2 The addition of 'Safe Leave', 'Fostering Leave' and 'Parental Bereavement Leave' may result in an additional cost, however, it is not anticipated that it will present a significant cost to the organisation.

5. EQUALITIES IMPLICATIONS

- 5.1 We have considered the effect of this policy on people with protected characteristics. If the proposed policy is implemented there should be no adverse impact on any specific group, rather all protected characteristics should be affected in a positive manner.

6. LEGAL IMPLICATIONS

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

7. STAKEHOLDER ENGAGEMENT

- 7.1 The Partnership Forum, OMT and EMT have been consulted during the drafting of the policy. The consultation log provides an audit trail of consultation to date.

8. BACKGROUND PAPERS

- 8.1 None.



Special Leave Policy

Our values:

- **Integrity**
- **Commitment**
- **Accountability**
- **Pride in what we do**
- **Listening and engaging**
- **Creativity and learning**

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1. PURPOSE

The SSSC is committed to supporting work-life balance. The Special Leave Policy provides a range of additional leave options to help you take time away from work as a result of incidents or situations not covered by other types of leave.

From time to time during your employment, circumstances may arise which make it particularly difficult to come into work. These may include the death of a close relative or illness of a dependent, unplanned medical treatment or a planned medical procedure. The Special Leave policy also covers when you require to be absent from work to carry out a public service, such as jury duty.

In such situations, it is important that the SSSC supports you and your work life balance through providing special leave provisions or allowing you to take a more flexible approach towards arranging your working hours.

Special leave is not an entitlement and does not form part of your contract of employment, all applications will be considered taking into account individual circumstances. In some situations, it may be appropriate for an employee to use annual leave or flexi leave to allow suitable time off to respond to a situation. This policy is not exhaustive of all situations where special leave may be taken and each application will be dealt with on a case by case basis.

2. SCOPE

This policy applies to all SSSC employees.

3. GUIDING PRINCIPLES

- All requests for special leave will be considered within the parameters of this policy.
- Special leave is not an automatic entitlement. All requests will be considered on their own merits and decisions to authorise leave will be at the discretion of the appropriate line manager.
- For employees who do not work on a standard 35 hours per week basis, all entitlements will be based on a standard working day or week.
- Special leave may be unpaid or paid depending on the reason for the leave.
- In some domestic or personal situations, employees may prefer to use part of their annual leave entitlement or flexi-leave. This may be to take paid leave when the reason for leave would normally mean that it would be unpaid. In such circumstances, the employee and manager may discuss relaxing the parameters of the flexi-scheme. This should always be considered in conjunction with the HR team.
- All special leave and time off authorised must be recorded appropriately.

4. MONITORING AND REVIEW

Human Resources and the Partnership Forum are responsible for monitoring and implementing this policy. We will review this policy every three years and make amendments as appropriate in consultation with the Partnership Forum.

5. EMPLOYEE RESPONSIBILITIES

As an employee, you have a responsibility to discuss all special leave requests with your line manager and to complete the Special Leave Request Form as part of the approval process.

6. LINE MANAGER RESPONSIBILITIES

As a line manager, you have a responsibility to make sure:

- employees follow the procedure for requesting and approving special leave;
- consider and respond to all requests in a sensitive, supportive, confidential and timely manner;
- all special leave granted is accurately recorded; and,
- remember that the level of discretion you can apply depends on the reason for the leave.

7. BALANCING WORK AND PERSONAL LIFE

The SSSC recognise that life can present many and varied challenges to employees. Emergencies affecting you and your family may include incidents such as the sudden and unexpected illness of a close relative, partner or child, disruption to the care of a dependant or a close family member, or being involved in a serious accident. Such emergencies can also include an incident of domestic abuse.

Events such as those outlined above can be traumatic. The SSSC believes that when you have to cope with any of these events you may need the support of your employer. We are able to do this in a number of ways and encourage you to discuss with your line manager or Human Resources any temporary adjustments or requirements you believe would support you.

When any form of special leave for domestic or personal reasons is needed, managers should also remind employees about the support available through the Employee Assistance Programme (contactable via 0800 032 9849 or for further information go to www.sg.helpeap.com)

The following sections give more specific guidance in relation to dealing with each of the incidents noted above.

8. COMPASSIONATE LEAVE

Compassionate leave allows you to request up to one standard working week paid leave to deal with the bereavement or critical illness of a partner, close relative or close friend, or to deal with some other major family crisis or emergency. The amount of leave granted is at the discretion of the Line Manager and each case should be considered individually and a reasonable amount of leave should be granted to deal with the particular situation (for example, the employee for assistance on any occasion where the person falls ill or is injured or assaulted, or to make arrangements for the provision of care in the event of illness or injury). Where the leave is expected to go beyond one standard

working week and in exceptional circumstances, the leave may be extended but this will normally be unpaid. Line managers must seek advice from Human Resources in this situation.

Further guidance on the amount of special leave to be granted in the case of bereavement can be found in Appendix 1: Guidance on Leave following Bereavement.

9. PARENTAL BEREAVEMENT LEAVE

Losing a baby or child is a devastating experience for all the family. Parental bereavement leave allows you to request up to two weeks paid leave if you suffer the loss of a child up to the age of 18 or a still birth after 24 weeks of pregnancy. This leave is available to parents and carers (this includes adopters, foster parents and guardians, as well as more informal groups such as close relatives or family friends who have taken responsibility for the child's care in the absence of parents).

Leave can either be taken in one block or in two separate blocks of one week. It can be taken within a 56 week window from the child's death, to allow time for moments such as anniversaries, and notice requirements will be flexible so leave can be taken without prior notice.

This leave will also be granted to any employee whose child has been born premature or who is sick.

10. FOSTERING LEAVE

The SSSC is supportive of all employees who are undertaking the care of a child/children under a foster-care arrangement with a local authority and recognise that, in such cases, you will have specific obligations towards the child/children in accordance with the arrangement in place with the local authority. Fostering leave also applies to Kinship carers.

If you are intending to foster a child/children you should give your line manager not less than four weeks' notice of your intention to train as a foster carer. This is to ensure that your line manager and colleagues can provide you with support and encouragement. It also ensures that, should you wish to request any special leave to care for the child/children, your line manager has sufficient notice to make any necessary arrangements for staff cover.

10.1 Time off for Foster Carers

We recognise that if you are a foster or kinship carer you may need to take time off work to help the child/children to settle into their new environment. You may also need time off to attend training courses, meetings with professionals or appointments with the child/children.

If you require time off to attend training or meetings, or to care for the child/children at the start of the foster-care arrangement you may request special leave to do so. The request must be in writing and you must specify the

period of time off that you require for this purpose. You will receive up to one week off for this purpose, in addition to your normal annual leave entitlement in an annual leave year.

11. FAMILY EMERGENCIES

You may be required to be absent from work to provide assistance or make the necessary arrangements in response to a family emergency. Employees are legally entitled to take a reasonable period of unpaid time off to deal with an emergency involving a dependant. In these cases, leave with pay for up to one working day may be granted for each incident subject to a maximum of 2 working days within any rolling 12 month period. Please note that this time is subject to the discretion and authorisation of your line manager in an emergency situation. Time off should be used to ensure that arrangements are put in place in order for you to return to work as soon as possible. If you require more than one day per incident, this time would need to be covered by annual leave, flexi, or in some cases, unpaid leave.

12. SAFE LEAVE

We understand that you may be absent due to an incident of domestic abuse. Domestic Abuse is defined as: *'any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. The abuse can encompass, but is not limited to psychological, physical, sexual, financial, and emotional.'*

Safe leave allows you to request up to one working week paid leave to deal with an incident of domestic abuse for such reasons as attending medical appointments and counselling, attending legal proceedings, seeking safe housing, visiting legal advisors or support agencies, for re-housing or re-organising childcare, or for other relevant appointments and matters as a result of family violence.

The amount of leave granted is at the discretion of the Line Manager and each case should be considered individually and a reasonable amount of leave should be granted to deal with the particular situation. Where the leave is expected to go beyond the standard working week and in exceptional circumstances, the leave may be extended but this will normally be unpaid. Line managers must seek advice from Human Resources in this situation.

Requests for safe leave and any information relating to you will be handled in the strictest confidence and retained securely in line with GDPR requirements.

13. MEDICAL TREATMENT

We recognise that from time to time you may need to attend medical, hospital, dental, optician or other similar appointments. Appointments for planned medical and health care treatment, should be made in your own time or if this is not

possible where there is minimal disruption to your work, for example at the start or end of the working day.

For all medical appointments and similar, you should try to give your manager reasonable notice of the appointment.

If the appointments are connected with a medical condition that could be considered a disability under the Equality Act 2010 we have a duty to make reasonable adjustments. This means that we may consider providing paid time off to attend appointments. Advice must always be sought from Human Resources in this situation.

Type of medical treatment	Occasion	Paid or unpaid time off	Time off
Medical appointments	Dental appointment Optical appointment GP appointment Hospital appointment	Unpaid	You are expected to make these appointments outwith your normal working hours wherever possible. Where this is not possible, you should use your flexi time to take this time off.
Medical procedures	Essential or medically advised procedures, including any recovery period Elective treatment for the benefit of others, for example compatibility testing for organ donation	Paid – treated as absence under the Maximising Attendance policy	This time will be counted as sick leave and you will be required to self certify or provide medical certificates/fit notes, as appropriate. Further information about pay entitlements during sick leave can be found in the Maximising Attendance Policy. Managers should be supportive if an employee volunteers for a medical procedure that is for the benefit of others. Reasonable paid time off under the Maximising Attendance policy should be provided.
Fertility treatment	IVF treatment	Paid	Where you are undergoing fertility treatment, you are entitled to take up the equivalent of one working week paid leave in any one year. This applies equally to an employee whose partner is undergoing fertility treatment.

14. JURY AND WITNESS SERVICE

14.1. Jury Service

If you receive a summons to serve on a jury, you must advise your line manager as soon as possible in order that the line manager can make arrangements to cover your work.

The Court will give you a form to make a claim for loss of earnings and you should submit this form to Human Resources for completion.

The SSSC's overall intention is to ensure that there is no detrimental effect to your wages as a result of you attending Jury Duty. As a supportive approach, we will continue to pay your full wages in the normal way to ensure there is no immediate detrimental impact to your normal salary payments while any loss of earning claim is processed.

Although there is no immediate impact on your salary while you attend Jury Duty, you are still required to apply in good time to the Court for any loss of earnings. Upon receipt of payment from the Court, you must notify Human Resources immediately who will then make an appropriate adjustment to your next available pay (the net deduction will be equal the loss of earnings payment that you received from the court). Alternatively, you may choose to make a payment directly to the SSSC by bank transfer or cheque to ensure there is no impact to your next net salary payment.

We expect this process as outlined above to be completed without delay and certainly within 8 weeks of you completing Jury Duty. Should this not be completed within the time frame outlined above and no alternative arrangement made with Human Resources, a deduction for unworked time will be recovered from your next available salary payment.

14.2 Service as a Witness

Where you are cited to attend as a witness, leave of absence will be granted as follows:

- As a professional witness connected to your role for the SSSC [or the Care Inspectorate], you will be expected to attend as part of your employment. Leave with pay will be granted, on the understanding you advise your line manager of witness fees received, if applicable, to allow the equivalent deduction from pay.
- Where you have been called as a witness by the SSSC, or Care Inspectorate to appear, for example, at an employment tribunal or a conduct hearing you will be expected to attend as part of your employment and considered to be on authorised business.

- If you are asked to attend a hearing another regulatory body such as the Nursing and Midwifery Council, to give evidence regarding something you have witnessed in the course of your employment, similarly you will be granted leave with pay. You should discuss such matters with your line manager. You will also be expected to do all that you reasonably can to recover any loss of earnings or other expenses arising from your attendance from the party asking you to attend and to reimburse the SSSC accordingly.
- If you are called as a witness or cited to attend at court or ordered to attend at an Employment Tribunal as a witness in any proceedings other than in connection with the SSSC (or do so voluntarily, without any citation or order), and this requirement has no connection with the carrying out of your work for the SSSC, leave may be granted without pay. It will be your responsibility to recover any loss of earnings from the party citing/inviting you. Alternatively, you may request to use annual /flexi leave, subject to the approval of your line manager. If you agree to attend without having been cited or without an order for your attendance having been made, you must seek the approval of your line manager to use annual/flexi leave.

15. PUBLIC AND COMMUNITY SERVICE

Leave with or without pay, subject to the operational needs of the service, will be granted to employees serving on public bodies or undertaking public duties.

15.1 Community emergency services and reserve forces

If you participate in community emergency services, for example, retained fire-fighters or lifeboat crew, you will be granted leave of absence with pay to attend emergencies which occur during working hours. You should advise your manager of any time off required for such duties. Your line manager will monitor time off and advise whether it is reasonable on an ongoing basis.

If you are a member of the reserve forces, you may be required to undertake training and/or serve alongside the regular forces. Reservists who do so will be granted unpaid leave for up to 15 days within a 12 month period. Any additional time required must be set against annual leave. If you wish to apply for a further period of unpaid leave, this will require approval from the relevant Executive Management Team member. You will be responsible for claiming any financial assistance under the Reserve Forces Regulations.

15.2 Public service

If you perform public services or duties you will be granted reasonable unpaid time off to carry out these roles subject to operational requirements, for example, members of statutory tribunals, local authorities etc.

If you are carrying out public services or duties which is related to the work of the SSSC then leave with pay may be granted. In such circumstances you must discuss the leave required with your line manager, in consultation with HR. For example, paid leave of up to a maximum of the equivalent of one working week within a 12 month period will be granted for public duties. Any additional unpaid leave may be granted subject to operational requirements.

Leave without pay will be granted for volunteering activities such as membership associated with a Children's Panel up to a maximum of 5 days per year. If you require further days off, you should seek approval from your line manager.

15.3 Election candidates & agents

Subject to the exigencies of the service, unpaid leave for up to 10 days at the time of an election will be granted to employees who are candidates or election agents for the Scottish, Westminster or European Parliaments or Local Elections or referendums. This should be read in conjunction with the SSSC's Code of Conduct.

Before engaging in any political activity you must first obtain written permission from your line manager and discuss whether there are any implications for your role with the SSSC or for the organisation itself. If your line manager does not provide consent you can, if you wish, appeal to the Head of HR. This should be read in conjunction with the SSSC's Code of Conduct.

16. TIME OFF FOR INTERVIEWS

If you need to attend an internal interview for a vacancy within the SSSC (or Care Inspectorate), you will be entitled to receive reasonable paid time off for attending an interview which falls within working hours. You will not receive payment of expenses for attending an interview.

If you need to attend an external interview you will be required to take annual leave or flexi leave. In cases of redeployment, paid time off will be authorised to attend external or internal interviews and may be authorised to attend internal or external training for a new job.

All time off for interviews must be discussed with your line manager in advance at the earliest opportunity.

17. REQUESTING SPECIAL LEAVE

Requests for special leave must be submitted on the Special Leave Form which is available from HR or in the central information folder (in the absence of an intranet).

You should provide this to your line manager giving as much notice as possible. Appointment cards or other notification should be provided where requested. These documents, once signed by your line manager, will be sent to Human Resources for recording purposes.

Where possible, you should always discuss and confirm approval for all special leave requests with your line manager in advance. In circumstances, where this is not possible you must contact your line manager, or other appropriate manager, as early as possible on the first day of your absence. If you fail to make contact with your manager or we cannot verify your whereabouts, we may treat this time as unauthorised leave, which may result in disciplinary action and deduction of pay.

Where appropriate, you must be able to provide evidence to support any special leave request.

18. PENSION IMPLICATIONS

If you have a period of authorised special leave on no pay (other than reserve forces service leave), you will not be building up pension during that period. However, you can, if you wish, buy back the amount of pension you lost during that period by paying Additional Pension Contributions (APCs). You can do this regardless of whether you are in the main or 50/50 section of the pension scheme.

If you wish to buy back lost pension resulting from unpaid special leave, the SSSC will meet 2/3rds of the cost provided you make an election to do so whilst you are an active member of the Scheme and within 6 months of returning to work after the period of absence (please note that the standard time frame in which to do this is 30 days and the extension to 6 months is a discretionary benefit provided by the SSSC). You will be responsible for paying the other 1/3rd of the cost. If you make an election after 6 months and whilst still an active member you can still buy back the amount of lost pension but it will be at whole cost to you.

To buy back lost pension, you should contact Human Resources in the first instance to get confirmation of the pension section that you were in at the time of absence (50/50 or main) and the amount of lost pensionable pay. Once these details are confirmed, you should obtain a quote from the LGPS Scotland member site (<http://www.scotlgps2015.org>) and give this completed quote to Human Resources for processing.

Full details on purchasing missed pension benefits are available on the LGPS Scotland member site.

19. PROVIDING FALSE INFORMATION

If you knowingly provide false information in relation to taking special leave, this may be treated as a disciplinary matter which could potentially amount to gross misconduct, rendering you liable to summary dismissal.

20. LEGISLATION RELATING TO SPECIAL LEAVE

This policy has also taken in to account the following legislation:

- Juries Act 1974
- Equality Act 2010
- Employment Rights Act 1996 (including Section 50 relating to employees who hold certain public positions having the right to unpaid leave)
- Civil Partnership Act 2004
- Parental Bereavement (Leave and Pay) Act 2020

21. ASSOCIATED POLICIES

In addition to Special leave, there are a number of policies relating to leave, including:

- Flexible Working
- Annual Leave
- Ordinary Parental Leave
- Shared Parental Leave
- Paternity Leave
- Maternity Leave
- Maternity Support Leave
- Adoption Leave
- Support for Carers
- Maximising Attendance

In an emergency or special situation, you may need or wish to use other policies, either instead of or in conjunction with this Special Leave Policy. As with special leave, other types of leave may be on a paid or unpaid basis.

APPENDIX 1 – Guidance on Leave following Bereavement

The following guidance provides an indication of how much special leave might you get in case of Bereavement.

Who has passed away?	Entitlement	Additional information
A close relative E.g. husband, wife, brother, sister, parent, grandchild.	Up to the equivalent of one working week with pay depending on the circumstances of the situation. . This time is to be taken prior to and including the funeral service in order to make the necessary arrangements.	If the person who has passed away does not fall into the category of a close relative, managers will have discretion to grant up to the maximum entitlement depending on the circumstances e.g. a person who has acted as a guardian for the employee. Additional time required would need to be taken as flexi or annual leave unless signed off as unfit by GP then the Max Attendance Policy would apply.
A Child up to the age of 18 or a still birth after 24 weeks of pregnancy for whom you have parental or carer responsibility.	Up to the equivalent of two working weeks within a 56 week period. This can be taken in one block or as two separate weeks.	This leave is available to parents or carers.
Not a close relative but you are responsible for making the funeral arrangements	Up to 3 normal working days with pay. This time is to be taken prior to and including the funeral service in order to make the necessary arrangements.	Additional time required would need to be taken as flexi or annual leave.
All other cases	Where a funeral service is held within working hours; the time necessary to attend the funeral service, including travel, of up to one day with pay may be granted. Line managers and employees should liaise to agree the reasonable amount of time needed to attend the service and then potentially return to work.	Additional time required would need to be taken as flexi or annual leave.

Consultation Log – Special Leave Policy – May 2019

Who	Comments/Feedback	Changes made as a result/action
Policy Team February 2019 V1	Provided details of South Ayrshire Council who have introduced 'Safe Leave' to their Special Leave policy.	This has been considered for the special leave policy and a decision has been made to include 'Safe Leave' under the Special Leave policy for consideration by OMT and Resources Committee. The HR team believe that inclusion of this leave will show our commitment to being a progressive employer. Furthermore, it may be helpful for staff to understand that we are committed to supporting them and to make us aware if they have been affected by domestic abuse.
HR March 2019 V1	No mention of fostering leave in the policy or in a separate policy.	Fostering leave added as section 10. Employees will be provided with the equivalent of a standard working week to support fostering activities.
	Parental Bereavement Act 2020 will come into force in April 2020 therefore this should be included in the policy at the current time.	Agreed and included within the policy.
OMT March 2019 V2	The policy needs to be clear when special leave should be used compared to flexi/AL, etc	The introduction has been bolstered to state that special leave is not an entitlement and managers will use discretion when supporting special leave. The guiding principles have also been updated to state <i>"Special leave is not an automatic entitlement. All requests will be considered on their own merits and decisions to authorise leave will be at the discretion of the appropriate line manager."</i>
	Section relating to family emergencies is too specific and reads like there is an automatic right to 2 paid days off for childcare emergencies.	The example of a childcare emergency has been removed from the policy. A sentence has been added to state that time off is subject to the discretion and authorisation of the line manager in an emergency

Who	Comments/Feedback	Changes made as a result/action
		situation.
	Remove 'at risk' from section 16.	This terminology has been removed. This was related to any employee being at risk of displacement, however, terminology is not used in any other policy.
	Section 17 refers to finding forms on the intranet but there is no intranet.	Sentence changed to state that employees can get the forms from HR or from the central info file.
Partnership Forum March 2019 V2	Change all time off will be calculated on a pro rata basis to the equivalent of a standard working week	Agreed. Change made
	Table – preventative treatment being paid. How much time is granted?	Paid time off will be treated as sickness absence under the Maximising Attendance policy. Policy updated to reflect this.
	Reserve Forces – why do we only allow 5 days when training can take 15 days.	A benchmarking exercise against other public bodies was undertaken and this has been amended to 15 days unpaid time off.
	Why do we not include volunteering in the policy?	A benchmarking exercise was undertaken against other public bodies and volunteering leave is not included in most policies. Our policy has been amended to state <i>"Leave without pay will be granted for volunteering activities such as membership associated with a Children's Panel up to a maximum of 5 days per year. If you require further days off, you should seek approval from your line manager."</i> Paid time off for childrens panels has also been removed following the benchmarking exercise as staff would effectively be paid twice.

Who	Comments/Feedback	Changes made as a result/action
	Section 15.3 word referendums is missing from election activities.	Word has been incorporated. Policy updated
	Typo under 15.2 – “grated”	Typo changed to granted.
	Oversees volunteering is missing – was in previous policies.	This has been removed. A benchmarking exercise was undertaken across public services which highlighted that no similar organisations are providing this time off. We would treat any request for oversees volunteering in the same way as a volunteering request.
EMT 21 May 2019 V3	Kinship carers are not included within the foster leave section.	<p>Change made. Kinship carers carry out the same role as foster carers. Kinship care is when a child who cannot live with the birth parents is looked after by extended family members or others with whom they have a relationship (such as grandparents, aunts or uncles). Some arrangements are on an informal basis, although some apply directly for a court order to grant them parental responsibility.</p> <p>This has been include as kinship carers should be recognised for the contribution they make often in very difficult circumstances.</p>

Title of report	Sustainability Guidance for Reporting
Public/confidential	Public
Action	For decision
Date of Publication	Before meeting
Summary/purpose of report	The report is intended to provide guidance to officers in identifying sustainability elements they may wish to include in their corporate reports.
Recommendations	That the Resources Committee <ol style="list-style-type: none"> 1. agree the content of the sustainability guidance note 2. note the sustainability section will be added to the corporate reporting template.
Author	Gillian Berry Senior Accountant (Care Inspectorate)
Responsible Officer	Kenny Dick Head of Shared Services Tel: 01382 207104
Link to Strategic Plan	The information in this report links to: Outcome 4 - Our stakeholders value our work.
Link to the Risk Register	Risk 5: The SSSC does not have sustainable resources to support the delivery of Strategic Plan outcomes (i.e. the strategic planning growth assumptions are not financially sustainable).
Equality Impact Assessment (EIA)	1. An EIA was not developed. The recommendations in the report comply with the Procurement Strategy which is subject to an EIA.
Documents attached	Appendix 1: Guidance on sustainability for inclusion in report template



Guidance on sustainability for inclusion in report template

The SSSC, although a relatively small organisation, has made a commitment to reduce our environmental impact and do whatever we can to promote the wider sustainability agenda wherever possible.

To promote sustainability in our organisational activities, we must actively consider the sustainability impact of our activities and proposals when we report to Management Teams, Committees or Council. This means considering the social, economic and environmental impact of your report content.

It is likely that the majority of sustainability benefits reported will be social benefits where there is a wider community benefit to developing and supporting the social services workforce. Wider benefit can also come through promoting increased awareness in the sector, leading to changes in behaviour.

In some cases, there will be wider sustainability issues for consideration. Although not intended to be an exhaustive list, the following provides a description of the sustainability elements you may consider for inclusion in your report, where appropriate:

Environmental
Considerations



- Will there be any impact, positive or negative, on carbon and energy consumption? For example, savings in gas, water or electricity usage, increased awareness of environmental issues, proposed increase or decrease in carbon emissions associated with travel, environmental impact of print and distribution methods.
- Does your report include developments which use materials, either within products or those used within service delivery, derived from potentially vulnerable ecosystems, where biodiversity is at risk?
- In the delivery of a service, is there a risk that ecosystems could be damaged? Is there an opportunity to enhance biodiversity in relation to services delivered?

Social
Considerations



- Are there potential positive or negative impacts on communities?
- Are there potential opportunities to provide wider social benefits through encouragement of community initiatives and regeneration of disadvantaged communities?
- Will community consultation be required for the proposal?

Employment
Opportunities

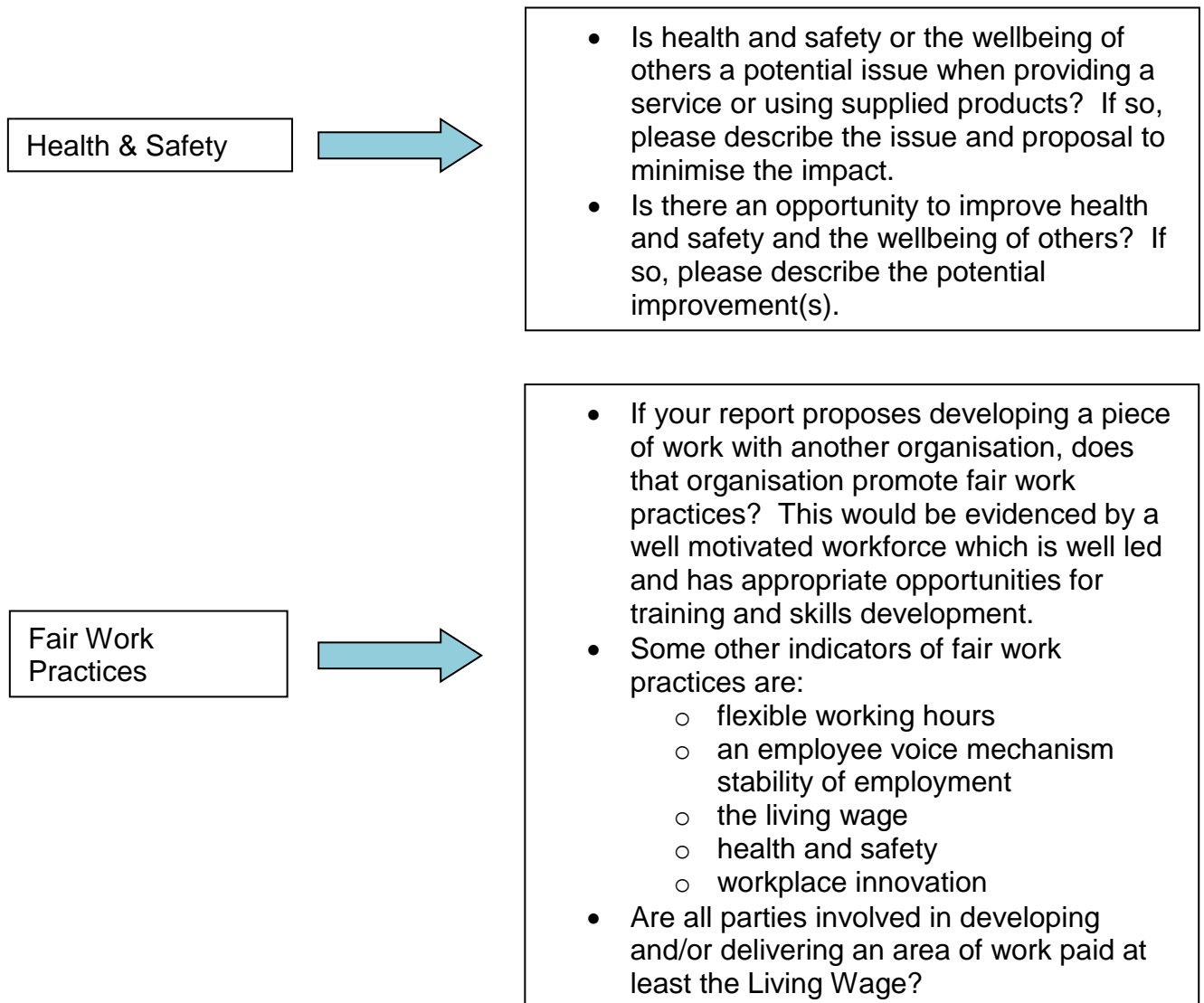


- Are there opportunities to generate employment and training opportunities (particularly for priority groups), develop trade skills in potential suppliers' existing workforce and drive equal opportunities recruitment procedures?
- Is there an opportunity for SMEs, social enterprises, black and ethnic minority enterprises and disabled-owned businesses or supported business organisations to be involved in co-design or delivery of the service or related service, where they have appropriate skills

Equality & Human
Rights



- Could this report have a negative impact on people with a protected characteristic or are there potential opportunities to promote equality?
- Are there potential risks regarding human rights, working conditions and labour standards within the supply chain related to the delivery of a related service or product?
- Are there potential opportunities to mitigate human rights risks, improve working conditions and labour standards by working with the market?
- Are there concerns about using minerals within products procured that are mined in areas of human rights abuses and/or are there opportunities to make sure products are verified as conflict free.



The completion of the sustainability section of the report should be brief and concise, while ensuring you highlight any sustainability issues. It is anticipated that this will be covered in one or two paragraphs, however, there may be occasions where a fuller narrative is required.

If there are no sustainability issues then please add 'there are no direct sustainability implications arising from this report'.

Title of report	Best Value Report 2018-19
Public/confidential	Public
Action	For discussion
Summary/purpose of report	This report presents the 2018-19 Best Value report for the Committee's consideration.
Recommendations	The Committee is asked to: 1. consider the 2018-19 Best Value Report.
Link to Strategic Plan	The information in this report links to all outcomes of the Strategic Plan.
Link to the Risk Register	Risk 5: The SSSC does not have sustainable resources to support the delivery of strategic plan objectives
Author	Kenny Dick Head of Shared Services Tel: 01382 207119
Documents attached	None

1. BACKGROUND

- 1.1 Scottish Ministers expect all Accountable Officers of the Scottish Administration and other Public Bodies to comply with the duty of Best Value placed upon them. Compliance with the duty of Best Value (as described in the Scottish Public Finance Manual (SPFM)) is an auditable requirement and subject to scrutiny.
- 1.3 The duty of Best Value, as set out in the SPFM, is:
- to make arrangements to secure continuous improvement in performance whilst maintaining an appropriate balance between quality and cost; and, in making those arrangements and securing that balance
 - to have regard to economy, efficiency, effectiveness, the equal opportunities requirements and to contribute to the achievement of sustainable development.
- 1.4 Scottish Ministers have issued “[Best Value in Public Services; Guidance for Accountable Officers](#)”. This guidance is intended to support Accountable Officers and Board Members to focus on
- i. continuous improvement which will help ensure sustainable economic growth for the people of Scotland, and
 - ii. delivery of the outcomes required of all public services as articulated in the [National Performance Framework](#).
- 1.5 The guidance sets out1.6 The five Best Value themes are:
- Vision and Leadership
 - Effective Partnerships
 - Governance and Accountability
 - Use of Resources and
 - Performance Management.
- 1.7 The two cross cutting themes are:
- Equality and
 - Sustainability.
- 1.8 An assessment of how the SSSC meets each Best Value theme has been carried out by the EMT and is described in Section 2 of this Report.

2. THE BEST VALUE THEMES

- 2.1 This section takes each of the Best Value themes, sets out the expectations on public bodies and then outlines how the SSSC assesses it is meeting the criteria.

2.2 Vision and Leadership - Expectations

- 2.3 The "Vision and Leadership" theme focuses on how a Best Value organisation achieves an open and inclusive leadership style, with a clear vision and sense of purpose, securing continuous improvement and improved outcomes with transparent, accountable processes and robust governance.
- 2.4 A Best Value organisation will have in place a clear vision and strategic direction for what it will do to contribute to the delivery of improved outcomes for Scotland's people, making Scotland a better place to live and a more prosperous and successful country. The strategy will display a clear sense of purpose and place and be effectively communicated to all staff and stakeholders. The strategy will show a clear direction of travel and will be led by senior staff in an open and inclusive leadership approach, underpinned by clear plans and strategies (aligned to resources) which reflect a commitment to continuous improvement.

2.5 SSSC Assessment

- 2.6 The SSSC meets its Best Value expectations through the following:

- development of a comprehensive Strategic Plan (current version 2017-20) with specific cross referencing of our strategic outcomes and strategic priorities to the Scottish Government's national outcomes. Work has commenced on developing the 2020-23 Strategic Plan. This is complemented by an Annual Strategic Delivery Plan, a Financial Strategy and Directorate Plans for each directorate
- during 2018/19 we have embedded our new Strategic Performance Reporting framework and improved our Monthly Operating Performance Reporting (MOPR) process. This is how we demonstrate and measure the impact of our work
- exploring different improvement methodologies, including EFQM and improvement science. During 2018/19 we have been building on the EFQM Committed to Excellence Award achieved in 2017/18 by undertaking self-evaluation work in preparation for submitting an application for the Recognised for Excellence Award
- developing a new leadership and management framework for the whole organisation, based on the Continuous Learning Framework and Step into Leadership
- we implemented a new management structure to align this with the delivery of our strategic outcomes. A new Chief Executive was appointed during the year

- Codes of Conduct for Council Members and staff are in place.

2.7 Effective Partnerships – Expectations

- 2.8 The “Effective Partnerships” theme focuses on how a Best Value organisation engages with partners in order to secure continuous improvement and improved outcomes for communities, not only through its own work but also that of its partners.
- 2.9 A Best Value organisation will show how it, and its partnerships, are demonstrating effective collaborative leadership in identifying and adapting their service delivery to the challenges that people who use services and communities face. The organisation will have a clear focus on the collaborative gain which can be achieved through partnership working and community engagement in order to achieve its strategic outcomes and priorities.

2.10 SSSC Assessment

- 2.11 The SSSC meets its Best Value expectations through the following:
- we have formal partnerships with our counterpart organisations across the UK; Care Council Wales, Northern Ireland Social Care Council, the Health and Care Professions Council and Skills for Care
 - we have formal collaborative partnerships with other national bodies in Scotland; the Care Inspectorate, NHS Education for Scotland, the General Teaching Council Scotland, the Scottish Courts Service, Iriss and Disclosure Scotland
 - we have a close working relationship with the Care Inspectorate, which includes participating in shared service arrangements. A shared services strategy and service level agreements are in place. The strategy and service level agreements are to be reviewed in 2019/20. During 2018/19 we decided that in order to take forward our digital transformation programme we needed to end the SSSC/Care Inspectorate shared ICT service.
 - several successful shared support services initiatives are up and running with the Care Inspectorate and OSCR and we use the Scottish Government banking service and SEAS financial system. We expanded the shared services with OSCR during the year
 - as a national organisation we do not formally engage in community planning partnerships. However, we engage with their constituent members where appropriate
 - through the shared service with the Care Inspectorate we participate in the Central Government Procurement shared service

- we have developed partnerships with sector umbrella groups such as Scottish Care, Coalition of Care Providers Scotland, National Day nurseries Association which help us in obtaining feedback and input into our service delivery. During 2018/19 we employed an officer to take forward intended improvements in how we involve people who use social services and carers in our work
- we are a member of the Scottish Regulatory Forum which is a group of professional regulators who meet to share best practice in regulation in Scotland.

2.12 Governance and Accountability – Expectations

- 2.13 The “Governance and Accountability” theme focuses on how a Best Value organisation achieves effective governance arrangements, which help support executive and non-executive leadership decision-making, provide suitable assurances to stakeholders on how all available resources are being used in delivering outcomes and give accessible explanation of the activities of the organisation and the outcomes delivered.
- 2.14 A Best Value organisation will be able to demonstrate structures, policies and leadership behaviours which support the application of good standards of governance and accountability in how the organisation is improving efficiency, focusing on priorities and achieving value for money in delivering its outcomes. These good standards will be reflected in clear roles, responsibilities and relationships within the organisation.
- 2.15 Good governance arrangements will provide the supporting framework for the overall delivery of Best Value and will ensure open-ness and transparency. Public reporting should show the impact of the organisations activities, with clear links between the activities and what outcomes are being delivered to customers and stakeholders.
- 2.16 Good governance provides an assurance that the organisation has a suitable focus on continuous improvement and quality. From an external perspective, good governance will show itself through an organisational commitment to public performance reporting about the quality of activities being delivered and commitments for future delivery.

2.17 SSSC Assessment

- 2.18 The SSSC meets its Best Value expectations through the following:
- annual review of the corporate governance arrangements
 - the SSSC has published and regularly reviews its Counter Fraud and Corruption Policy and Whistleblowing Policy
 - whistleblowing policy is in place, with a named Council Member that staff can contact
 - internal audit recommendations are acted on and fully reported

- Progress against the Strategic Plan is reported to Council bi-annually (October and March); progress against the Annual Strategic Delivery Plan is reported, through our Monthly Operational Performance Reports (MOPR), to the Executive Management Team (EMT) and Operational Management Team each month. MOPRs are available to Council members and any issues identified by EMT are reported to Council on an exceptions basis.
- we publish all Freedom of Information responses on our website, and all Council reports and minutes are likewise published (subject to exceptions where confidentiality is required)
- a programme of continuous development is in place for Council Members to ensure they have the knowledge and tools they need to challenge officers effectively
- we publish our Annual Report and Accounts which provides commentary on meeting our strategic priorities and our operational and financial performance
- we have models to determine the resources required and how these resources need to be deployed in accordance with the number and type of registrants and the timing of their initial registration and re-registration
- Audit Scotland through our external audit process identified governance issues with our digital transformation programme and had concerns about openness and transparency with respect to our Policy Forum. These concerns were set out in a Section 22 report that was considered by the Scottish Parliament's Public Audit and Post-legislative Scrutiny Committee. We have learned lessons from this criticism and developed an action plan. We will continue to implement improvements during 2019/20.

2.19 Use of Resources – Expectations

- 2.20 The "Use of Resources" theme focuses on how a Best Value organisation ensures that it makes effective, risk-aware and evidence-based decisions on the use of all of its resources.
- 2.21 A Best Value organisation will show that it is conscious of being publicly funded in everything it does. The organisation will be able to show how its effective management of all resources (including staff, assets, information and communications technology (ICT), procurement and knowledge) is contributing to delivery of specific outcomes.

2.22 SSSC Assessment

- 2.23 The SSSC meets its Best Value expectations through the following:

- during the year we had our latest Investors in People (IiP) assessment. This resulted in the maintenance of our SILVER accreditation status. We have prepared an action plan based on the results of this assessment to help us achieve GOLD status over the next assessment cycle. We also had an initial assessment against the Investors in Young People (IiYP) Standard and have prepared an action plan with a view to meeting this standard in the future
- we have models to determine the resources required and how these resources need to be deployed in accordance with the number and type of registrants and the timing of their initial registration and re-registration
- we have a procurement strategy in place. We have a shared service arrangement with the Scottish Government Procurement Directorate to deliver procurement expertise and capacity when required. Competitive practice is our norm. Our policy is for all contracting opportunities to be advertised on the Procurement Scotland portal. Non-competitive action is exceptional and a specific approval process is required
- in mid-February 2019, significant elements of our digital transformation strategy were implemented. This included the re-implementation of our core registration system Sequence on the Dynamics 365 platform, the integration of Sequence with a new case management system to support our Fitness to Practise processes, a new website, a new ICT infrastructure and network, migration to Windows 10, the implementation of Microsoft Office 365 and the issue of new ICT equipment to all our staff. All of this work is intended to deliver efficiencies and improve customer service. We will finalise the associated benefits realisation plan in 2019/20 and then use this as a basis for regular reports to Resources Committee
- although our Sponsor Department are only in a position to confirm our funding position less than six months prior to the start of the next financial year, budgets are prepared on a rolling three-year basis. Our financial strategy looks at net expenditure and funding forecasts for the next seven years
- we have a strategic risk register in place and this is reviewed at least annually. Work is continuing to improve risk management throughout the SSSC.

2.24 Performance Management – Expectations

- 2.25 The “Performance Management” theme focuses on how a Best Value organisation embeds a culture and supporting processes which ensures that it has a clear and accurate understanding of how all parts of the organisation are performing and that, based on this knowledge, it takes action that leads to demonstrable continuous improvement in performance and outcomes.

2.26 A Best Value organisation will ensure that robust arrangements are in place to monitor the achievement of outcomes (possibly delivered across multiple partnerships) as well as reporting on specific activities and projects. It will use intelligence to make open and transparent decisions within a culture which is action and improvement oriented and manages risk. The organisation will provide a clear line of sight from individual actions through to the National Outcomes and the National Performance Framework. The measures used to manage and report on performance will also enable the organisation to provide assurances on quality and link this to continuous improvement and the delivery of efficient and effective outcomes.

2.27 SSSC Assessment

2.28 The SSSC meets its Best Value expectations through the following:

- the Council and its Committees use self-assessment to review their own performance annually
- we report bi-annually to Council and in our annual report on our performance in delivering our strategic priorities
- our Monthly Operational Performance Reports (MOPR) process monitors fluctuations in performance so that we are more able to identify emerging trends and take action at an early stage if required
- risk is reviewed at each Council, Committee, Executive Management Team and Operational Management Team. There is a process to escalate or delegate the management of risk to the appropriate level within the SSSC
- a need has been identified to improve the regular performance reporting and review process in relation to our shared service arrangements with the Care Inspectorate.

2.29 Cross-cutting theme – Sustainability – Expectations

2.30 The “Sustainability” theme is one of the two cross-cutting themes and focuses on how a Best Value organisation has embedded a sustainable development focus in its work.

2.31 The goal of sustainable development is to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life without compromising the quality of life of future generations. Sustainability is integral to an overall Best Value approach and an obligation to “act in a way which it considers is most sustainable” is one of the three “public bodies duties” set out in section 44 of the Climate Change (Scotland) Act 2009.

2.32 The duty to act sustainably placed upon Public Bodies by the Climate Change Act requires Public Bodies to routinely balance their decisions and

consider the wide range of impacts of their actions, beyond reduction of greenhouse gas emissions and over both the short and the long term.

2.33 The concept of “sustainability” is one which is still evolving. However, five broad principles of sustainability have been identified as:

- promoting good governance
- living within environmental limits
- achieving a sustainable economy
- ensuring a stronger healthier society and
- using sound science responsibly.

2.34 SSSC Assessment

2.35 The SSSC meets its Best Value expectations through the following:

- annual review of the Council’s governance arrangements
- the Convener works closely with Scottish Government to plan Council Member succession and compliance with public appointments requirements
- annual reporting of environmental performance compared to carbon targets
- working with Scottish Government to build sustainability into procurement practices and develop a procurement improvement plan
- the SSSC promotes environmental responsibility through initiatives such as workplace recycling and our cycle to work scheme
- the Healthy Working Lives Group involves staff from across the organisation and promotes healthy living through awareness of food choices, smoking cessation, mindfulness and stress management tools for managers and staff
- it was agreed during the year to include “Sustainability Implications” sections in all Council and Committee reports. This will be implemented in 2019/20.

2.36 Cross-cutting Theme – Equality – Expectations

2.37 The “Equality” theme focuses on how a Best Value organisation has embedded an equalities focus which will secure continuous improvement in delivering equality.

2.38 Equality is integral to all our work as demonstrated by its positioning as a cross-cutting theme. Public bodies have a range of legal duties and responsibilities with regard to equality. A Best Value organisation will demonstrate that consideration of equality issues is embedded in its vision and strategic direction and throughout all of its work.

2.39 The equality impact of policies and practices delivered through partnerships should always be considered. A focus on setting equality outcomes at the individual public body level will also encourage equality to be considered at the partnership level.

2.40 SSSC Assessment

2.41 The SSSC meets its Best Value expectations through the following:

- review programme of modernising the SSSC's core employment policies and practices
- workforce monitoring reports prepared for consideration by the Council's Resources Committee
- through supporting the Government's Youth Employment Strategy, providing opportunities for young people including direct employment by the SSSC, modern apprenticeship opportunities, and high-quality work experience placements
- we have published our equalities outcomes and equalities mainstreaming reports
- we have an active Equalities Working Group which coordinates the SSSC's legal responsibilities and best practice activities to promote diversity and advance equality of opportunity
- all Council Members and staff participate in a rolling programme of equalities training
- we have signed up to the government's commitment to 50:50 by 2020 and are working with other public bodies to improve diversity on boards.

4. CONCLUSIONS

4.1 This report presents the SSSC's approach to delivering Best Value and being a sustainable and respected public service organisation. The report shows how the SSSC meets the Scottish Government's seven Best Value criteria.

5. RECOMMENDATIONS

5.1 It is recommended that the Committee considers and notes the SSSC's Best Value performance in 2018/19.

6. LINK TO STRATEGIC PLAN

- 6.1 The development and implementation of the Strategic Plan and the monitoring of our performance in delivering our strategic outcomes and priorities are an integral part of Best Value.

7. LINK TO RISK REGISTER

- 7.1 By its very nature, Best Value impacts on all risks within the strategic risk register.

8. RESOURCES IMPLICATIONS

- 8.1 Use of resources is one of the Best Value criteria considered by this update report.

9. EQUALITY IMPACT ASSESSMENT

- 9.1 Equality is one of the Best Value criteria considered by this update report.
- 9.2 An Equality Impact Assessment has not been carried out. This is not a new or updated policy, guidance, practice or procedure.

10. LEGAL IMPLICATIONS

- 10.1 Ensuring that systems, processes and governance of the SSSC are in accordance with guidance issued by Scottish Government and comply with relevant law is part of effective governance which is one of the Best Value criteria considered by this update report.

11. STAKEHOLDER ENGAGEMENT

- 11.1 There are no immediate implications for stakeholder engagement as a result of this report but it is a core element of our strategic planning processes in order that the service we provide to our stakeholders is as good as it can be.

12. IMPACT ON USERS AND CARERS

- 12.1 Continuously striving to deliver Best Value enhances the SSSC's capacity to contribute to improving the lives of people who use care services and their carers.

Title of report	Human Resources (HR) – Annual Report
Public/confidential	Public
Action	For discussion
Summary/ purpose of report	Provides an annual update on Human Resources shared service.
Recommendations	The Resources Committee is asked to note the contents of this paper and provide any feedback on any of the areas reported.
Link to Strategic Plan	The information in this report links to: Outcome 4 - Our stakeholders value our work.
Link to the Risk Register	The information in this report links to: Risk 2 - The SSSC is not able to demonstrate to our stakeholders (including SG) that its operational activity is fulfilling its strategic outcomes.
Equality Impact Assessment (EIA)	An EIA was not developed as this work is not a new or changed policy, service or procedure.
Author	Christine Czyba Acting Senior HR Adviser
Responsible Officer	Kenny Dick Head of Shared Services Tel: 01382 207104
Documents attached	Appendix 1 – Temporary HR structure
Background papers	None

1. INTRODUCTION

- 1.1 This annual report provides information and analysis on Human Resources (HR) activities from 1 April 2018 until 31 March 2019. It sets out key priorities in the coming year, progress achieved in the past 12 months and the current workforce profile.
- 1.2 HR are committed to supporting the organisation and the workforce through leadership, service and excellence in human resources management. HR provide various services which are available to all employees as well as advice and guidance on a multitude of staff employment situations. HR supports all employees throughout their employment life cycle. This support starts at the hiring process, continues throughout employment and goes into retirement.

2. PROGRESS MADE 2018/19

- 2.1 HR, through our new shared service model, continues to make positive changes in the way it works to ensure that the organisation and workforce are fully supported and engaged to deliver their roles well.
- 2.2 Overall the priorities for HR are designed and delivered to reflect both HR and the organisation's continuous drive to maintain an employer of choice status. To be an organisation that knows how to attract, recognise and retain talent.
- 2.3 The key priorities and achievements made in the previous year are summarised below :
- implementation of an HR shared services structure to meet the needs of both the SSSC/Care Inspectorate
 - managed 54 recruitment campaigns with over 500 applications being received
 - managed the appointment of 43 new starts and 31 internal promotion
 - begin to review and redesign our recruitment approach
 - maintained the Bronze Healthy Working Lives award and currently progressing to achieving the Silver Award. This has included a significant amount of activities and information campaigns including leading on Mentally Healthy Workplace Training, Menopause Factsheet, CPR training etc
 - continued to provide quality and valued HR advice and support for managers and employees across the full range of employment issues i.e. disciplinaries, grievances etc., and supported through to resolution, in many cases successfully supporting resolution at the informal stage
 - continued to develop and drive strong employee relations with the Partnership Forum
 - continued to provide dedicated professional high-quality support to managers in managing sickness absence to reduce sickness absence across the organisation and promote health and wellbeing
 - continued to refresh our key policies and review guidance for managers
 - commenced phase1 of the implementation of a new HR/Payroll system

across both organisations.

This report provides more detailed information of how these objectives have been met.

3. HR STRUCTURE AND SHARED SERVICES

- 3.1 The implementation of a shared Human Resources service between the SSSC and the Care Inspectorate began during the third quarter of 2017. The rationale for the creation of a shared service team was to reduce duplication, improve efficiency and improve best value for both organisations. Within the overall team, there is a wide pool of experts providing high quality customer service through simplified, consistent processes based on legal compliance and best practice.
- 3.2 Initially, little progress was made on the implementation of the shared service, and the Head of HR left our employment. In July 2018, the Care Inspectorate's Senior HR Adviser was given an opportunity to act up to position of Head of Human Resources on an interim basis and a temporary team structure was agreed by both the Management Group (EMT), Scottish Social Services Council (SSSC) and the Executive Group, Care Inspectorate (CI). Appendix 1 provides the current temporary HR team structure.
- 3.3 Within the current structure, a business partnering model has been created to ensure that each directorate has a dedicated and committed HR team to work with. There are two Senior HR Advisers who lead each of the functions and provide a dedicated management service to each of the organisations. Each team has a dedicated HR Adviser and HR Assistant who lead a key function within HR and also provide a dedicated HR advisory service to a particular area of the business.
- 3.4 The temporary structure is in place until September 2019, however, an evaluation has begun and this will be provided to the Executive Group of CI and EMT of the SSSC for their consideration in due course. It is anticipated that a permanent shared services structure will be in place by October 2019.
- 3.5 The most recent major event in March 2019, to continue the transition towards a more streamlined and co-ordinated function, was the move to one large office with all the HR team working together. HR work collaboratively with a wide range of support functions throughout both the CI/SSSC and this move ensured that we stayed close to our colleagues across the organisations.

4. POLICY/GUIDANCE DEVELOPMENT

- 4.1 Good people management policies set out the organisation's commitment to its workforce in relation to all aspects of employment and define many key rules that govern the organisation. With over 40 people management policies in place, HR have a clear three-year policy review programme in place.

4.2 Around 12 policies are currently being reviewed in line with the policy review timetable for 2019/20 and are on track to be completed. These include:

- Dignity at Work Policy
- Grievance Policy
- Smoking Policy
- Alcohol and Drug Policy
- Special Leave Policy
- Establishment Control
- Workforce Change
- Salary Protection
- LGPS Employers Discretions
- Carers Leave
- Exit Interview
- Agile Working

4.3 In addition to these, there are also health and safety policies due for review which are taken forward by our health and safety team.

5. PAYROLL

5.1 A contract for the provision of a new HR/payroll system and outsourced payroll service was awarded to Zellis (previously NorthgateArinso) in April 2018. Setup work commenced in May 2018 and our first live payroll was processed in October 2018 with all staff being paid successfully in the first pay run.

5.2 While we are currently behind in our implementation, feedback on the self- service functionality has been positive with users finding it more intuitive than the previous system (Pulse). Discussions are underway with the service provider to bring the implementation back on track and resolve any discrepancies between the services and functionality agreed contractually and those currently being delivered.

5.3 Separate to the rollout of a new system, we have used the development of the new HR Shared Service to review how we coordinate payroll activity. Payroll has historically involved both the HR and Finance teams who have a mutual interest in the process, and although the teams have always worked together informally, there has never been a formal coordination of payroll activities. In October 2018, we established a Payroll Delivery Team consisting of representatives from both teams who worked together to deliver payroll operations for the organisation alongside Zellis and all parties attend a weekly conference call. It is envisaged that once the major implementation work is complete, the team can work on new and more efficient ways of working.

6. REWARD AND BENEFITS

6.1 We have undertaken some benchmarking of our overall reward package and believe our overall offering remains very competitive.

- Of 41 public bodies in Scotland that information was available for, the

SSSC's annual leave entitlement is the highest. An analysis of an XperthHR benchmarking report suggested this entitlement is also very generous when compared to other employers in general.

- Of the 41 public bodies, the majority work 37-hour weeks compared to the 35-hour week at the SSSC.
- Some employers had maternity/paternity/adoption benefits that exceeded the SSSC's offering, but the SSSC's offering was financially in line with what the bulk of employers were offering.
- The SSSC's pension provision (the Local Government Pension Scheme) is very generous compared to defined contribution schemes that are offered by most other employers.

6.2 Discussions are currently underway with the Partnership Forum around the 2019-20 pay award.

7. EMPLOYEE BENEFITS

7.1 The SSSC offers employees a strong mix of employee benefits within a supportive environment.

7.3 The complete employee reward package includes a competitive annual leave and public holiday entitlement together with a range of family friendly policies, health and wellbeing offerings, continuous professional development/educational opportunities and a generous defined benefit pension scheme.

7.4 In addition, other leave options are available to employees to assist during times of illness, injury and various life events which include special leave, flexi leave, flexible working, flexible retirement etc.

7.5 In addition to this the following benefits, as result of Healthy Working Lives (HWL), are also available to employees.

7.6 Credit union

7.6.1 Discovery Credit Union was implemented in March 2019 and 2 employees joined the scheme in March 2019. One employee joined the credit union in April 2019 which makes a total of three employees at present who are members of the credit union scheme.

7.6.2 Throughout the year it is intended that the credit union scheme is promoted through HWL via posters in all break out areas and a communication sent out to all employees via the i-Bulletin and weekly update.

7.7 Childcare vouchers

7.7.1 20 employees are in the original Edenred childcare voucher scheme. As a result of a new government initiative - Tax Free Childcare - this scheme is no longer available.

7.7.2 However, if any employees had joined the childcare voucher scheme on or before 4 October 2018 there is still the facility to keep getting vouchers

or directly contracted childcare as long as they have not previously made a successful application for Tax-Free Childcare, they remain with the same employer and their child remains eligible. If they are a member of the Childcare Vouchers scheme and decide to leave they cannot re-join.

- 7.7.3 Regular communication/promotion of the schemes are planned throughout the year with the next scheduled for May 2019.

7.8 Cycle to work

- 7.8.1 One employee joined the cycle to work scheme in 2018-19 and purchased a bike. Further promotional campaigns are scheduled to take place with a joint promotion on Bike Week together with our Cycle to Work scheme week beginning 3 June 2019.

7.9 My lifestyle

- 7.9.1 The "mylifestyle" hub gives all employees access to a range of employee benefits and rewards to suit individual lifestyles. These include discounts and offers for supermarkets, high street stores, holidays etc, together with a "myresources" page which provides help, guidance and tips on how to budget and manage money with links to useful advice websites, video tips and money saving calculators.
- 7.9.2 Since its launch in 2017, 70% of our workforce have signed into the portal and £20,985 of discount vouchers have been purchased through it totalling savings of £1,266 for our employees.

8. HEADCOUNT AND FTE

- 8.1 The organisation's headcount for 2018-19 was 268. The table below shows the headcount for previous years for comparison.

	FTE	Headcount
18-19	252	268
17-18	250	264
16-17	258	272
15-16	249	263
14-15	225	238

9. AGE PROFILE – as at 31 March 2019

9.1	A Under 25	6.96%
	B 25-34	31.87%
	C 35-44	23.81%
	D 45-54	20.88%
	E 55-59	11.36%
	F 60-64	4.76%
	G 65+	0.37%
	Grand Total	100.00%

10. LABOUR TURNOVER – 18-19

- 10.1 Labour turnover figures show the amount of people who left an organisation as a percentage of the number of people employed over the same period. At the SSSC, labour turnover for 2018-19 is currently 15.3% (voluntary i.e. resignations = 13.4%, the remaining percentage is made up of dismissals, ill health retirements, fixed term contracts ending etc.) which compares with 14.4% for 2017-18 (voluntary = 9.1%).
- 10.2 Starters - 43 external new starts and 31 internal promotions.
Leavers - 41 leavers.
- 10.3 Voluntary turnover has been high over the last year in Fitness to Practice. However, fluctuations in resignation rates are common from time to time and it will only be a concern if a high level of turnover continues over a prolonged period. We will continue to monitor and report on turnover.

11. ILL HEALTH RETIREMENTS

- 11.1 There has been one ill health retirement.

11.2 Retirement Workshops

- 11.2.1 A "Planning for Your Future" workshop is available for all employees considering or nearing retirement (within five years). This is provided by Age Scotland and is a one-day session to help employees make an informed decision about their choices. The session provides an opportunity to spend time with a number of experts - an independent Financial Adviser, Solicitor, Allied Health Professional and Career Adviser.
- 11.2.2 The session covers the following topics:
- Managing the change that retirement brings
 - Financial matters
 - Health & wellbeing
 - Enjoying your time
 - Legal matters
 - Action planning for the future

12. FLEXIBLE WORKING ARRANGEMENTS

- 12.1 94 staff in our workforce have a flexible working arrangement e.g. condensed hours or a flexible working pattern of some sort. 65 of these 94 are part time.

13. RECRUITMENT ACTIVITY

- 13.1 While the SSSC continues to take a balanced approach to recruitment, actively seeking to fill job openings internally whenever possible, it is sometimes necessary to bring in specific skills and experience from the external labour market.
- 13.2 In 2018/19 the following SSSC recruitment statistics apply :

- 54 recruitment campaigns including 15 internal campaigns
- 500 applications received (including notes of interest and CVs) across 54 campaigns
- currently preparing a bank of pre-prepared advert, job profiles, person spec
- working with internal communications to establish a shared workflow to post vacancies on a timely basis which is planned and within each department's capacity
- working with internal comms to develop a recruitment microsite to increase the visibility of vacancies and to position ourselves as an employer of choice to attract best talent.

13.3 HR are committed to reviewing and redesigning our current approach to recruitment to ensure that the SSSC can identify and secure the best talent in a timely manner.

13.4 We continue to research best practice in terms of social media channels and the use of external review boards e.g. LinkedIn, Glassdoor to create a better understanding of our employer brand and reputation.

14. YOUTH EMPLOYMENT – MODERN APPRENTICES

14.1 7% of our staff are between the ages of 16-24 with many of them in development roles (e.g. Trainee Solicitors, Apprentices, Interns, Precognition Assistants).

14.2 There are currently four modern apprentices within SSSC – Human Resources, ICT and Registration.

14.3 Philip Gillespie, Director of Innovation and Development, is currently looking at EMT and Operational Management Team (OMT) members mentoring modern apprentices. It is hoped this will be developed shortly.

14.4 On Monday 4 March 2019, we welcomed Bill Bowman, MSP for North East Scotland to both the SSSC and CI as part of our celebrations in support of Modern Apprenticeship Week, the aim of which was to highlight the benefits to both the organisation and our Modern Apprentices of having this programme in place. Also in attendance was a representative from Skills Development Scotland who co-ordinate Modern Apprentice week and Neil Mason from Quest, an external Modern Apprentice assessor. All of the Modern Apprentices were present at the event, as were their line managers and Lorraine Gray, Chief Executive, SSSC and Peter Macleod, Chief Executive, CI.

14.5 The event provided an opportunity for discussion about the importance of the programme in providing an alternative route towards a recognised qualification and work experience for those who do not wish to go onto College or University once they have left school education. The Modern Apprentices had the opportunity to tell those present how they are finding their experience and how it is benefitting them both now and in the future.

14.6 Their work provides a great support to teams across the organisation

together with providing them with the knowledge and skills that will help them progress both internally and externally.

14.7

Our work with Modern Apprentices supports our commitment to youth employment in supporting young people and helping them develop in the world of work.

15. INVESTORS IN PEOPLE

15.1 Investors in People is a standard for people management which started out as a UK Government project and is now an independent, not-for-profit company that helps thousands of organisations to lead, support and manage people well for sustainable results. Measuring our progress to this standard helps us to improve the employee experience of working at the SSSC.

15.2 There are four levels of award - Standard, Silver, Gold and Platinum (top 1% of organisations). Within each of these there four levels of "maturity" (Developed, Established, Advanced and High Performing). SSSC currently holds the Silver level award.

15.3 From 2015 when the SSSC were first awarded silver level to the latest assessment in late 2018, the SSSC moved from 'developed' to 'established' levels of maturity in the areas of building capability and structuring work.

15.4 Highlights of work undertaken this past year which has enabled SSSC to retain silver award status includes:

- redesign of the performance and development review process to what is now called the development discussion. This was released in Aug 2018 and supports employees career aspirations and development activities. The development discussion links to the SSSC Leadership and Management Competency Framework which was released in 2017
- continued promotion of Values in Practice award program to recognise employees
- continued promotion of SSSC values in corporate induction sessions.

15.5 An action plan has been developed of work planned for 2019/20 which will help progress attainment of the gold award. Some of these actions include:

- 15.6
- strengthening leadership and management capability to support consistent good practice
 - introducing new talent management initiatives and reviewing existing recruitment policy
 - regular staff survey program
 - consider supporting social wellbeing and developing a corporate social responsibility strategy
 - support a respectful culture with training such as dignity at work and respectful challenge.

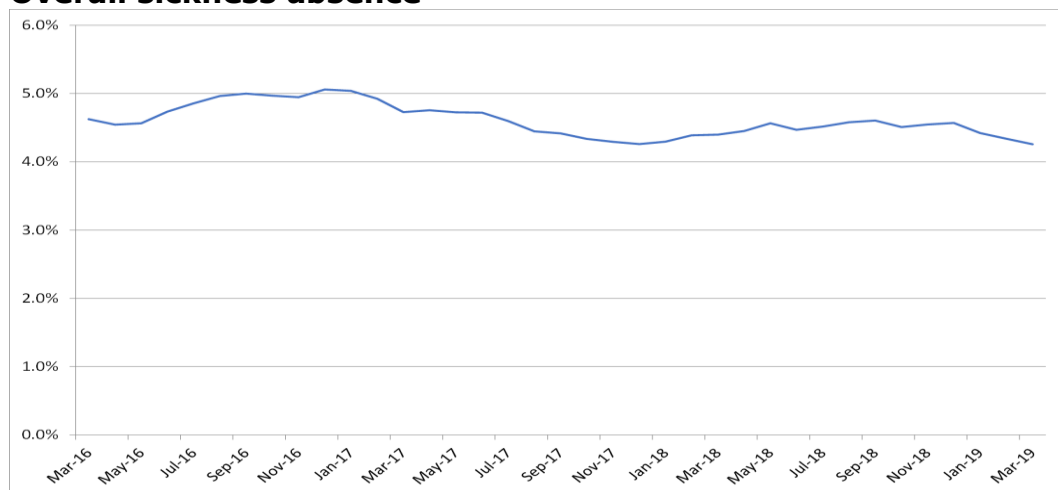
16. DISCIPLINE, GRIEVANCE, DIGNITY AT WORK, CAPABILITY

- 16.1 Although there are no current open employee relation cases at this time, there is one current employee suspension which is being managed under the Maximising Attendance policy.
- 16.2 During 18-19, the following employee relations cases took place:
- One Disciplinary – concluded September 2018 – written warning.
 - Two Grievances – both went to appeal and concluded September 2018 and December 2018. Both employees currently on long term sickness absence. This is being managed through the SSSC Maximising Attendance Policy.
 - One informal Dignity at Work – concluded June 2018 – no further action.
 - One Capability - concluded September 2018 – dismissal.

17. SICKNESS ABSENCE

- 17.1 Note that the rates shown on the sickness charts are the 12-monthly rates as at that date (i.e. the figure plotted on May 2017 will be the 12-month period up to May 2017) rather than the figure for that month.
- 17.2 For information, overall sickness absence from April 2018 – March 2019 is 4.3%. The chart below shows several year's data to allow for comparison.

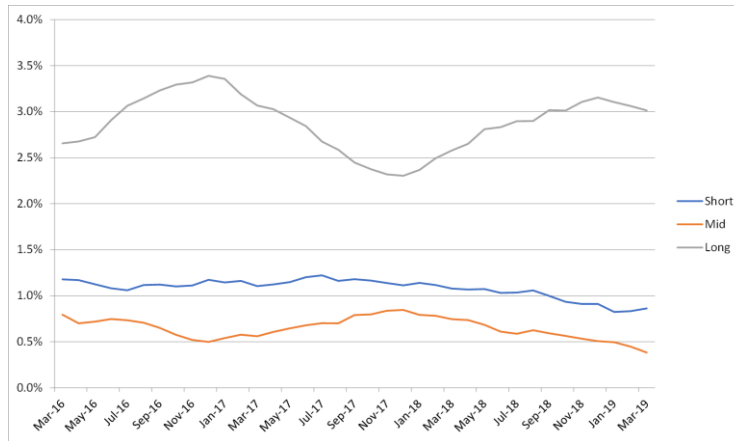
17.3.1 Overall sickness absence



17.3.2 Short / long term sickness

For information:

- Short term = up to 7 calendar days
- Mid term = 8-27 calendar days
- Long term = 28+ calendar days



17.4 Sickness absence levels vary from year to year and there are many factors that can influence this e.g. the number of staff off on long term sickness absence, flu pandemics etc.

17.5 HR continues to prompt and support managers in robustly managing both short and long term absences. In addition, HR have regular monthly case management meetings to ensure all sickness absence is captured and to continue to review best practice and seek out additional ways of driving down sickness absence.

18. **EMPLOYEE ASSISTANCE PROGRAMME – HELP**

18.1 A number of wellness opportunities are offered to employees through our HWL initiatives. Also offered is a confidential Employee Assistance Program (EAP) which 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. This includes information on weight management plans, healthy eating, stress management solutions, 10-minute wellness, general advice centre.

18.2 This year (April 2018 – March 2019), the average number of counselling sessions was 2.3, with two clients receiving mental health assessments and referred for counselling and structured interventions.

18.3 Lack of uptake on employee assistance programmes is notoriously low across the UK and views on this range from employers thinking they have a happy workforce to other statistics that contradict this e.g. high absence figures.

18.4 HR are committed to raising awareness to the EAP with a most recent communication being issued in April 2019.

18.5 In addition, for all HWL activities e.g. Mentally Healthy Workplace Training, Mental Health awareness week, and all other information campaigns, HR ensures that full details of the employee assistance programme are included on all communications or at any actual events, including inductions.

- 18.6 HR will continue to include raising awareness on the employee assistance programme and ensure that it has a presence at all future relevant trainings/briefings, together with planned communications/promotions

19. HEALTHY WORKING LIVES

- 19.1 Healthy Working Lives (HWL) became a sub group of the Health and Safety Committee on 12 February 2019. It was agreed that HWL would feature as a standing item on the Health and Safety agenda and that there was no further requirement for formal HWL meetings. However HWL would still maintain their action plan and continue to develop and promote key health and wellbeing initiatives across the SSSC and CI.
- 19.2 The HWL bronze award has been successfully maintained and is due for review in September 2019. The majority of the required criteria has been completed for the silver award. The outstanding elements are for the revised Smoking Policy and Alcohol and Drugs Policy to be ratified by the Resources Committee on 5 June 2019. Thereafter these will be submitted and uploaded to the NHS HWL portal for final sign off. Once this has been signed off, a site visit from NHS HWL will be arranged and this will complete the process.
- 19.3 HWL are committed to promoting health and wellbeing across both the SSSC and CI and have an extensive action plan in place which is continuously updated, reviewed and added to. HWL welcome ideas and thoughts for any health and wellbeing initiatives from all employees and this is communicated out on a regular basis via the Weekly Update or i-Bulletin.
- 19.4 Detailed below are a few of the health and wellbeing activities and information campaigns that have taken place over the last year:
- two blood donation days last year on 29 May and 1 November 2018 and in total across both dates 79 pints of blood was received
 - a flu vaccination day was held in October 2018 and 36 staff attended
 - in January 2019 a Menopause factsheet was prepared and published with information such as what the symptoms are, how it can impact women in the workplace and what we can all do to help our colleagues going through menopause
 - in January 2019 a promotion was prepared and published reminding staff what fitness and wellbeing activities are available to them including corporate gym membership at Leisure Active Dundee, Yoga, Body Balance, Cycle to Work, Park Lives, Couch to 5k and the My Lifestyle portal. We contacted private gyms and other local authorities and now have information about other gyms staff can join and get discounts at. This was communicated to all employees in an Easter fitness promotion in April 2019
 - HWL led a Mentally Healthy Workplace Training pilot session in March 2019 with the training scheduled to be rolled out to all managers with the online section to be made available to all employees in Q3/Q4
 - an annual Pedometer/eight-week Step Count Challenge is held which originally began in 2016. This year's challenge is currently underway

(May-June 2019) and 13 teams across SSSC and CI are participating.

19.5 In addition, HWL have done 14 promotions in line with key monthly UK health campaigns and these are Skin Safety, The Big Pink (breast cancer awareness), Hidden Illnesses, Lung Cancer Awareness, Wear It Beat it (British Heart Foundation), Cervical Cancer Prevention, Christmas Jumper Day, Mental Health Awareness Week, No Smoking Day, National Walking Month, On Your Feet Britain Day, Stress Awareness Month, Time to Talk Day (mental health) and Walk All Over Cancer.

19.6 HWL continue to promote and be actively involved in a variety of healthy working lives initiatives. The support for all HWL events or information campaigns is tremendous. In every single event, information campaign or activity, there has been excellent employee participation and engagement.

20. RESOURCE IMPLICATIONS

20.1 This report is for information only. There are no direct resource implications as a result of it.

21. LEGAL IMPLICATIONS

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

22. STAKEHOLDER ENGAGEMENT

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

23. IMPACT ON PEOPLE USING SOCIAL SERVICES AND CARERS

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

24. CONCLUSION – LOOKING AHEAD

24.1 While the past year in HR has seen many highlights and challenges, there has been considerable progress made to support the organisation and the workforce through a shared service approach.

24.2 Looking Ahead - HR plan to continue to transform the way we recruit, continue to proactively manage employee relation cases and upskill line managers to deal with people related issues.

24.3 HR will hold briefing sessions on key policy/guidance development as well as setting out our offering in terms of an HR Customer Charter and the HR offering for key work streams such as recruitment.

24.4 We will continue to improve and enhance our current high-quality service and will continue to revisit how things are done and explore or new digital technology options that can help create efficiencies and streamline processes.

25. BACKGROUND PAPERS

25.1 None.

Interim HR Structure

HR Business Partner

- Scrutiny and Assurance (CI)
- Development and Innovation (SSSC)

HR Business Partner

- Corporate and Customer Services (CI)
- Regulation (SSSC)
- Strategy and Improvement (CI)
- Strategy and Performance (SSSC)

Head of HR

Senior HR Adviser

Senior HR Adviser

Senior HR Adviser

HR Adviser

HR Adviser

HR Assistant

HR Adviser/Officer

HR Adviser

HR Modern
Apprentice

HR Modern
Apprentice

Payroll and Workforce Analytics

- HR / Payroll System
- Payroll Inbox
- Reporting – Metrics and Statistics
- HR Payroll Staffing Information

HR Assistant

Business Support
Assistant

Attracting

- Recruitment
- Talent Attracting and Management
- Equalities – Internal
- Registration and Professional Bodies Membership
- Contract Compliance
- Youth Employment
- Secondments
- Restructures and Redeployments
- Disclosure
- Induction/New Starts
- Establishment Control
- Support Career Pathways

Managing

- Healthy Working Lives
- Investors in People
- Payroll
- Customer Service – HR Mailbox
- Pay and Grading / Job Evaluation / Pay Remit
- Terms and Conditions
- Capability
- Maximising Attendance
- Retirement
- Pensions
- Record Retention
- Flexible Working / Homeworking

Maintaining

- Grievance/Dignity at Work
- Mediation
- Resolving Workplace Disputes
- Supporting Office Moves
- Policy Development
- HR Briefing Sessions
- Employee/Manager L&D on people-related matters
- HR sections for both Intranet
- HR information bulletins for staff
- HR knowledge bank

Resources Committee Effectiveness Review – 5 June 2019

Self-Assessment outputs

Role and Remit	Yes/No/NA	Comments/ Actions / Additions
1. Is the Committee clear about the Council's expectations of it and does it consider that these expectations are being met?	YES	<p>The Committee is clear about its scrutiny role in order to provide assurance, report to and make recommendations, to Council. This has been tested in 2018 in relation to the Digital Transformation Strategy. Formal links with the Audit Committee is maintained through shared membership (Chairs of both Committees sit as a member on the other) and members would recommend that this continues.</p> <p>ACTION: Recommend that the Chairs of both Audit and Resources Committee continue to sit as members on the opposite committee.</p> <p>I concur with this action it has proven to be helpful for both Chairs to sit on each others committees.</p>

<p>2. Are the committee's Terms of Reference still relevant in the light of the developing Scottish Government public policy agenda and the clarity which exists in relation to the SSSC's business needs?</p>	<p>YES</p>	<p>The Committee continues to recognise the challenges of planning against uncertain SG funding and is particularly aware of the potential impact of SSSC moving to a position of 'no longer growing' and of having to self-fund its regulatory function.</p> <p>I agree and have no additional comment to make other than what has already been said.</p>
<p>3. Is the business being conducted by the committee relevant, necessary and proportionate to our corporate objectives – is there anything which can be removed from our agendas?</p>	<p>YES</p>	<p>The Chair of the Committee, in partnership with the Head of Corporate Governance, reviews agenda items prior to each meeting to ensure that all are relevant. Where there is the potential for the Committee agenda to be over-burdened those items which are for information only are reviewed to assess whether there is a more appropriate way of sharing the information with members, e.g. posting on Basecamp.</p> <p>The practice of the Chair reviewing the agenda with the Head of Corporate Governance is a good one and should remain.</p>
<p>4. Is the business we conduct right in terms of our risk requirements and appetite, corporate governance requirements and desired outcomes?</p>	<p>YES</p>	<p>In February 2018, Committee members agreed that they did not feel actively engaged in, or familiar with, the strategic risk register. The action agreed at that time was to:</p> <p>Request that Audit Committee considers the reporting mechanism to enhance engagement of all Council Members in strategic risk review.</p> <p>There was an opportunity at the Council Development Day on 22 February 2019 to review how risk is</p>

		<p>documented and communicated to Council Members, within another, similar, organisation, how control activities are communicated and trailed and how staff and Council members are engaged with the 'live' risk register.</p> <p>ACTION: Following the Council Development Day, Council should consider whether any change is required to the way strategic risk is reviewed and communicated, to enhance engagement of Council / Committee members and make a decision as to whether the strategic risk register should be considered 'live'.</p> <p>I agree with these comments after being in attendance at the development days it was obvious to me that we could have a much better awareness of risk if we had more of a LIVE risk register.</p>
<p>5. In terms of the committee's information requirements, is what is made available timely and is it of acceptable quality for:</p> <ul style="list-style-type: none"> • financial management • information systems and technology • human resource management and employee development • premises and equipment • procurement and contracting requirements • business continuity planning and disaster recovery management • carbon accounting and environmental issues • health and safety information 	On the whole, yes	<p>Committee continues to recognise the importance of regular review of information requirements. The following was highlighted:</p> <ul style="list-style-type: none"> • Financial information is comprehensive, transparent, analytical and recommendations are clear. Further to the outcomes of external audit in 2018 the Committee will continue to seek assurance around large transformation projects at individual project level. In light of late papers arriving before Committee meetings, officers should continue to focus on getting financial papers out to members as soon as practical to allow for a proper scrutiny role. • An ICT Report is received in September. Further to the appointment of the lead for digital transformation it is anticipated that related reporting across the

<ul style="list-style-type: none"> • shared services information? 		<p>organisation will be enhanced. Benefits realisation is already being seen at an operational level.</p> <ul style="list-style-type: none"> • HR management and employee development It is anticipated that the appointment of the shared services HR manager will continue to contribute to a more streamlined approach to HR management. A programme of review of HR policies has been developed and considered by Committee. There is still a need however to ensure that recommendations made at, and lessons learned from, disciplinary and sub-committee hearings on the use of policies, procedures and processes, and cultural and morale related issues, are actioned (see related action below). • Premises and equipment information is considered to be satisfactory. • Procurement and contracting requirement information is considered to be satisfactory. An annual procurement report on performance is received in September and the strategy reviewed annually. • Business continuity planning and disaster recovery management information is considered satisfactory. A sustainability review is carried out annually. • Carbon accounting and environmental issues. An Environmental Impact Report is now on the schedule of committee business. The Carbon Management Plan for 2018 – 23 was received by Committee this year.
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		<ul style="list-style-type: none"> • Health and Safety information is provided through a corporate level update four times per year. • Shared Services information is the subject of refreshed governance arrangements and the committee anticipates that reporting will be enhanced as a result. <p>ACTIONS:</p> <ul style="list-style-type: none"> • Officers should continue to focus on getting financial papers out to members as soon as practical to allow for a proper scrutiny role. • Officers should develop a formal methodology, acceptable to Resources Committee members, for the governance around taking forward lessons learned from, and recommendations made at, disciplinary and sub-committee hearings. <p>I agree with the actions and have nothing further to add.</p>
6. How adequate are the arrangements for 'business tracking', i.e. are committees keeping a finger on the pulse of key issues which may have been agreed months before and where periodic review of progress is necessary to provide the required assurance?		<p>This is an area of current concern with regards to HR information.</p> <p>It became apparent (early 2019) that there have been instances where Resources Committee were due to receive a policy for approval, or had approved certain actions to be taken forward, or had approved policies for implementation, where this had not been actioned. The fact that these factors have come to light is a reflection of the open attitude of the current leadership. It does however question whether the</p>

		<p>governance arrangements, including business tracking, following decisions made at Committee are effective. Examples include the non-implementation of the 2015 Shared Services Strategy, Risk Register, Action Plan and Governance arrangements; the non-implementation of the 2018 Annual Leave 'Framework'; the progression of the 2017 Maximising Attendance Policy; and the non-conclusion of the 2016 consultation on the Disciplinary Policy. (See related action below).</p> <p>ACTION: Executive Management Team / Head of Corporate Governance to review arrangements for business tracking to ensure that Resources Committee decisions are actioned, that policy development follows good practice, and that all outstanding actions are completed and in a timely fashion.</p> <p>This is most important and does require immediate action. I agree entirely with the action.</p>
7. Is the committee clear about the difference which it makes and in particular the 'outcomes' arising from its handling of the business delegated to it and recommendations made by it to the full Board?	On the whole, yes.	<p>A particular challenge this year was the feedback received from the external auditor on the governance of implementation of our digital transformation strategy. The Committee, and Council, has reflected on the whole project and its handling and is satisfied that implementation of the strategy was both managed and governed satisfactorily. Inaccuracies in both the external audit report and the resulting Section 22 report have been addressed as far as is possible by the EMT.</p>

		It is important that any lessons learned are implemented to reflect how things will be taken forward in the future in terms of challenges to our governance.
8. Should we report to Council annually as Audit Committee does? Does the committee provide sufficient information to Council?	YES	<p>Resources Committee now reports annually to Council and feedback suggest that the information it receives is sufficient.</p> <p>ACTION: As this is now business as usual, remove item 8 from the Annual Review template.</p> <p>I agree</p>
9. Does the content of committee agendas allow the committee to be as effective as it can be?	YES	<p>The agenda is structured around 'items for decision' and 'items for information'. There is also a 'confidential items' section available if required. There are a number of 'standing items' that could / should be identified as such, e.g. HR policies; risk identification; update from Audit Committee, etc.</p> <p>ACTION: Consider identification of 'standing items' on agenda.</p> <p>I agree and have nothing further to add</p>
<p>10. Has the committee met its terms of reference for this year?</p> <p>Are any changes to the terms of reference required?</p>	YES	<p>Currently, the Committee is required to act on behalf of the Council by overseeing the following areas of activity:</p> <ul style="list-style-type: none"> • financial management • information systems and technology

		<ul style="list-style-type: none"> • human resource management and employee development • premises and equipment • procurement and contracting arrangements • climate change, carbon accounting and environmental issues <p>As the Committee also receives both Health and Safety and Shared Services information these should be added to the terms of reference.</p> <p>ACTION: Add 'health and safety' and 'shared services' information to the areas of activity overseen by the Resources Committee.</p> <p>I agree and have nothing further to add</p>
11. Does the committee have any other observations on factors which may impact on its effectiveness	No	
12. Are there any changes required to the terms of reference of the Employment Appeals Sub-Committee?	YES	<p>The Employment Appeals Sub-committee is set up by the Resources Committee and is ultimately accountable and responsible for its decisions to that Committee. The terms of reference should, therefore, include a direction to make recommendations to its parent committee regarding action required and lessons learned.</p> <p>ACTION: Amend terms of reference to direct the sub-committee to make recommendations to the Resources</p>

		<p>Committee on action required and / or lessons learned following appeals hearings.</p> <p>This makes sense and should be actioned</p>
13. Are there any changes required to the terms of reference for the Special Appeals Committee?	YES	<p>The Special Appeals Sub-committee is set up by the Resources Committee and is ultimately accountable and responsible for its decisions to that Committee. The terms of reference should, therefore, include a direction to make recommendations to its parent committee regarding action required and lessons learned.</p> <p>ACTION: Amend terms of reference to direct the sub-committee to make recommendations to the Resources Committee on action required and / or lessons learned following appeals hearings.</p> <p>Agreed and have nothing to add.</p>
14. Do Members feel they have any development needs in relation to committee business?	YES	<p>It is good practice to identify development needs on an ongoing basis and our development day allowed us to do this collectively. I would want this practice to continue as the best way to identify meeting the business needs of the committees.</p> <p>I agree and given that there are a number of new people coming on to the Council it would be good to have a review of induction and identification of development for all Council members.</p>

Title of report	Draft Resources Committee Annual Report to Council
Public/confidential	Public
Action	For discussion
Summary/purpose of report	The report represents a summary of the work of the Resources Committee in 2018-19
Recommendations	<p>The Committee is asked to:</p> <ol style="list-style-type: none"> 1. review and comment on the draft Resources Committee report and, if appropriate, approve the content of the report for submission to the Council.
Link to Strategic Plan	<p>The information in this report links to:</p> <p>Outcome 4 - Our Stakeholders value our work.</p>
Link to the Risk Register	<p>This report links to:</p> <p>Risk 2, that the SSSC is not able to demonstrate to our stakeholders (including Scottish Government) that its operational activity is fulfilling its strategic outcomes.</p>
Author	<p>Audrey Cowie Resources Committee Chair to April 2019</p>
Documents attached	<p>Appendix 1: Draft Resources Committee Annual Report to Council 2018/19</p>

Title of report	Investors in People Report and Investors in Young People Report
Public/confidential	Public
Action	Discussion
Date of Publication	Before meeting
Summary/purpose of report	This report presents the findings of our Investors in People Report and Investors in Young People Report
Recommendations	The Resources Committee is asked to: 1. note the contents of the report and the next steps.
Author	Lorraine Gray Chief Executive Tel: 01382 207319
Responsible Officer	As above
Link to Strategic Plan	The information in this report links to: Outcome 4 - Our stakeholders value our work.
Link to the Risk Register	Risk 5: The SSSC does not have sustainable resources to support the delivery of Strategic Plan outcomes (i.e. the strategic planning growth assumptions are not financially sustainable).
Equality Impact Assessment (EIA)	1. An EIA was not developed. This is not a change to policy.
Documents attached	Appendix 1: Investors in People Report Appendix 2: Investors in Young People Report
Background papers	None

1. INTRODUCTION

- 1.1 The SSSC has maintained its Silver status with a score of 663 out of the 900 Benchmarks. We have scored below both the UK wide IIP and industry sectors.
- 1.2 Attached are the reports which provide the full detail to Resources Committee members. However, there are a number of areas to highlight which are captured in the Recommendations.
- 1.3 Investors in People recommendations:
- developing people managers at all levels
 - address the issue that a third of respondents disagreed with the statement that people are selected for their roles based on their skills and abilities
 - consider if the 'Dignity at Work' policy needs further emphasis – this is in relation to how staff describe being treated in a disrespectful manner
 - the Development Discussion was highlighted as a potentially powerful tool, but we need to ensure managers feel confident in using it
 - make clear to everyone our employee recognition strategy
 - increase the visibility of the EMT
 - consider why 30% of respondents don't believe they have a say in decisions that affect their role
 - consider developing a Corporate Social Responsibility (CSR) strategy that brings together all the charity fundraising we carry out.
- 1.4 We did not meet the Investors in Young People standard. The recommendations we need forward to achieve the award are:
- update the Youth Employment Strategy
 - develop guidance of how young people should be led, managed and developed
 - better outline the benefits to young people of working at the SSSC
 - make sure all our process from applying for jobs, induction and development meet the needs of young people – not a one size fits all
 - consider creating a Young People Forum.

2. Next steps

- 2.1 We will produce an action plan which will come to the Resources Committee on 25 September 2019. This will address the issues raised in both reports.

- 2.2 We will engage an independent HR consultant to carry out a review of Fitness to Practise to address issues raised in the staff surveys and to identify further actions required.

3. RESOURCE IMPLICATIONS

- 3.1 The Investors in People Report and the Investors in Young People Report both outline a number of recommendations that will have resource implications.

4. LEGAL IMPLICATIONS

- 4.1 There are no specific legal implications, however the SSSC has a duty of care to its employees and comments in both reports highlight concerns that we must address.

5. STAKEHOLDER ENGAGEMENT

- 5.1 A staff survey and focus groups took place which informed the contents of the report. Further engagement with staff will now take place.

6. IMPACT ON PEOPLE USING SOCIAL SERVICES AND CARERS

- 6.1 These reports have no direct impact on people who use social services and carers but how we manage and motivate staff has a direct impact on how effectively we deliver our functions.

7. CONCLUSION

- 7.1 The Investors in People Report and the Investors in Young People Report highlight positive feedback from staff but there are underlying issues and there is a need for investment in our managers and our staff.



Feedback Report

Investors in People

Scottish Social Services Council

Undertaken By: Ruth Hewitt
On behalf of Remarkable – the home for Investors in People in
Scotland

Project Reference Number: 17/1226

December 2018

Contents

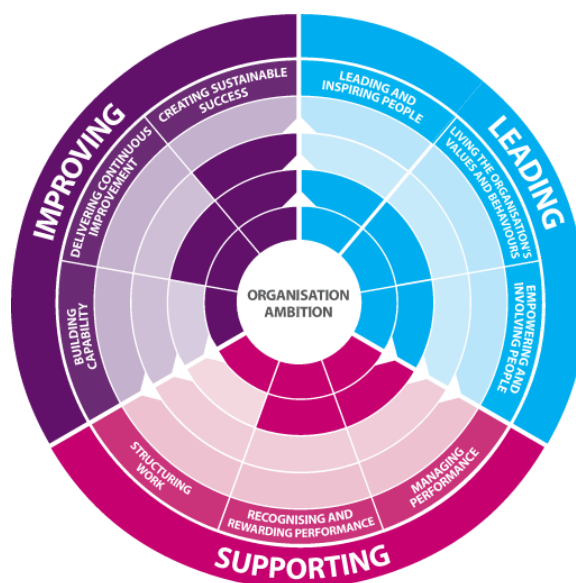
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1. Introduction

Background

You are a non-departmental public body established through The Regulation of Care (Scotland) Act 2001. Your overarching aims are; to protect people who use care services; to raise standards of practice and to strengthen and support the professionalism of the workforce. You do this by registering people who work in social work, social care and early education and childcare in Scotland and by working in partnership with stakeholders to develop and innovative and progressive approach to both professional and everyday workplace learning.

You first achieved Investors in People recognition in 2006. At your last full IIP assessment in November 2015 your achieved SILVER accreditation status under the Generation 6 IIP Framework. The heat map below details where you landed. The aim is to strive towards GOLD by 2021.



Context

As part of a rolling review strategy, you were assessed against the framework in June 2017 using half the employee sample size required. This visit was the final visit whereby the remaining half of the sample size was assessed aiming to establish an up-to-date position and completing the three-year accreditation cycle (2015 – 2018).

At your interim assessment in June 2017, your Specialist, Alison Ballantyne, confirmed that you were on track to maintain your SILVER accreditation status. The findings from the 2017 visit were banked and used to help determine your current IIP accreditation status.

The IIP online assessment (staff survey), was sent to all employees and gave everyone the opportunity to take part in the IIP process. The response rate was 59% making it *valid* for assessment purposes.

A formal context meeting took place with your CEO along with your Interim Head of HR. We discussed current priorities, future ambitions and the people challenges around these. By 2020 you will have finished the registration of all the different groups of social service workers. This will be a key event in that you will have moved from the growth phase to one of stability. You now have 120,000 people on the register. The final group – support workers in care at home and housing support are now going through the registration process and this is one of the most challenging groups to gear up to manage through registration and also dealing

with complaints. You are in the throws of a digital transformation programme which is helping you to manage growth and deliver efficiencies (e.g. online registration, fully connected 'My SSSC' portal and website as well as a new case management system) and making better use of people's time and skills, particularly at an admin level.

Since the assessment visit last year, you have had a change at Chief Executive level, with Lorraine Gray promoted to this post. Lorraine's vision for the wider team is to make sure that there are no barriers that get in the way of team members doing the best job they can each day – ensuring that staff feel supported through having the right tools, equipment, environment and resources to be able to make a difference to people who use your services.

You have achieved 'Committed to Excellence' with the aim of achieving 'Recognised for Excellence in the next few years. You have been awarded the Healthy Working Lives (HWL) Bronze accreditation. HWL's staff surveys have been instrumental in supporting the decisions around the re-structure in March which has seen Hearings and Corporate Governance separated out into two different departments, with Hearings now sitting within the remit of a new Directorate of Regulation. Fitness to Practice and Registration have also been brought into Regulation. The other two Directorates are Strategy & Performance and Development & Innovation. HR and Finance sit within a Shared Services model with the Care Inspectorate. There is still a challenge here in terms of ensuring expectations are met and you are getting what you need. You are however working on an improved service level agreement. You have recently pulled IT out of the shared services approach.

Methodology

I met with 20 people (7%) from a cross section of roles and departments and this is in line with National sampling guidelines. Most discussions were held on a 1:1 basis, 6 people were seen in pairs. Below is an illustration of the activity I undertook:



- IIP on line assessment deployment to all employees in advance of onsite activity



- One to one and paired interviews
- Open discussion and semi structured interview questions used
- Interviews lasted around 60 minutes



- General observations & time spent in Digital Transformation hub



- HWL Silver action plan; Development Discussion Process/guidance; L&M competencies; Performance Indicators; Corporate Plan; 2017 – 2020 People Strategy; EFQM People Criteria Feedback (external assessment)

Summary Findings

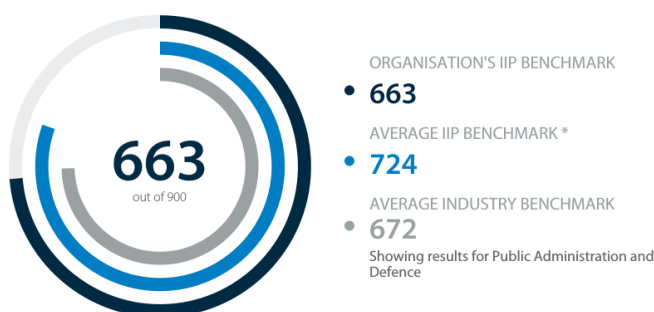
Thank you for the opportunity to hold discussions with some of your employees. I believe that everyone was honest and open in their views. This was the second half of a rolling review process and I am delighted to be able to confirm that you have maintained your SILVER accreditation status. In June 2017, Alison reported her welcomed response to previous IIP Assessor comments about some good intentions which haven't quite made it into practice at subsequent review visits and I am pleased to confirm Alison's findings that there continues to be a strong drive now see things 'over the hill' and driven by a sharper focus on performance improvement.

I found evidence of really good practice, from the methodology used to select your new CEO, some effective training pathways, the use of 'cultural meetings' to using internally some of the great practice that you have developed for the sector. Mentioned positively a number of times was Lorraine's increasing visibility amongst employees. I would suggest there are opportunities for senior leaders to do the same.

The plans and work streams you have in place such as talent mapping and its potential impact, embedding the Development Discussion process, future plans for leadership and management development and eliminating a number of the frustrations and barriers that digital transformation will overcome should see you move up through the IIP Framework maturity levels – quantifiable through improving people, customer, society and business results. There are some issues that need to be tackled though. Your People Strategy includes implementing 'the SSSC way' and organisation values underpin this – culture manifests itself through language, decision making, symbols, 'stories and legends' and daily work practices. You do have pockets where leadership and management behaviour can at times be inconsistent with your values – there can be some micro-management and trust issues however I would suggest that a priority action is to challenge what amounts to less than respectful behaviour towards other employees by some. It is a real shame that this is occurring because I heard some great feedback around leaders and managers role modelling expectations well and this enables and motivates people to try and be the best they can.

From a people results perspective, your IIP online assessment score of 663 out of 900 benchmarks you below both the UK wide IIP and industry sector averages. There are certainly opportunities available to improve your scoring around developing great leaders as well as turning nearly a third of respondents to the IIP on-line assessment who responded negatively to the statement 'people are selected for roles based on their skills and abilities' into positive territory. Here you can think about whether introducing a probationary period as well as making more use of an assessment centre approach would augment your recruitment process as well as how you can provide employees with greater clarity on your approach towards talent management.

Benchmark



* This reveals the average IIP Benchmark for all organisations who have undertaken the survey.

The online survey results broken down by department have already been provided and I would recommend that individual departments review their findings and action plan for improvement where relevant. You have some departments with over 50% negative responses to some of the survey questions and these should be explored more fully.

Headline On-line assessment results

The results from the online assessment have been aggregated below to give a measure of alignment against the Investors in People Standard, per framework indicator. Alignment is measured on a scale of 0–7. The highest measure of alignment against the Standard is 7, whereby an organisation demonstrates complete alignment with the Standard, according to the responses collected.

Indicator summary

		Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Difference from IIP Average
INDICATOR 1										
Leading and inspiring people	✓	12.2%	34.0%	21.5%	13.0%	8.2%	7.1%	4.0%	4.9	-0.7
INDICATOR 2										
Living the organisation's values and behaviours	✓	19.1%	43.5%	17.3%	11.6%	4.3%	2.9%	1.1%	5.5	-0.4
INDICATOR 3										
Empowering and involving people	✓	14.1%	38.6%	21.0%	6.2%	10.6%	6.2%	3.3%	5.1	-0.7
INDICATOR 4										
Managing performance	✓	22.8%	44.5%	13.4%	7.4%	2.7%	5.7%	3.5%	5.5	-0.3
INDICATOR 5										
Recognising and rewarding high performance	✓	11.1%	23.3%	19.9%	19.0%	10.3%	10.0%	6.5%	4.5	-0.6
INDICATOR 6										
Structuring work	✓	17.4%	42.2%	22.2%	7.9%	4.0%	4.1%	2.2%	5.4	-0.5
INDICATOR 7										
Building capability	✓	11.4%	34.2%	22.0%	15.6%	8.2%	4.7%	3.9%	5	-0.5
INDICATOR 8										
Delivering continuous improvement	✓	14.1%	38.0%	22.5%	14.7%	3.6%	4.9%	2.2%	5.2	-0.4
INDICATOR 9										
Creating sustainable success	✓	17.2%	40.7%	21.2%	11.6%	4.9%	2.7%	1.7%	5.4	-0.4

Themes (Highs and lows)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Score	Difference from IIP Average
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Highs

Understanding the external context <small>INDICATOR 9: Creating sustainable success</small>	24.7%	44.9%	19.0%	9.5%	1.3%	0.0%	0.6%	5.8	-0.1
Enabling collaborative working <small>INDICATOR 6: Structuring work</small>	22.2%	49.4%	19.0%	3.8%	1.9%	3.8%	0.0%	5.8	-0.1
Measuring and assessing performance <small>INDICATOR 4: Managing performance</small>	29.7%	46.8%	10.8%	3.8%	1.9%	3.8%	3.2%	5.8	+0.1
Adopting the values <small>INDICATOR 2: Living the organisation's values and behaviours</small>	24.4%	48.4%	13.6%	6.3%	4.1%	2.8%	0.3%	5.7	-0.3
Improving through internal and external sources <small>INDICATOR 8: Delivering continuous improvement</small>	20.3%	45.6%	21.5%	7.6%	1.3%	3.8%	0.0%	5.7	-0.2

Lows

Participating and collaborating <small>INDICATOR 3: Empowering and involving people</small>	9.5%	26.6%	23.4%	9.5%	13.9%	12.0%	5.1%	4.5	-1.0
Recognising and rewarding people <small>INDICATOR 5: Recognising and rewarding high performance</small>	10.4%	25.0%	19.0%	18.0%	11.1%	11.1%	5.4%	4.5	-0.5
Deploying the right people at the right time <small>INDICATOR 7: Building capability</small>	5.7%	31.6%	14.6%	15.2%	17.1%	6.3%	9.5%	4.4	-0.9
Developing leadership capability <small>INDICATOR 1: Leading and inspiring people</small>	5.1%	19.0%	21.5%	25.9%	12.0%	8.9%	7.6%	4.2	-1.0
Designing an approach to recognition and reward <small>INDICATOR 5: Recognising and rewarding high performance</small>	5.1%	19.0%	16.5%	29.1%	10.1%	12.0%	8.2%	4.1	-0.9

This table shows the measure of alignment to the IIP Standard and the **difference from your industry average** (public administration & defence)

Indicator summary

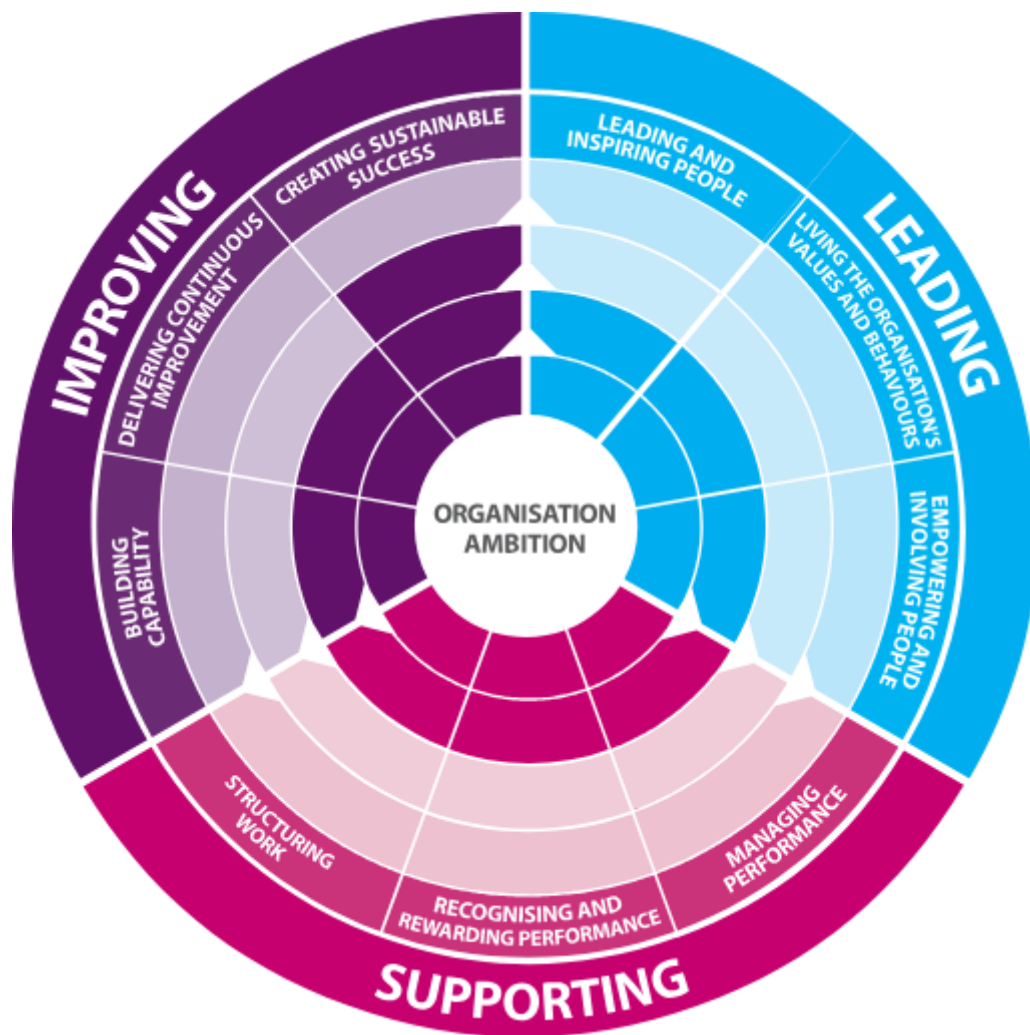


		Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Industry
INDICATOR 1										
Leading and inspiring people	▼	12.2%	34.0%	21.5%	13.0%	8.2%	7.1%	4.0%	4.9	-0.1
INDICATOR 2										
Living the organisation's values and behaviours	▼	19.1%	43.5%	17.3%	11.6%	4.3%	2.9%	1.1%	5.5	-0.1
INDICATOR 3										
Empowering and involving people	▼	14.1%	38.6%	21.0%	6.2%	10.6%	6.2%	3.3%	5.1	-0.3
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INDICATOR 5										
Recognising and rewarding high performance	▼	11.1%	23.3%	19.9%	19.0%	10.3%	10.0%	6.5%	4.5	-0.1
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INDICATOR 9										
Creating sustainable success	▼	17.2%	40.7%	21.2%	11.6%	4.9%	2.7%	1.7%	5.4	-0.0

3. Outcome

Having carried out this assessment in accordance with the guidelines provided by Investors in People, I am satisfied that you continue meet the Investors in People Standard.

In addition, I congratulate you on maintaining your SILVER accreditation status.



4. Findings and Recommendations

Findings and Recommendations against your People Strategy (strategic aims) - direct quotes from employees are in *italics*

Your People Strategy supports your organisation and employees to achieve your strategic priorities set out in your Strategic Plan. It is part of a wider programme of work to become an excellent organisation with the aim of achieving EFQM recognition. The IIP on-line assessment provides you with useful baseline data to support the 'people' essential criteria within the EFQM framework. To structure this report, I have taken the four strategic aims of your People Strategy and aligned a number of the IIP on-line survey results to these with supporting narrative.

Develop – We must continue to develop our workforce capabilities, skills and competencies to create a sustainable, successful organisation. This enhances employee engagement and helps drive high performance levels and supports us to meet our Strategic Plan



You are putting in place the organisational conditions to nurture and support development of talent at all levels. This includes developing a talent management strategy, with a skills and qualifications assessment of your employees currently underway. This will enable you to identify skills gaps and to take action to ensure the right learning is provided.

You may find the following resource useful to support you in developing, deploying and evaluating talent with SSSC and includes case studies of interesting practice in talent management from across the public and

private sectors. A talent management checklist is included in the Appendix of this report. <http://www.improvementservice.org.uk/documents/research/talent-management-final-report.pdf>

Learning and development planning and execution is devolved to individual departments and I heard many examples of how employees are receiving effective training and development through a variety of off and on-the-job training, support for qualifications, Modern Apprenticeships, traineeships with training plans linked to pay increments, development days as well as sharing knowledge and collaborating to name a few.....*“Our department has improved – every time they take staff on they improve the training and everyone gets offered a refresher”.....“training will happen if you need it for your role”.....“there are lots of different roles in this organisation so you can move about”.* Your Learning and Development team have developed some innovative resources for the care sector and it is good practice to see that these are being shared with other departments to support SSSC organisational development. 79% of respondents to the online assessment agreed to varying extents that they have opportunities to learn at work, although nearly 26% of respondents neither agreed nor disagreed that they make use of the organisation’s learning and development opportunities. For some this is about finding the time for development as well as availability of opportunities for example, as an SQA accredited centre, SVQ’s are on offer although a number of people spoke about how there is a long waiting list for these qualifications. You have taken on a part time internal verifier allowing for dedicated resource and employees should be seeing a difference to timescales.

It is early days for the six-monthly Development Discussions however feedback I received was in the main positive from those that have so far had the opportunity to experience the process.....*“it is more informal and is about how you are getting on and what your plans are”.....“I like that it has a development section [that’s forwarded to HR] so that it doesn’t get lost”.* There is some training required to help everyone gain an understanding of the aims of the discussion process – some are still in the mindset of the PDRS approach....*“my manager asked me to cut and paste something she had written, I was not impressed and I found the focus on statistics demotivating”.*

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
My manager thinks it is important that I develop my skills	19.0%	41.1%	20.3%	12.0%	3.2%	2.5%	1.9%
I am motivated to develop my skills to reach my full potential	14.6%	34.2%	22.2%	15.2%	3.2%	7.0%	3.8%
I have opportunities to learn at work	16.5%	34.8%	27.8%	7.0%	7.6%	3.8%	2.5%
I make use of my organisation's learning and development opportunities	8.9%	34.2%	21.5%	25.9%	4.4%	4.4%	0.6%

Whilst around 80% of respondents to the online assessment agree to varying extents that their manager thinks it is important that they develop their skills, there are opportunities to better equip some line managers on what career progression options and/or personal development opportunities could be available to employees. Whilst there is an expectation that people will be taking some responsibility for their own learning and development, managers too have a role to play in thinking creatively, nurturing, motivating and guiding staff towards their aspirations.....*“I have had a discussion about my career but I don’t know how to get there”.*

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
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Base Questions

I am able to develop the skills I need to progress	10.1%	34.8%	25.9%	14.6%	3.8%	7.0%	3.8%
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A third of respondents to the online assessment disagreed that people are selected for roles based on their skills and experience. Feedback I heard not only related this finding to recruitment decisions...*"[manager] didn't show the management behaviours"....."in my area, a person who seems to have more skills and abilities applies for a job but doesn't get it and the new person that is recruited then has to be helped by that person. You see that quite a lot"..... "is it about the recruitment decision – our last manager really didn't fit the leadership competencies"* but also some employees might perceive that they are more competent at their role than they are given credit for and could have opportunities to take on a bit more responsibility for decision-making.

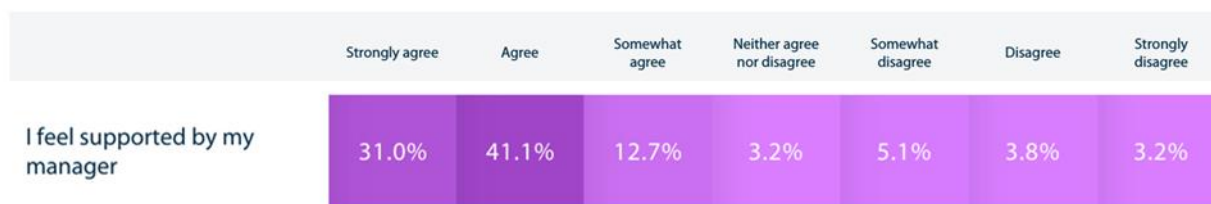
	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
People are selected for roles based on their skills and abilities	5.7%	31.6%	14.6%	15.2%	17.1%	6.3%	9.5%

In your organisation there are opportunities for progression and indeed, several people I spoke to described how they had been encouraged to apply for roles in other departments and/or promotions. Given the variety of work that you do, opportunities for gaining experience and progressing in different areas makes you attractive as an employer. There is a piece of work to do however to try to get to the bottom of a slight undercurrent of perception by some employees that it's *"if your face fits"* to be successful in role moves.....*"on the whole we are open and transparent but sometimes in selection decisions sometimes the post is not advertised so it could be more transparent. Every so often someone is put into a seconded post"....."some have tried to get into a senior post but told that they haven't got enough experience and were not even offered an interview"*. There does appear to be a lack of clarity for some on your organisation's approach towards talent management.

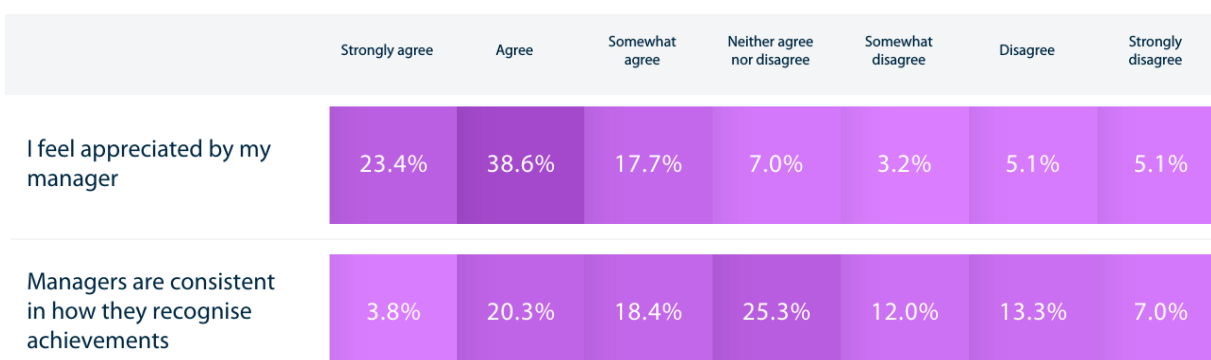
You do not operate a probationary period for new employees. In an ideal world, anyone who manages people would see motivating and developing their staff to create a high performing team as an important part of their job and would be providing ongoing constructive feedback unprompted. In this imperfect world, one comes across people who have been promoted into management positions for their technical skills and who see themselves as primarily managing a process whilst also having to manage people that can sometimes 'get in the way' of doing their job. For these managers, the probationary period can serve to direct their attention to constantly evaluating performance (including cultural fit) with regular feedback, continuous improvement planning and support.

Retain – We want to create an environment in which our staff can grow and succeed and where they can see an alignment between their overall contribution and the Strategic Plan for the SSSC

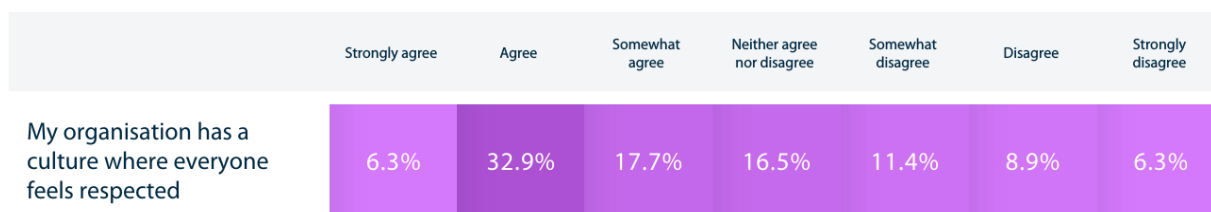
In all my years of experience working with organisations of all shapes and sizes one thing that is consistent is that generally people want to come in and do a good job and having the right environment to make that happen is indeed a key aspiration for your CEO. For many people, yours is a good place to work.....*"this is the best culture of anywhere I have worked"*. Line managers play a key role and you have some good online assessment results here with at least 85% of respondents agreeing to varying extents that they feel supported by their manager:



There are some good examples of managers tapping into individual motivations such as accommodating personal ambitions with flexibility around hours to allow university attendance as well as being proactive in supporting 'stretch in role'. One of your leadership and management competencies is to lead self and others and a relatively straightforward way of helping all managers is for them to ask their employees at a supervision "when at work, what motivates you to do a good job and what can I do to support this?" Some managers could be more consistent in recognising when employees feel they have gone above and beyond and/or exceeded expectations – sometimes just a thank you would suffice! What does seem to make a difference is if recognition also comes from higher management levels – I heard good examples of this, and some 'in-the-moment' recognition as well but there could be more of it. On numerous occasions I heard how people have felt they are appreciated by their immediate managers but have no idea what those above them think. You have a Values in Practice (VIP) award system which is well regarded by some. However, a number of people I spoke had not heard of this award - its use is inconsistent by managers.



Just over half of all respondents answered in the positive to the 'everyone feels respected' question in the online assessment. A quarter responded negatively:



A previous survey of your people by Unison had reported some evidence of bullying. At this review I explored this using the 'feeling respected' question and found that some managers are not always displaying the values and behaviours you require of them. This can impact on employee retention.....*"You can be made to feel stupid as you can get asked a trick question"....."My manager talks down to me but not to others on my team" "I get respect wherever I am but I know of some others who are not respected"..... "I do think some people get treated like children – it is a bit patronising. I've walked passed staff where a manager has spoken to them like a child, but I have not experienced that myself"..... "some people think they are above other people"..... "It's not that you're not respected it is just the way messages are delivered. Some people are not people persons but in our team it is generally OK"..... "I've seen people moving department to get away from their manager [and] I've seen bullying take place".* Feeling respected is often synonymous with having the right level of autonomy in a role and for some people they perceive that their decision-making ability is set at a lower level than they believe their competence to be.

You have mandatory training – data protection, equality and health & safety. Perhaps there is a need to consider whether Dignity at Work needs a greater focus? Clearly re-iteration by your CEO and the rest of the EMT in terms of expectations and accountability for individual behaviours needs to take place. On a positive note it is good practice that exit interviews are now being undertaken in a systematic way and you will be able to determine whether manager behaviours have contributed to an employee's decision to leave, and if action to address this needs to be taken as appropriate.

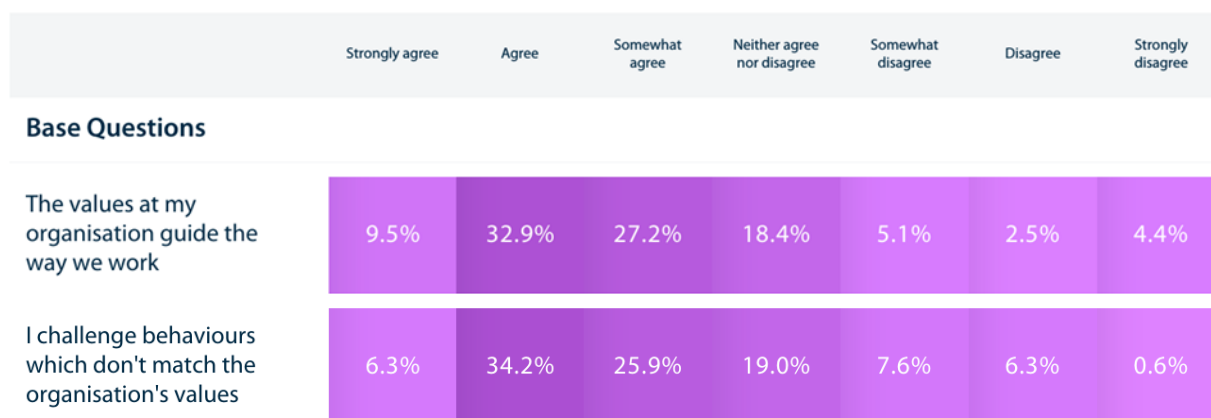
Most people have regular supervisions, there can be some slippage and sometimes this is about line managers finding the time. Feedback is crucial if your employees are to grow and succeed and I heard a lot of positive feedback around this.....*"in Registration, all our work gets QA'd and it is good to get the feedback"..... "we give each other praise and we pass on good feedback"..... "giving feedback has improved, in the past if you had an error you felt terrible but now they are more constructive and advise you on what to do to get better"..... "we use positive language – goals not targets"..... "we've got a culture of feedback and there is a lot of collaboration".* 82% of respondents to the online assessment agree to varying extents that they feel encouraged to perform to the best of their abilities and also believe that the feedback their manager gives them is helpful.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
My manager helps me improve my performance	18.4%	40.5%	16.5%	13.3%	1.9%	5.7%	3.8%
I feel encouraged to perform to the best of my abilities	22.2%	44.3%	15.8%	5.1%	3.2%	6.3%	3.2%
Optional Questions							
The feedback my manager gives me is helpful	21.5%	39.9%	20.3%	12.0%	2.5%	2.5%	1.3%
At my organisation, poor performance is addressed by managers	1.3%	33.5%	24.7%	21.5%	8.9%	6.3%	3.8%

Employees I spoke to were able to articulate the work they do within the context of what SSSC is here to do.



This was explored during my discussions around your values. Your customer experience value came through strongly - a lot of what digital transformation is all about is customer excellence and making it easy for the Scottish workforce to deal with you, whatever the interaction. Work continues to thoroughly embed your values and I would suggest that a key measure to track will be the statement 'the values at my organisation guide the way we work.....' *"for us, customer experience is very important and we are good at this as a team"... "customer experience jumps out [as our most obvious value], I see it all the time, the way we engage with applicants and how we are when we are on the phone to them"..... "we have time limits where we need to be sending out letters and updating these and we try and push forward the ones that have a real urgency to their case"..... "we talk about the values at reviews".* Be mindful to articulate to employees how you have consciously considered your values when making decisions.



Shared Services have benefited from development provided through the Care Inspectorate and you could consider whether some of the good practice in place around respectful challenge should be introduced within SSSC – courageous conversation training has been provided for your managers but with some issues arising around having a culture of respect, employee development in respectful challenge might be a way forward..... *"In Finance we have culture meetings, the Head of Finance started it. It is about if you had a disagreement with anyone, you can squash it there and then rather than going to a manager. It encourages you to have a voice and go over and speak to someone".*

Excellence in leadership and management – How we relate our purpose, visions and plans to our leaders and how this translates to the wider organisation, how we support our leaders to deliver this and to build capability across the wider leadership team

Your CEO has a vision of what a great leader and manager looks like in your organisation and through actions and communications is making those expectations clear. Only 58% of respondents to the IIP online assessment agreed to varying extents that 'our senior team are role models for the values'. For a number of people, they just do not know.....*"there could be more communication about what they are doing. I think they are competent but I don't know what they are doing"*. Making the effort to increase EMT visibility across the organisation would support this section of your People Strategy. The survey results also highlighted that you have a couple of departments whereby there was a higher than average negative response to the senior team role modelling your values and I think that you could explore this finding further.

During my discussions, more people made positive remarks about their immediate manager than those who didn't. Where experiences were not as good as they could have been this can be summarised as micromanagement issues, lack of recognition and not being treated with respect by some. As you can see from the responses to the IIP online assessment dotted around this report, it paints a picture of some pockets of management inconsistency and this was reflected in my discussions as well. You have plans for 360 degree roll out and coaching and the idea of mirroring the sector and requiring managers to undertake SVQ management qualifications will be an effective way forward. You have developed a set of leadership and management competencies and these now need to be brought alive. To illustrate this, I heard some good practice whereby a manager had taken part in 360-degree leadership feedback and shared the findings with the team. I also spoke with at least one line manager who had little awareness of your management competencies.

I would suggest that there are two parts to developing leadership and management capability to consider – those already in role (you have plans for this) and your future people managers. Going forward and as part of a talent management strategy, you could think about taking an assessment centre approach for employees that have management aspirations – feedback from this exercise would support them in their personal development planning.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I trust the leaders of my organisation	8.9%	42.4%	20.3%	8.2%	9.5%	7.0%	3.8%
Management communicates the organisation's ambition	11.4%	39.2%	27.8%	7.0%	6.3%	7.0%	1.3%
My manager motivates me to achieve my best	23.4%	35.4%	16.5%	10.8%	5.1%	5.7%	3.2%
My organisation develops great leaders	5.1%	19.0%	21.5%	25.9%	12.0%	8.9%	7.6%

Examples of some of the many positive comments I heard:

“leaders should be approachable, help you if you’ve made a mistake and help you learn from that – our managers are good for that”.....“my manager will come over on a Friday and say thank you for doing a good job”.....“I expect my manager to have good listening skills, to be fair with everybody and be consistent and giving you feedback and she is good at that”.....“there are some really good supportive managers who are good for their teams”.....“my senior is very friendly and supportive and lets me know what is expected of me, even the Head of Department gives me constructive feedback”.....“manager takes an active interest in what I have learnt”.....“I had asked for more support and my manager very quickly set this up with more regular catch-ups”

And not so positive:

“my team manager has dual standards”.....“people have raised issues about manager before but not sure if anything has been done – I’ve not seen any changes”.....“sometimes there is inconsistency in how policies are applied, others get treated differently to me and are able to take flexi even if it hasn’t been banked”.....“There can be a lot of micro-management – managers will say that they let people get on with it but they don’t. We are quite capable of getting jobs done and we could do without the mico-management. Have they [managers] got too much time on their hands?”.....“What people hear more loudly is ‘we are not quite sure what your contribution to the organisation is’. Where does this critical tone come from? Is it because over the years we have been siloed in departments?”.....“I feel there is a lot of new work at the moment and we don’t always get the acknowledgement for what we are doing”.

Collaborative and healthy working environment – We recognise that the workplace should be a healthy, stimulating and a rewarding place to be. We wish to develop a culture where employees wellbeing is supported by our leaders and which supports our organisational resilience

The digital transformation programme, albeit with a moving implementation date, is very much welcomed by employees and I heard good feedback around the way people are being kept informed and how the change process is being managed. There were some good examples of change being managed well, for example within Registration there is a change protocol for procedural/process changes. I did hear about occasions where people have felt they could have been communicated with a bit more and change handled better.....*“I wasn’t in the loop at all”....“there are changes in teams that are not handled to well, but again it’s about communication”.....“sometimes change is managed really well and there is a clear process from beginning to end and staff suggestions are run through the chain of command, but sometimes changes get rushed through too quickly”.....* and this can be one of the reasons why 30% of respondents to the online assessment disagreed with the statement ‘I have a say in decisions that affect my role’.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I have a say in decisions that affect my role	9.5%	26.6%	23.4%	9.5%	13.9%	12.0%	5.1%
My organisation embraces change	13.9%	36.7%	24.7%	11.4%	8.2%	3.2%	1.9%

90% of respondents to the online assessment agreed to varying extents that their role enables them to work well with others and changes to the organisational structure over the years has facilitated this. Whilst I heard some great examples of collaboration between departments - there could also be more joined up working across teams making sure touch points and impacts are clear. An example of where communication appeared to have broken down was when a bulk email to registrants who required PVQ updating was sent out and resulted in an upsurge in registrant calls into the enquiries team who were unaware of the email and so the impact on an already busy team. In hindsight, a more phased approach might have been better....*"the only real barrier is effective communication between departments. We need a more joined up approach and people should be considering the impact on enquiries on sending out newsletters and emails"....."I don't think they learn – the impact of sending out 500 emails at once, it has been happening since I have been here, it's the culture"*.

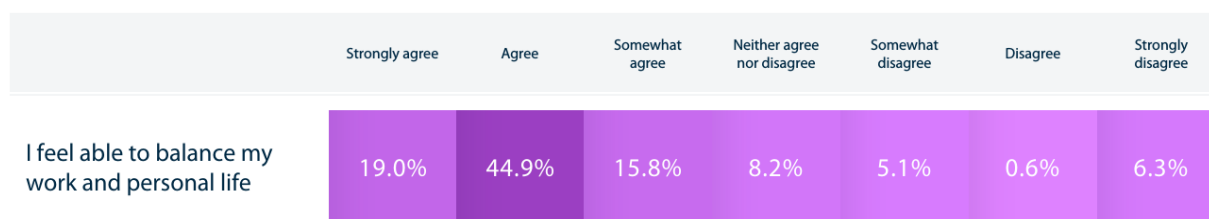
	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
My role enables me to work well with others	22.2%	49.4%	19.0%	3.8%	1.9%	3.8%	0.0%

There is a strong drive for continuous improvement and since your last accreditation full review in 2015 you have introduced a Head of Performance and Improvement role and this has ensured a focus on using performance data and systems thinking to support continuous improvement – using EFQM as a framework is a good example of this. Delivering Continuous Improvement is one of your stronger IIP Indicators.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I look for improvement ideas from my colleagues	20.3%	45.6%	21.5%	7.6%	1.3%	3.8%	0.0%
I am not blamed if I make an honest mistake	17.1%	43.7%	12.0%	17.1%	4.4%	3.2%	2.5%

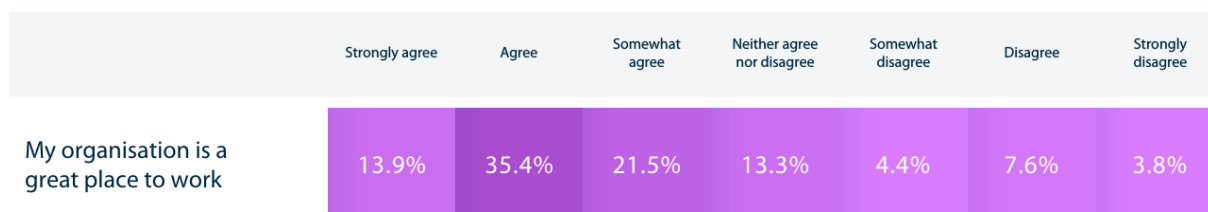
You encourage your employees to be involved in improvement activities and I heard many examples where people have had some part to play in particularly within teams to try and make ways of working better.....*"within the immediacy of our team there is a huge opportunity do be involved and express your views"....."At the end of our team meetings we go around the table and everyone has their opportunity to have a say"....."we've had team days out...."I can put my views across, my opinion counts"....."it's up to people to engage in decision-making – there are working groups set up that you can be involved in"....."we are encouraged to put our opinion in"....."Bright Ideas was a good place to put ideas in – looking at what we do and how we can make it better from an enquiries point of view".* I believe there is a genuine interest from many employees in wanting to make SSSC the best it can be. Sometimes there can be frustrations and often this is about communication and following things up.....*"at team meetings we discuss issues but then you don't hear about it again. We don't get an update on what is happening – so we don't know if anyone is dealing with them"*.

It was very clear from my discussions that your employees really value the policies you have in place to help make yours a great place to work and employee benefits, particularly flexible working is very well regarded and supported by managers. Around 80% of respondents to the online assessment to varying extents agree that they feel able to balance their work and personal life.....*“the benefits are really good, great holidays, flexi leave and the work-life balance”.... “seniors will tell you to use the flexi time you have built up – it shows respect and support for work-life balance”..... “we have the employee assistance programme”..... “good working patterns here to meet family and caring responsibilities”..... “working from home has been supported and our improving IT supports this..... “flexible working is very easy to do here. There is a culture of facilitating and not making things harder for people. We try to work together and that is helpful”... “the balance I get is right, I see my self working here for a long time”..... “supervisions have changed and there is a question about life outside work”.*



There is a commitment and plans are in place to enable the achievement of Silver Healthy Working Lives. You might want to consider thinking about your strategy for supporting social wellbeing – this does tie in to with the HWL campaign activity, however could more be done?.....*“not sure how social this organisation is – we have a break out area but the space is so small, there aren’t many opportunities to mix with other teams, people are at their desks, Yammer is not working for everyone so some people are missing out if there are social things going on”.* You might find the following articles helpful: <https://www.forbes.com/sites/alankohl/2018/01/31/5-ways-social-connections-can-enhance-your-employee-wellness-program/#7401dfb2527c> <https://risepeople.com/blog/social-wellbeing-workplace-wellness/> When I discussed corporate social responsibility with employees, what came across was an understanding that your organisation is very supportive of employee led activity within departments such as fundraising – shoe boxes, bakes sales, supporting food banks and so on. Whilst some mentioned becoming more paper-light with the digital transformation as well as recycling and cycle to work, you do actually do a lot more (e.g. providing free accommodation for children’s hearings, supporting work placements for Young People with barriers to work). You could promote more what you do around CSR and developing a strategy here (with linkages into HWL) can help provide a framework for evaluation (EFQM).

A number of people spoke about the high workload that their team/department currently has and there is acknowledgement that the restructure along with some staff turnover has impacted here. Addressing the issues particularly around developing a culture where everyone feels respected as well as improvements in communication – whether this is around people feeling that they have a say in decisions that affect their role or indeed teams understanding the touch points and impacts that operational decisions have on others should see the ‘great place to work’ responses move more strongly towards the left. At present 49% either agree or strongly agree that yours is a great place to work. Consider setting a target for this measure.



Summary of Recommendations

- Continue with your plans for developing people managers at all levels – for example, 360 degree feedback, coaching and a move towards vocational management qualifications....*"I have seen managers who have not evolved as the organisation has. It is just not good enough, they need to develop their skills more – there is a lot of complacency"*
- Explore why a third of respondents to the IIP survey disagreed that people are selected for roles based on their skills and abilities. Things to think about are:
 - Reviewing your recruitment and selection process (would an assessment centre approach support selection decisions? Do managers involved in recruitment require further development? Would a probation period provide a focus for managers to be more consistent in providing ongoing constructive feedback and improvement planning to new starts);
 - Giving employees a better understanding of SSSC approach toward talent management
 - Do some employees feel that their skills and abilities are not being fully recognised? – there are some issues with micro-management and how long it can take to sign off as competent to make decisions
- Consider if your 'Dignity at Work' policy needs further emphasis in terms of employee training – e.g. could this be included as a mandatory training refresher? Things to consider include reinforcement of expectations by EMT; developing all employees in 'respectful challenge' and perhaps looking at some good practice you have already in SSSC i.e. in Finance cultural meetings provide a safe space for staff to talk about issues
- Where the IIP survey has highlighted higher than average disagreements to specific questions within departments this needs to be further explored with employees and action plan for improvement where appropriate
- Your Development Discussion has the potential to be a very powerful tool, particularly as you have built in conversations around all roles having the opportunity to develop leadership competencies. Key to the success of the process is the quality of the conversation being had as well as follow-up. Think about how you can ensure that everyone is on board with the new approach and what they need to do to make it successful for themselves. I also feel that you could better equip some line managers on helping people action plan their career progression options and/or personal development opportunities
- Make clear to everyone your employee recognition strategy. Why are some managers not engaged with Values in Practice when it is supposed to be a whole organisation approach?
- Increase visibility of EMT - follow Lorraine's lead. Help employees feel valued and recognised by higher levels of management
- Consider why 30% of respondents to the online assessment disagreed with the statement 'I have a say in decisions that affect my role'. For some this is about how well some change decisions are communicated and just not feeling that they are *"kept in the loop"....."with the role change, I have had no say what so ever in the new tasks passed to me"...."my manager tends to run away with things and forgets to consult"*. Ensure change management is included in management training being planned.
- Make touch points and impacts between teams clear e.g. the communications that go out to registrants and how this may impact on work-planning in the enquiries team

- Consider developing a CSR strategy to pull all your (and staff led) initiatives together and should support impact evaluation as well as becoming part of your attraction and recruitment strategy – which can be particularly relevant to Young People

5. Next Steps

We will meet to review my feedback and discuss what recommendations you may wish to take forward in an action plan and start planning for the next accreditation cycle.

Accreditation	12-Month Review	24-Month Review	Accreditation Expiry
22 nd November 2018	22 nd November 2019	22 nd November 2020	22 nd November 2021

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Remarkable is a not for profit organisation owned by Scottish Enterprise and Highlands & Islands Enterprise. Remarkable is the exclusive delivery partner for Investors in People in Scotland, and has been since 1991.

Since 1991 Investors in People has set the standard for better people management and is an internationally recognised standard held by 14,000 organisations across the world. The standard defines what is required to lead, manage and support people in order to demonstrate sustainable results.

We strive to deliver value from this assessment but if you are unhappy with any aspect of the service you have received please feedback the details in the questionnaire you will be invited to complete. Alternatively you can feedback to the Remarkable Quality Manager, Alan Gebbie, who presides over Investors in People. His email address is alan.gebbie@thisisremarkable.com

Appendix 1: Evidence Matrix

Indicators	Themes	Maturity Levels			
		Developed	Established	Advanced	High Performing
1. Leading and inspiring people	Creating transparency and trust				
	Motivating people to deliver the organisation's objectives				
	Developing leadership capability				
2. Living the organisation's values and behaviours	Operating in line with the values				
	Adopting the values				
	Living the values				
3. Empowering and involving people	Empowering people				
	Participating and collaborating				
	Making decisions				
4. Managing performance	Setting objectives				
	Encouraging high performance				
	Measuring and assessing performance				
5. Recognising and rewarding high performance	Designing an approach to recognition and reward				
	Adopting a culture of recognition				
	Recognising and rewarding people				
6. Structuring work	Designing roles				
	Creating autonomy in roles				
	Enabling collaborative working				
7. Building capability	Understanding people's potential				
	Supporting learning and development				
	Deploying the right people at the right time				
8. Delivering continuous improvement	Improving through internal and external sources				
	Creating a culture of continuous improvements				
	Encouraging innovation				
9. Creating sustainable success	Focusing on the future				
	Embracing change				
	Understanding the external context				

Appendix 2: Benchmarking

Your survey's benchmark score of 663 place you at 23rd out of the 58 organisations in your industry sector (and with the size band 250 – 4999 employees) who have completed a survey in the UK, including those who have done so outside of an IIP Assessment.

Benchmark

Position	IIP Benchmark	Organisation	Public Administration and Defence	Number of Employees
1	874	d8be4072-1784-e811-813d-02164e45f277	Public Administration and Defence	300
⋮				
19	678	4c65d50c-71fb-e311-93f6-005056a15fdf	Public Administration and Defence	4500
20	672	eab70bd0-25fb-e311-93f6-005056a15fdf	Public Administration and Defence	462
21	668	4485cd40-71fb-e311-93f6-005056a15fdf	Public Administration and Defence	3405
22	664	de2cd3c9-14fb-e311-93f6-005056a15fdf	Public Administration and Defence	460
23	663	Scottish Social Services Council	Public Administration and Defence	277
24	662	7da86d2f-45b4-e311-93f6-005056a15fdf	Public Administration and Defence	260
25	662	5f59dbd6-45b4-e311-93f6-005056a15fdf	Public Administration and Defence	2105
26	657	a9d28ab8-c5b8-e311-93f6-005056a15fdf	Public Administration and Defence	535
27	655	00507a94-c49a-e511-9411-005056a15fdf	Public Administration and Defence	889
⋮				
58	510	db158daa-7bf7-e611-8132-065fc2470553	Public Administration and Defence	400

Your survey's benchmark score of 663 place you at 482nd out of the 683 organisations within the size band 250 – 4999 employees who have completed a survey in the UK, including those who have done so outside of an IIP Assessment.

Benchmark

Position	IIP Benchmark	Organisation	Industry Group	Number of Employees
1	874	d8be4072-1784-e811-813d-02164e45f277	Public Administration and Defence	300
⋮				
478	663	24486a27-1dfb-e311-93f6-005056a15fdf	Manufacturing (other)	280
479	663	5e64b569-fbfa-e311-93f6-005056a15fdf	Wholesale and Retail Trade incl. Repair of Motor Vehicles	629
480	663	9e97fb20-d752-e511-940f-005056a15fdf	Transportation and Storage	282
481	663	f775d86a-cab8-e311-93f6-005056a15fdf	Construction	277
482	663	Scottish Social Services Council	Public Administration and Defence	277
483	663	e5158daa-7bf7-e611-8132-065fc2470553	Residential Care Activities	500
484	662	7da86d2f-45b4-e311-93f6-005056a15fdf	Public Administration and Defence	260
485	662	5f59dbd6-45b4-e311-93f6-005056a15fdf	Public Administration and Defence	2105
486	662	d99f8c22-73fb-e311-93f6-005056a15fdf	Accommodation	404
⋮				
683	508	a6f15668-85b9-e311-93f6-005056a15fdf	Other Professional, Scientific and Technical Activities	624

Appendix 3: Survey Data

Overall you had a **59% response rate** to the online assessment which is above the average response rate of 48.5% for organisations with 250+ employees.

The following survey results provide the global results for your organisation. A spreadsheet has been sent separately detailing a breakdown of responses by departments where 7 or more employees per department responded to the survey. This number of responses is the minimum amount required to ensure anonymity. The departments detailed in the spreadsheet are (response rate in brackets):

- Communications (89%)
- Learning & Development (70%)
- Shared Service: Finance (67%) and HR (60%)
- Strategy & Performance: Performance Improvement (63%) and Legal & Governance (83%)
- Registration (60%)
- Fitness to Practice (51%)
- Hearings (47%)

The Leading Indicators explore the clarity of vision and purpose and how well leaders in your organisation inspire people to perform

The following tables provide the IIP online assessment response breakdowns for the first three Indicators:

Indicator 1: Leading and inspiring people

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I trust the leaders of my organisation	8.9%	42.4%	20.3%	8.2%	9.5%	7.0%	3.8%
Management communicates the organisation's ambition	11.4%	39.2%	27.8%	7.0%	6.3%	7.0%	1.3%
My manager motivates me to achieve my best	23.4%	35.4%	16.5%	10.8%	5.1%	5.7%	3.2%
My organisation develops great leaders	5.1%	19.0%	21.5%	25.9%	12.0%	8.9%	7.6%
Optional Questions							
I trust my manager	30.4%	38.0%	13.3%	7.0%	4.4%	4.4%	2.5%

Indicator 2: Living the organisation's values and behaviours

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
The values at my organisation guide the way we work	9.5%	32.9%	27.2%	18.4%	5.1%	2.5%	4.4%
My organisation has clear values	24.7%	44.3%	13.9%	5.7%	7.0%	3.8%	0.6%
I share my organisation's values	24.1%	52.5%	13.3%	7.0%	1.3%	1.9%	0.0%
I challenge behaviours which don't match the organisation's values	6.3%	34.2%	25.9%	19.0%	7.6%	6.3%	0.6%
My behaviour reflects the organisation's values	31.0%	53.8%	6.3%	8.2%	0.6%	0.0%	0.0%
Optional Questions							
Our senior team are role models for the organisation's values	7.0%	29.7%	21.5%	20.3%	10.1%	8.2%	3.2%

Indicator 3: Empowering and involving people

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I have all the information I need to do my job well	8.9%	41.8%	22.8%	8.9%	10.8%	4.4%	2.5%
I am encouraged to use initiative in my role	21.5%	42.4%	17.7%	3.2%	9.5%	2.5%	3.2%
I have a say in decisions that affect my role	9.5%	26.6%	23.4%	9.5%	13.9%	12.0%	5.1%
I am trusted to make decisions in my role	16.5%	43.7%	20.3%	3.2%	8.2%	5.7%	2.5%
Optional Questions							
I feel supported by my manager	31.0%	41.1%	12.7%	3.2%	5.1%	3.8%	3.2%
I understand what is expected of me in my role	20.9%	52.5%	17.1%	3.8%	3.8%	0.6%	1.3%

The Supporting Indicators explore the way in which people are supported to perform such as how performance is managed, the way recognition is structured and autonomy in decision-making

The following tables provide the IIP online assessment response breakdowns for the second three Indicators:

Indicator 4: Managing performance

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I have discussed my performance with my manager in the last 6 months	29.7%	46.8%	10.8%	3.8%	1.9%	3.8%	3.2%
My manager helps me improve my performance	18.4%	40.5%	16.5%	13.3%	1.9%	5.7%	3.8%
I have agreed my objectives with my line manager within the last 12 months	20.9%	46.2%	10.8%	7.6%	3.8%	7.0%	3.8%
I feel encouraged to perform to the best of my abilities	22.2%	44.3%	15.8%	5.1%	3.2%	6.3%	3.2%
Optional Questions							
The feedback my manager gives me is helpful	21.5%	39.9%	20.3%	12.0%	2.5%	2.5%	1.3%
At my organisation, poor performance is addressed by managers	1.3%	33.5%	24.7%	21.5%	8.9%	6.3%	3.8%

Indicator 5: Recognising and rewarding high performance

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I am rewarded in ways that match my motivations	5.1%	19.0%	16.5%	29.1%	10.1%	12.0%	8.2%
I feel appreciated for the work I do	18.4%	24.1%	25.3%	10.8%	8.9%	5.7%	7.0%
I am consistently recognised when I exceed expectations	10.1%	22.2%	22.2%	17.7%	8.2%	13.9%	5.7%
I get appropriate recognition for the work I do	10.8%	27.8%	15.8%	18.4%	13.9%	8.2%	5.1%
Optional Questions							
I feel appreciated by my manager	23.4%	38.6%	17.7%	7.0%	3.2%	5.1%	5.1%
Managers are consistent in how they recognise achievements	3.8%	20.3%	18.4%	25.3%	12.0%	13.3%	7.0%

Indicator 6: Structuring work

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I am able to develop the skills I need to progress	10.1%	34.8%	25.9%	14.6%	3.8%	7.0%	3.8%
My work is interesting	22.8%	34.8%	23.4%	10.1%	3.2%	3.2%	2.5%
I have the right level of responsibility to do my job effectively	14.6%	50.0%	20.3%	3.2%	7.0%	2.5%	2.5%
My role enables me to work well with others	22.2%	49.4%	19.0%	3.8%	1.9%	3.8%	0.0%

The Improving Indicators explore how constant adaptation, developing capabilities, flexibility and continuous improvement feature heavily in the creating sustainable success

The following tables provide the IIP online assessment response breakdowns for the final three Indicators:

Indicator 7: Building capability

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I have opportunities to learn at work	16.5%	34.8%	27.8%	7.0%	7.6%	3.8%	2.5%
I make use of my organisation's learning and development opportunities	8.9%	34.2%	21.5%	25.9%	4.4%	4.4%	0.6%
I know how my organisation invests in learning and development	7.0%	29.1%	25.9%	17.7%	8.9%	6.3%	5.1%
My manager thinks it is important that I develop my skills	19.0%	41.1%	20.3%	12.0%	3.2%	2.5%	1.9%
People are selected for roles based on their skills and abilities	5.7%	31.6%	14.6%	15.2%	17.1%	6.3%	9.5%
Optional Questions							
I am motivated to develop my skills to reach my full potential	14.6%	34.2%	22.2%	15.2%	3.2%	7.0%	3.8%

Indicator 8: Delivering continuous improvement

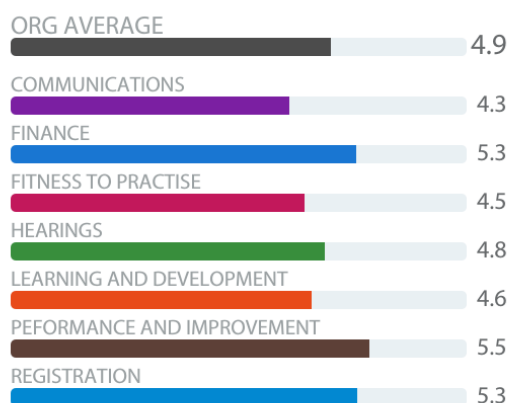
	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I look for improvement ideas from my colleagues	20.3%	45.6%	21.5%	7.6%	1.3%	3.8%	0.0%
I am trusted to try new approaches in the way I work	12.7%	36.7%	19.0%	17.7%	4.4%	6.3%	3.2%
I am responsible for improving the way we do things	9.5%	32.3%	24.1%	17.7%	6.3%	6.3%	3.8%
I am encouraged to improve the way I do things	13.9%	37.3%	25.3%	15.8%	2.5%	3.2%	1.9%
Optional Questions							
I am not blamed if I make an honest mistake	17.1%	43.7%	12.0%	17.1%	4.4%	3.2%	2.5%

Indicator 9: Creating sustainable success

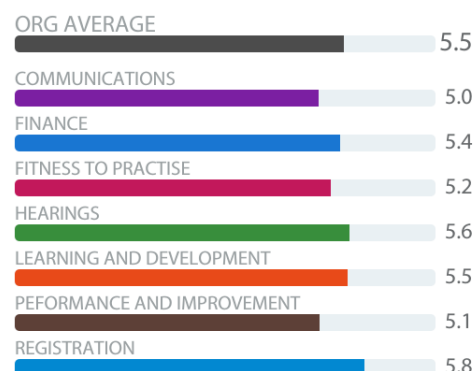
	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
My organisation is a great place to work	13.9%	35.4%	21.5%	13.3%	4.4%	7.6%	3.8%
My organisation has a plan for the future	16.5%	45.6%	19.6%	12.0%	5.7%	0.0%	0.6%
My organisation has a positive impact on society	24.7%	44.9%	19.0%	9.5%	1.3%	0.0%	0.6%
My organisation embraces change	13.9%	36.7%	24.7%	11.4%	8.2%	3.2%	1.9%

Departments with more than 7 responses – Indicator Averages

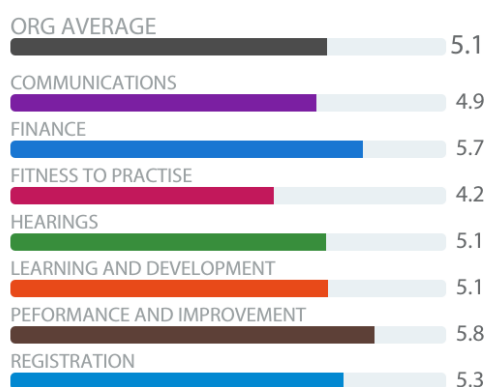
Indicator 1: Leading and inspiring people



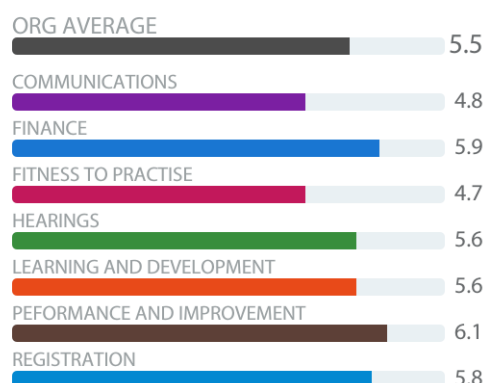
Indicator 2: Living the organisation's values and behaviours



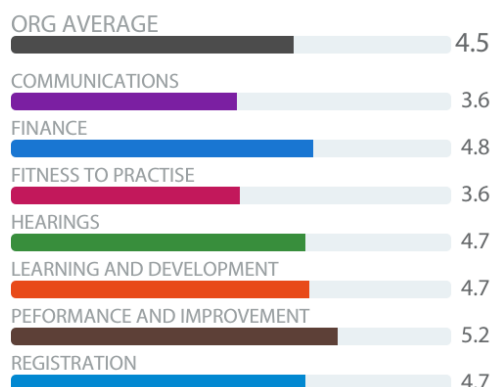
Indicator 3: Empowering and involving people



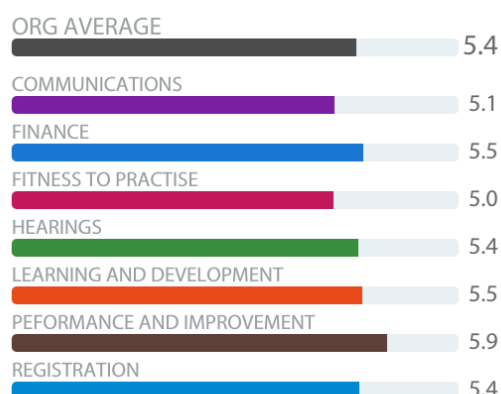
Indicator 4: Managing performance



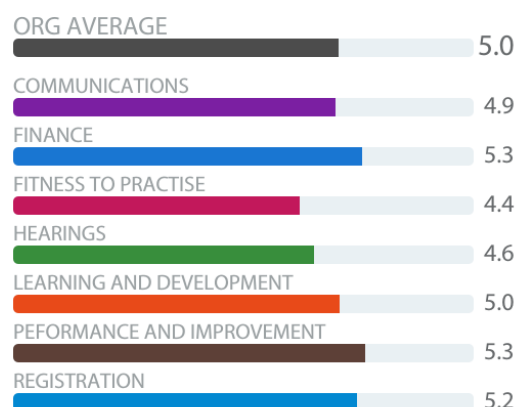
Indicator 5: Recognising and rewarding high performance



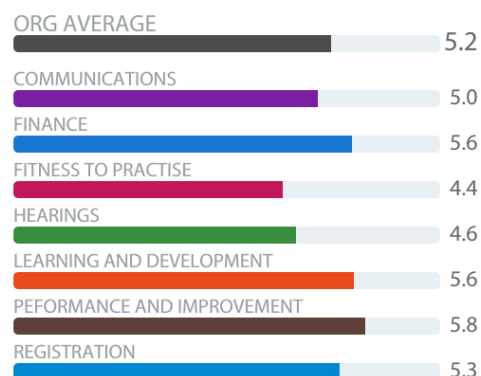
Indicator 6: Structuring work



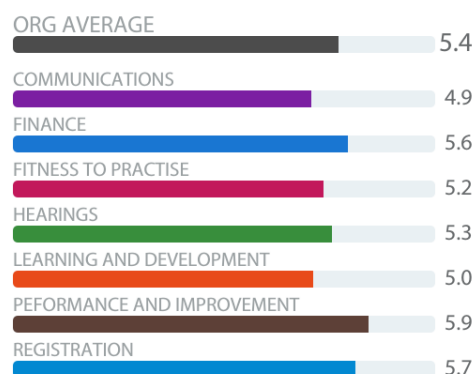
Indicator 7: Building capability



Indicator 8: Delivering continuous improvement



Indicator 9: Creating sustainable success



Appendix 4: Talent Management Checklist

extract from Talent Management in Public Services Scotland

<http://www.improvementservice.org.uk/documents/research/talent-management-final-report.pdf>

Question	Comment	Actions
Link to Strategic Direction		
1. What is the purpose of our TM strategy?		
2. How does our TM strategy support the strategic objectives of the organisation, particularly around public service reform, integration, community empowerment, moving to prevention, tackling inequalities, etc.?		
3. How does our TM strategy relate to our approach to workforce planning?		
4. How do we define talent in our organisation?		
5. Which posts are we particularly targeting and why?		
6. What roles in our organisation are most difficult to fill?		
7. Which posts contribute most to fulfilling our strategic objectives? (e.g. consider roles which tackle inequalities, support prevention, early intervention and community participation)		
8. What new and emerging skills are required in our organisation <ul style="list-style-type: none"> • At practitioner level? • At middle manager level? • At senior leadership level? 		
9. What is our TM strategy specifically seeking to address? (e.g. issues with recruitment, retention, deployment, development)		
Identifying Talent		
10. What frameworks do we have in place to identify talent?		
11. How do we identify talent at all levels of our organisation?		

Question	Comment	Actions
12. How do we use the outputs from the appraisal system to feed into a TM strategy?		
13. How well understood and supported is our approach to TM throughout the organisation, including buy-in from <ul style="list-style-type: none"> • Senior leaders? • Middle managers? • Practitioners? 		
Developing Talent		
14. How do we develop and offer opportunities for staff at all levels of the organisation?		
15. Thinking about our organisational culture, what organisational conditions are in place to nurture and support the development of talent at all levels?		
16. What is our specific development offer to <ul style="list-style-type: none"> • Senior leaders? • Middle managers? • Practitioners? 		
Deploying Talent		
17. How do we use TM to help deploy staff more effectively?		
18. What opportunities does TM offer in relation to wider understanding of the organisation as a whole?		
Evaluating Talent		
19. How do we know that our TM approach is successful?		
20. What have the results of our TM approach meant for the organisation?		
21. What have the results of our TM approach meant for individuals?		
22. What are the costs of our TM approach and are these good value?		

Feedback Report

Investors in Young People

Scottish Social Services Council

Award Level: Working with (not yet met)

Undertaken By: Ruth Hewitt

On behalf of Remarkable

Project Reference Number: liYP/18/2887

Date: November 2018

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1. Introduction

Background

You are a non-departmental public body established through The Regulation of Care (Scotland) Act 2001. Your overarching aims are; to protect people who use care services; to raise standards of practice and to strengthen and support the professionalism of the workforce. You do this by registering people who work in social work, social care and early education and childcare in Scotland and by working in partnership with stakeholders to develop and innovative and progressive approach to both professional and everyday workplace learning. You are recognized as an Investor in People.

Context

As part of your intentions to meet your corporate social responsibilities you support young people into employment and meet your corporate parenting duties through supporting the Scottish Government's youth employment agenda. You provide work and student placements, graduate internships, a trainee solicitor pathway and Modern Apprenticeship employment opportunities for young people and support them in their learning and development, making sure that they have fair access to job opportunities in your organisation. You feel that you possibly have some work to do to meet the IYP Standard, however given the access to the Scottish Government funding subsidy, you felt this would be the ideal opportunity to see where you land and be benchmarked against the IYP Standard.

Methodology

I selected a 43% sample size and this is in line with the IYP required sample size of between 25 – 45%. 12 Young People were seen in two groups of six and a further 10 one-to-one discussions covering both Young People and a number of line managers and influencers of Young People took place.

2. Summary Findings

As the National body responsible for the care sector where you are expecting the care workforce to be qualified it is right that you have made a commitment to the modern apprenticeship programme within your own workforce. I am impressed with the wide range of opportunities that you provide to Young People from internships, trainee solicitor programme as well as helping those with barriers to work. With a well-regarded progression pathway in Registration, this has provided the stepping stone to other roles in different departments. You can demonstrate the sustained employment of Young People and I heard how shadowing and being supported to apply for other positions across the organisation is encouraged – it is a great selling point and could be promoted more to help attract Young People to your organisation. Going forward, I would suggest setting up an internal review process for your Youth Employment Strategy and implementation action plan and include Young People in this so that there is a co-design element to improving how you recruit, develop and retain Young People. Young People have some good ideas and well worth tapping into.

Feedback from the Young People I spoke to was generally positive – having an effective line manager and a supportive team around them is critical. Young People value your working conditions (especially flexi) and the good practice around accommodating their personal ambitions such as flexibility around hours of work to allow for university attendance. There is scope to ensure at least a minimum level of line manager consistency – there is some very good practice and some not so however this is a wider issue in your organisation than just line managing Young People. This is an area to work on if you are to fully achieve IYP accreditation.

3. Outcome

Having carried out this assessment in accordance with the guidelines provided by Remarkable, you do not yet fully meet the requirements of the Investors in Young People Award.

The full details of the Indicators and Themes met are provided at Appendix 1.

4. Good Practice and Recommendations

- Most Young People are experiencing good levels of support from their line manager and team, this includes effective 1:1's (supervisions) as well as examples of managers accommodating people's personal ambitions such as flexibility around hours of work to allow University attendance.....*"I think managers and seniors have got a really good approach to supporting work-life balance – you get your work done and you manage your own time"....."it's good getting feedback, everyone is giving each other praise and we pass on good feedback"....."my supervisions have gone well"....."successes are put out there in the iBulletin"....."I've just done my SVQ and my manager and manager above are always encouraging me to do more training".*
- You have developed structured development plans for Young People for example within Fitness to Practice (trainee solicitors) and Registration, with the progression pathway in this department well established taking registration assistants through to senior registration assistants and providing shadowing and development to help gain an understanding of what the more senior role entails....*"we are giving people the opportunity to shadow so they can perform better at in interview for a promoted post"..."we have a development plan for new registration assistants and for MA's that plan was extended to support them such as adjusting to the working environment".*
- Young People have been able to develop skills and experience to apply and be selected for job roles within other departments. This is one of the great selling points I would suggest for attracting Young People to your organisation given the variety of work across the whole organisation....*"you can move between different teams and I think that is especially good for young people. I've seen lots do it".*
- You are an SVQ accredited assessment centre and as such offer administration and customer service SVQ's to those interested. Young People spoke about having protected time each week to work on their qualification.....*"even when you are busy you are given the time".* Within Registration, Young People spoke of receiving an hour on a Wednesday morning for development activity.
- Quality assurance protocols provide regular feedback and are ongoing once department induction training plans are completed.....*"on the QA I like the language, it says achieved or not achieved and they changed from using a red pen!* A number of Young People spoke about providing feedback on their respective induction programmes within their teams resulting in improvements e.g. increasing the pace of learning. Having a buddy when first starting is particularly helpful for Young People and I heard about the good practice in some teams whereby.....*"we have a team meeting when someone new starts and we discuss how we are going to support that new person and who will be their buddy".*
- Young People have opportunities just as everyone else in their respective teams to input their ideas and suggestions – at team meetings, development afternoons, away days, 'cultural meetings and supervisions.
- You use a competency-based interview process and where line managers had been involved in the recruitment process of a Young Person, they described how they had tailored their approach to

accommodate interviewing a younger person for example analogies to school experiences or hobbies and personal interests rather than in-work experiences. Young People fed back to me that they had a good interview experience....*"the interview took on a conversational style"....."the interview was relaxed and I came away thinking I had done my best"*.

- Where teams have provided work placement opportunities for Young People with barriers to work (e.g. through Helm and the certificate of work readiness) I heard great examples of the levels of support provided by managers and team members through a coaching and mentoring approach along with encouragement to apply for vacancies.....*"we had a Helm placement who got a full time role in our hearings team"*.

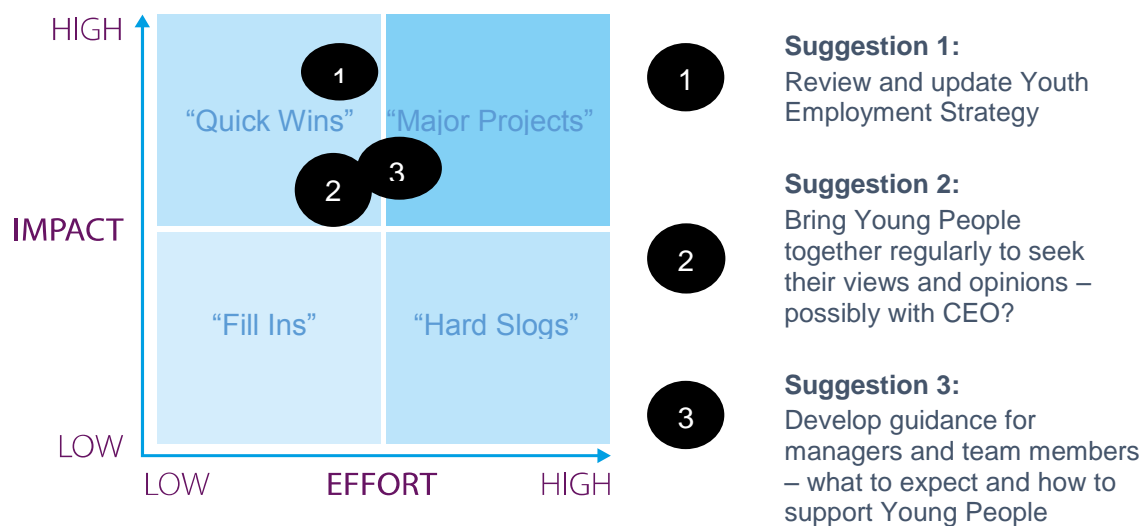
Recommendations

- Your Youth Employment Strategy is dated 2015. **There is no evidence that the Strategy has been reviewed within this 3-year period to ensure that it is up-to-date and meeting SSSC needs.** Consider including in your Strategy, specific measures of success / performance indicators for the recruitment and retention of Young People given that the intention of the Strategy is to meet SSSC corporate social responsibilities and corporate parenting duties - how do you know you are making an impact?
- With due regard to Appendix 1 in your Strategy, **develop some guidance for line managers of Young People to ensure at least a minimum level of consistency in how Young People should be led, managed and developed.....***"I don't feel I am respected, I get spoken to like a child"*. Co-designing line manager guidance with Young People can be a good way forward, ensuring needs and expectations are met.
- You could consider on your website **outlining the benefits of working for SSSC** – what makes you attractive as an employer of Young People and what can Young People expect? Perhaps include a 'talking heads' Youtube video? – the breadth of experience that is available working in your organisation and feeling engaged, developed and supported as a member of staff are real strengths and could be promoted more....*"it's a good support network in here, but I didn't know before I started working here".....* See Appendix 2.
- Help managers who are conducting Development Discussions to **guide and advise on career development opportunities** (and how to access) within SSC.
- **Review the corporate induction process** to ensure this is engaging and meets the needs of Young People.....*"I didn't come away any the wiser"*.
- Some Young People found **completing your job application form difficult**, indeed some felt initially put off from applying. There is potential to make this more tailored so that Young People are able to articulate their skills and abilities – again perhaps using a co-design approach with Young People could be a way forward.
- **Consider developing learning objectives with interns**
- You could consider **establishing a Young People forum**, giving the opportunity for input into internal OD policy review from a Young Person's perspective.

5. Next Steps

We shall arrange to meet and review my feedback and also start the process of “action planning for further improvement.” Following this I can assist you with advice and support to implement further improvements.

An effective way to prioritise actions is to consider the IMPACT to the business verses the EFFORT required to achieve. I have started to use this technique in the example below.



The new 2nd Generation of IIYP does require formal activity on an annual basis and future diary dates are:

Accreditation	12-Month Review	24-Month Review	Accreditation Expiry
28/11/2018	28/11/2019	28/11/2020	28/11/2021

Ruth Hewitt
Remarkable
07772807549

Appendix 1: Level of Maturity Achieved

Indicators	Themes	Maturity Levels		
		Understood	Embedded	Lived
1. Strategy	Rationale and Influence			
	Alignment to Organisational Strategy			
2. Attraction and Recruitment	Attraction and Recruitment Strategy			
	Recruitment Process			
	Engagement with Youth Employment Organisations			
	Engagement with Education Providers			
3. Developing Young People	Learning and Development Strategy for Young People			
	Appropriate Resources Are Available			
4. Leading Young People	Defining Capability			
	Building Capability			
5. Transition to work	Introduction to Work			
	Introduction to Job			
	Introduction to Learning			
6. Support and Guidance	Effective and Regular feedback			
	Role Models			
	Involvement and Participation			
7. Effective Learning and Development	Developing Young People's Careers			
	Managing Talent			
	Impact of Learning & Development			
8. Impact on the Organisation's Strategy	Impact of Performance			
9. Impact on Young People	Sustained Employment			
	Progression			
10. Continuous Improvement	Involving Young People			
	Actions for Improvement			

Appendix 2: Checklist for attracting Young People

Attraction Strategies

Online presence

Key issues	Y/N	Required actions
Does your organisation have an eye-catching, engaging recruitment website or career portal? Tip: <i>look at your competitors' websites, trial your own website</i>		
Does your organisation have an online job application process which is responsive and easy to use? Tip: <i>ask candidates for feedback on your existing processes</i>		
Does your organisation have a presence on internet job boards?		
Does your organisation have a presence on prominent social networking sites?		
Can candidates get information about your organisation via a range of two-way communication methods? <i>e.g. email, blog, web-chats, podcasts</i>		

Corporate Social Responsibility (CSR)

Key issues	Y/N	Required actions
Does your organisation have a clear, well established CSR agenda? Tip: <i>develop a set of policies which outline your organisation's commitment to social and environmental issues</i>		
Does your organisation have a range of CSR policies? <i>e.g. recycling, reducing carbon footprint, volunteering, car sharing etc..</i>		
Does your organisation publicise its CSR activity and achievements? Tip: <i>raise profile of CSR activity in annual reports, external publications, media coverage and online</i>		

Brand positioning

Key issues	Y/N	Required actions
Does your brand differentiate your organisation from its competitors? Tip: <i>are your mission statement and corporate values clear?</i>		
Does your organisation have an online job application process which is responsive and easy to use? Tip: <i>ask candidates for feedback on your existing processes</i>		
Does your organisation's brand portray an exciting, reputable and energetic working environment?		
Does your brand reach its target audience and other workforce stakeholders (e.g. parents) effectively? <i>e.g. advertising to schools, universities, colleges at recruitment fairs and via online advertisements.</i>		

Career development opportunities

Key issues	Y/N	Required actions
Does your organisation provide support for a range of development activities? <i>e.g. reimbursing professional membership and course fees, providing in-house training, secondments and job shadowing</i>		
Are career development activities well publicised? Tip: <i>raise profile in recruitment literature, on social networking sites, in career blogs and during the selection process</i>		

Pay and benefits

Key issues	Y/N	Required actions
Does your organisation offer competitive salaries? Tip: <i>research and benchmark salaries against competitors and job adverts</i>		
Is a range of flexible financial and non-financial benefits available? Tip: <i>consider benefits such as gym membership, subsidised health and childcare, additional annual leave and staff discounts</i>		
Can individuals customise their benefits package?		

Title of report	Draft Revised Financial Strategy
Public/confidential	Public
Action	For discussion
Date of Publication	Before meeting
Summary/purpose of report	This report presents a draft revised Financial Strategy for the Committee's consideration
Recommendations	<p>The Committee is asked to:</p> <ol style="list-style-type: none"> 1. consider and comment on the draft Financial Strategy 2. agree that the draft Financial Strategy (revised for Committee comments) will be submitted to the Council meeting of 18 June 2019 for consideration and approval.
Link to Strategic Plan	The information in this report links to all outcomes of the Strategic Plan
Link to the Risk Register	Risk 5: The SSSC does not have sustainable resources to support the delivery of strategic plan outcomes.
Author	Kenny Dick Head of Shared Services Tel: 01382 207119
Responsible Officer	As above
Documents attached	Appendix 1: Draft Revised Financial Strategy 2019/20 to 2025/26

1. INTRODUCTION

- 1.1 The Financial Strategy is reviewed annually. Previously this annual review was undertaken by the Resources Committee in June of each year and the revised Strategy submitted to the next available Council meeting after that for approval. The Resources Committee decided it would be beneficial for the Financial Strategy to be considered alongside the draft budget. This is the first year of this new approach. It should be noted that due to delays in producing the draft budget paper, the Resources Committee at its February 2019 meeting received a presentation on the development of the Financial Strategy but did not have the opportunity to review the revised Strategy in detail.
- 1.2 A draft of the Financial Strategy was considered by Council at its meeting of 26 March 2019. The attached revised version incorporates comments made by Council and also includes changes in the budget position and additional analysis.
- 1.3 The draft revised Financial Strategy 2019/20 to 2025/26 is attached as Appendix 1. The Financial Strategy provides a framework to enable the SSSC's resources to be managed and prioritised effectively. This will help to ensure the SSSC's viability and sustainability.

2. THE REVISED DRAFT OF THE FINANCIAL STRATEGY

- 2.1 The revised draft of the Financial Strategy updates the previous 2018/19 to 2024/25 Strategy and has been prepared based on the agreed 2019/20 budget and indicative budgets for 2020/21 and 2021/22. Outline budgets (based on the 2019/20 to 2021/22 budgets) for the remaining four years of the Strategy have also been prepared.
- 2.2 At this stage the Strategy is essentially a seven-year financial plan that identifies a number of funding scenarios with potential means to address the identified funding gaps.
- 2.3 This will enable further issues to be considered over time including strategic questions such as to what extent the SSSC should aspire to be self financing.
- 2.4 There are a number of efficiencies and savings options with the potential to contribute towards delivering the Financial Strategy objectives. Implementing the Strategy will require periodic updating of the financial forecasts and an ongoing focus on developing the savings options.
- 2.5 The Strategy also presents four strategic objectives. The Committee is requested to review these objectives to ensure they remain relevant and appropriate.

3. RESOURCE IMPLICATIONS

- 3.1 There are no direct resource implications arising from this report.

4. EQUALITIES IMPLICATIONS

- 4.1 An EIA has not been carried out at this stage. The requirement to complete an EIA will be kept under review.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications arising directly from this report.

6. STAKEHOLDER ENGAGEMENT

- 6.1 There are no immediate implications for stakeholder engagement but this will be kept under review as the Strategy develops.

7. IMPACT ON USERS AND CARERS

- 7.1 The Financial Strategy is being developed to support the delivery of the SSSC's aims and objectives. This in turn will support improved services to users and carers.

8. CONCLUSION

- 8.1 The Resources Committee is requested to consider the Financial Strategy and recommend its approval by Council.

9. BACKGROUND PAPERS

- 9.1 None.

SCOTTISH SOCIAL SERVICES COUNCIL

DRAFT FINANCIAL STRATEGY 2019-20 to 2025-26

Version 1.1 5 June 2019

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1.0 ABOUT THE SSSC

The Scottish Social Services Council (SSSC) is the regulator for the social service workforce in Scotland. Our work means the people of Scotland can count on social services being provided by a trusted, skilled and confident workforce.

We protect the public by registering social service workers, setting standards for their practice, conduct, training and education and by supporting their professional development. Where people fall below the standards of practice and conduct we can investigate and take action.

We:

- publish the national codes of practice for people working in social services and their employers
- register people working in social services and make sure they adhere to our codes of practice
- promote and regulate the learning and development of the social service workforce
- are the national lead for workforce development and planning for social services in Scotland.

2.0 BACKGROUND TO THE DEVELOPMENT OF A FINANCIAL STRATEGY

An integrated Financial Strategy will help the SSSC ensure its viability and sustainability, by providing a framework that enables resources to be managed and prioritised effectively within the SSSC's financial constraints to meet its strategic outcomes.

It will also assist in quantifying future resource needs, including the need for investment and will enable the SSSC to develop a fully considered response to opportunities that have associated long term financing implications.

3.0 FINANCIAL STRATEGY OBJECTIVES

Four financial strategy objectives have been identified:

3.1 Objective 1 To achieve long term corporate sustainability

The SSSC will have a financially viable Strategic Plan. This means that our objectives and planned resources and infrastructure are in an appropriate balance. We have a medium term target of holding reserves at between 2.0% and 2.5% of gross expenditure.

3.2 Objective 2 To invest appropriately in our key resources and capabilities over the medium to long term

We will take a medium to long term view about our investment in key resources such as staff development, our digital systems, collective knowledge management and our physical environment.

The Register is anticipated to stop growing in terms of the number of social care workers registered and reach maturity in 2020/21. We have also recently invested significantly in a digital transformation programme. Over the medium term we aim to reduce the proportion of our resources invested in our regulatory processes (Registration, Fitness to Practise and Hearings) and increase the proportion of resources directed towards national workforce development and planning. This is on the basis that we will strive to ensure our processes are as efficient as possible and the savings are re-invested in developing the national workforce capacity and capability which will lead to improved outcomes for people experiencing care.

We also receive grant funding for specific areas of work. These specific grants are agreed annually. We will work with the Scottish Government to promote taking a longer term view of what this funding is trying to achieve with the aim of building this into our core work and our core funding where appropriate.

The focus for objectives 1 and 2 comes from formally planning our finances in the form of short term budgets and longer term financial plans and subsequent management action to ensure delivery of outcomes within the resources available. We are working towards implementing priority based budgeting to assist in meeting this objective.

3.3 Objective 3 To plan and control the financing of developments

We operate with a financial planning and risk framework for reviewing strategic opportunities and deciding whether to re-allocate existing resources or bid for or accept externally funding.

A key element of the financial strategy is that the SSSC will plan for headroom for growth and change and will manage its key financial risks. The SSSC will also maximise the potential contribution and impact of strategic alliances and collaboration.

Objective 3 is therefore more concerned with potential developments in the context of the risk and financial regime within which the SSSC operates. A key control element is the financial regulations, which supports the financial governance framework.

When considering proposed developments, we should normally consider the whole-life costs and the value for money this will deliver, the risks / opportunities and be assured the intended outcome will deliver positive change. This could include e.g. the balance between investing to develop a modern, well maintained, efficient infrastructure as compared with lower spending over time which may have detrimental effects on staff and customer experience.

As such, the strategy framework also accommodates scope for 'spend to save' investment in areas which can create greater future performance and reduced annual operating costs (asking what happens to the SSSC in the long term if the investment is not made).

Following this approach should lead to a clear statement of investment requirements in terms of recurrent and non recurrent or capital costs for proposed developments, including realistic and sustainable levels of expenditure to support the delivery of the Strategic Plan.

3.4 Objective 4 To integrate and harmonise financial and other strategies.

The SSSC ensures that the financial strategy is closely aligned to the Strategic Plan and is properly integrated with the delivery strategies (e.g. registration, learning & development and fitness to practise) and resource strategies (e.g. people, digital etc.) of the SSSC.

We will work to ensure that all SSSC managers understand and accept the benefits and consequences of the Financial Strategy. We will also implement and review the financial strategy and identify variations at an early stage.

The link between the financial strategy and other key strategies is crucial in terms of the financial strategy being concerned with financing the Strategic Plan. These medium to long term strategies are inter-dependent e.g. the people strategies will fail if they are not properly resourced and it is unlikely that a successful Financial Strategy can be delivered without effective people strategies. The key to delivering these links lies in the planning process.

4.0 THE ENVIRONMENT WE WORK IN

There are significant changes happening both across the social service landscape and for Scotland.

We are continually looking at the implications that major policy and legislative developments may bring so we can plan for and support the workforce for the future, making sure that public protection is at the heart of our work.

Over the medium term, we will see many changes with significant policy developments starting to take shape - public service reform, integration of health and social care, integration of children's services, self-directed support and community empowerment. These developments will affect the social service workforce, their roles and the skills they require.

A key resource planning challenge is the continued planned growth of the SSSC Register. At the start of 2019/20, we have approximately 122,000 social service workers registered with the SSSC. These registered workers are either qualified or are working towards their qualification. We believe this will support us in achieving our vision that our work means the people of Scotland can count on social services being provided by a trusted, skilled and confident workforce.

Over the period to 2020/21, we are anticipating a further 37,000 new registrations from the Housing Support and Care at Home sector and as a result of the expansion of early years learning and childcare a further 4,000 new registrations. Once all the new workers are registered we expect the Register will have reached maturity in terms of numbers registered (assuming the Register is not opened up to any new groups).

Going hand in hand with this growth is an increase in the number of fitness to practise cases we deal with (noting that the vast majority of social service workers carry out their role with skill, a great deal of knowledge and compassion). We take action against the small minority who don't meet the standards that are needed to carry out these demanding and complex roles. We carry out workforce modelling which is directly driven by the number of registrants. The models calculate the number and type of SSSC staff required to carry out the expected levels of work.

As part of managing this increase and then stabilisation, we will continually review all our processes and timescales to make sure they are robust and protect the public.

We operate in a challenging national financial context where the Scottish public services continue to face significant financial and demographic challenges.

5.0 EXPENDITURE AND INCOME PROFILE

The Council approved the detailed 2019/20 budget at its meeting of 26 March 2019. It also noted the indicative 2020/21 and 2021/22 budgets. The Sponsor Department has advised that digital development funding should be applied for during the financial year through a detailed business case process. The 2019/20 budget and indicative budgets have been adjusted to reflect this. 2019/20 is the last year of the current Strategic Plan. The indicative budgets have been prepared ahead of the development of the new Strategic Plan for the period 2020/23. The Financial Strategy is reviewed annually and will be adjusted for the financial implications of the new Strategic Plan as it is developed and implemented.

These budgets are attached at Appendix A.

The SSSC is funded from two main sources; this comprises grant in aid received from Scottish Government (2019/20: 73% of total income) and fees charged to registrants (2019/20: 26% of total income). The remaining 1% of 2019/20 income is made up of “other” income, mainly modern apprenticeship funding and recharges for seconded staff. Of the grant in aid funding for 2019/20, this is split between grant income for operating costs (66%), post graduate bursaries (18%) and practice learning fees (16%).

The expenditure and income profile has been split into three sections.

Section A focuses on the first year of the strategy and reviews the detailed budget prepared for 2019/20

Section B extends the analysis to include indicative budgets for years 2 and 3 (2020/21 and 2021/22)

Section C covers outline budgets for years four to seven (2022/23 to 2025/26)

5.1 SECTION A: DETAILED BUDGET 2019/20

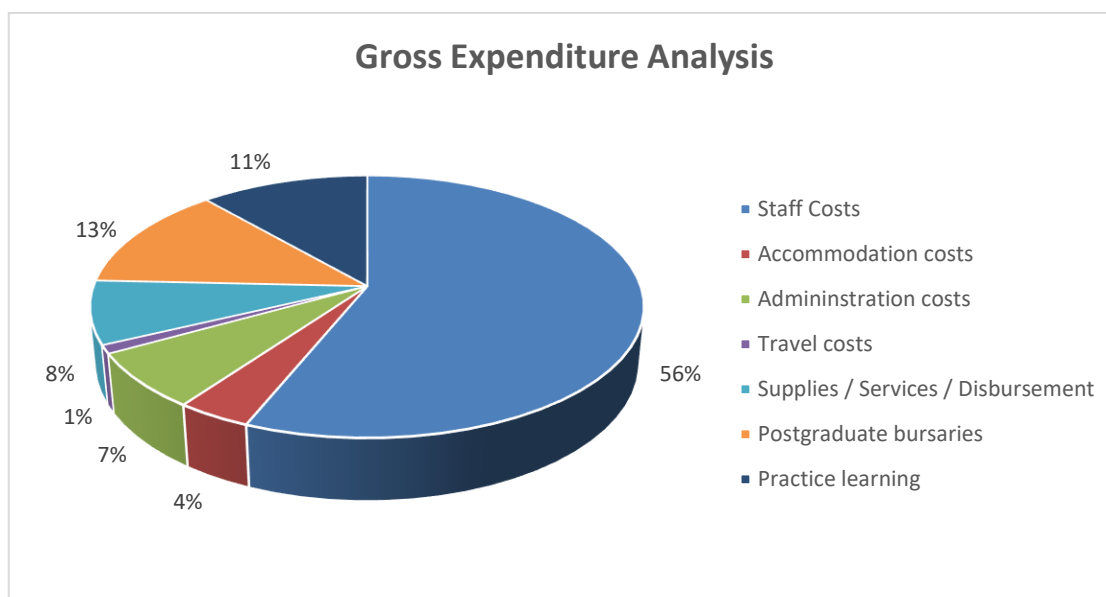
The 2019/20 budget has an increased level of gross expenditure compared to 2018/19 expenditure levels. There were/are significant non-recurring digital transformation costs in 2018/19 and 2019/20.

We expect to receive £0.478m of specific grant funding in 2019/20. The short term nature of this funding presents issues. We intend to work with the Scottish Government to take a longer term view of objectives and where possible transfer funding from short term specific grants to core grant in aid where appropriate.

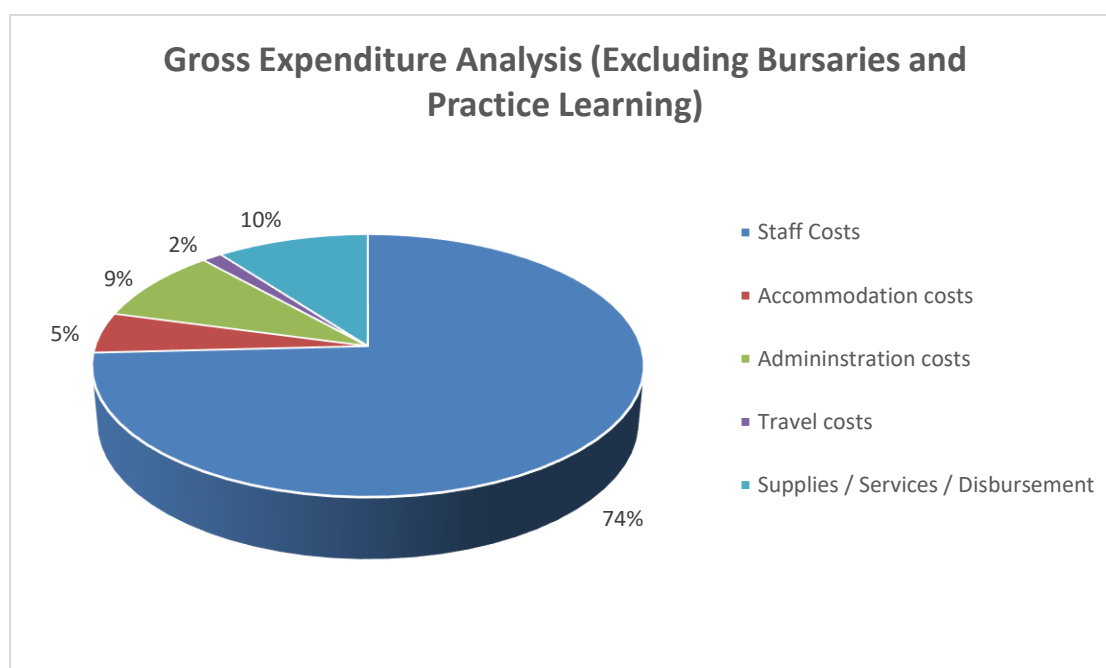
The operating cost profile of the SSSC is heavily weighted towards staff costs. Bursary and practice learning payments amount to £5.007m. The funding for these payments is supplied by the Scottish Government. We perform administrative tasks and then these payments flow out of the SSSC to third parties (social work students and universities). Excluding these “flow through” payments, staff costs represent 74% of gross operational expenditure. A breakdown of the 2019/20 cost profile over the main expenditure heads is shown in the pie chart below:

EXPENDITURE PROFILE 2019/20

The pie chart below shows the percentage of gross expenditure allocated across our subjective spend headings.



The pie chart below shows the percentage of gross expenditure excluding post graduate bursaries and practice learning expenditure allocated across our subjective spend headings. This is effectively our gross operating costs.



2019/20 Staff Costs

Pay award assumptions are in line with the 2019/20 Scottish Government pay policy i.e. a 3% award to staff earning less than £36.5k and a 2% pay uplift for other staff (capped at £1,600 for staff earning £80k or more). In addition, incremental progression has been assumed for all eligible staff.

The 2019/20 budget assumes a staffing establishment of 270.4 FTE. This is an increase of 16.8 FTE compared to the 2018/19 agreed budget. This increase includes the new SSSC Digital Team (6.0 FTE), a new two year temporary Head of Workforce Planning post and an increase in Fitness to Practise of 10.3 FTE to reflect the increase in the Register. The budget preparation work includes the use of workforce modelling to identify the impact of new and existing registrant numbers on the organisation. The modelling underpins several elements of the SSSC's work including registration, fitness to practise, hearings and income collection.

A staff slippage assumption of 4% has been included in the budgets for 2019/20 onwards.

The budget for allowances for legally qualified chairs, lay and social service members has increased by £0.248m compared to 2018/19. This increase is in line with the number of hearings expected in 2019/20.

2019/20 Running Costs

Running costs include costs associated with:

- our accommodation
- administration
- travel
- ICT

In 2019/20 a non recurring budget of £0.100m is included for a national social service workforce marketing and recruitment campaign. The Sponsor has provided a further £0.231m funding in 2018/19 that is to be carried forward in our general reserve balance to fund this work. This means it is anticipated to spend a total of £0.331m on a national social service workforce marketing and recruitment campaign in 2019/20 and also means the 2019/20 budget has been agreed with a £0.231m deficit which will be funded from the general reserve.

Running costs also include non recurring budgetary provision of £0.044m for a review of Post Registration Training and Learning.

The 2019/20 ICT maintenance and running costs budget has increased by an estimated £0.575m due to the new separate and enhanced SSSC Digital arrangements.

2019/20 Digital Development

The main work associate with digital transformation was delivered in financial years 2017/18 and 2018/19. The Sponsor Department has confirmed that up to £0.680m is available in 2019/20 for further digital development work to build on what has already been delivered. This funding will be made available upon production of detailed business cases and does not form part of our core grant in aid.

2019/20 Income

Budgeted registration fee income is £5.314m representing 26% of total income / funding (2018/19: 23%).

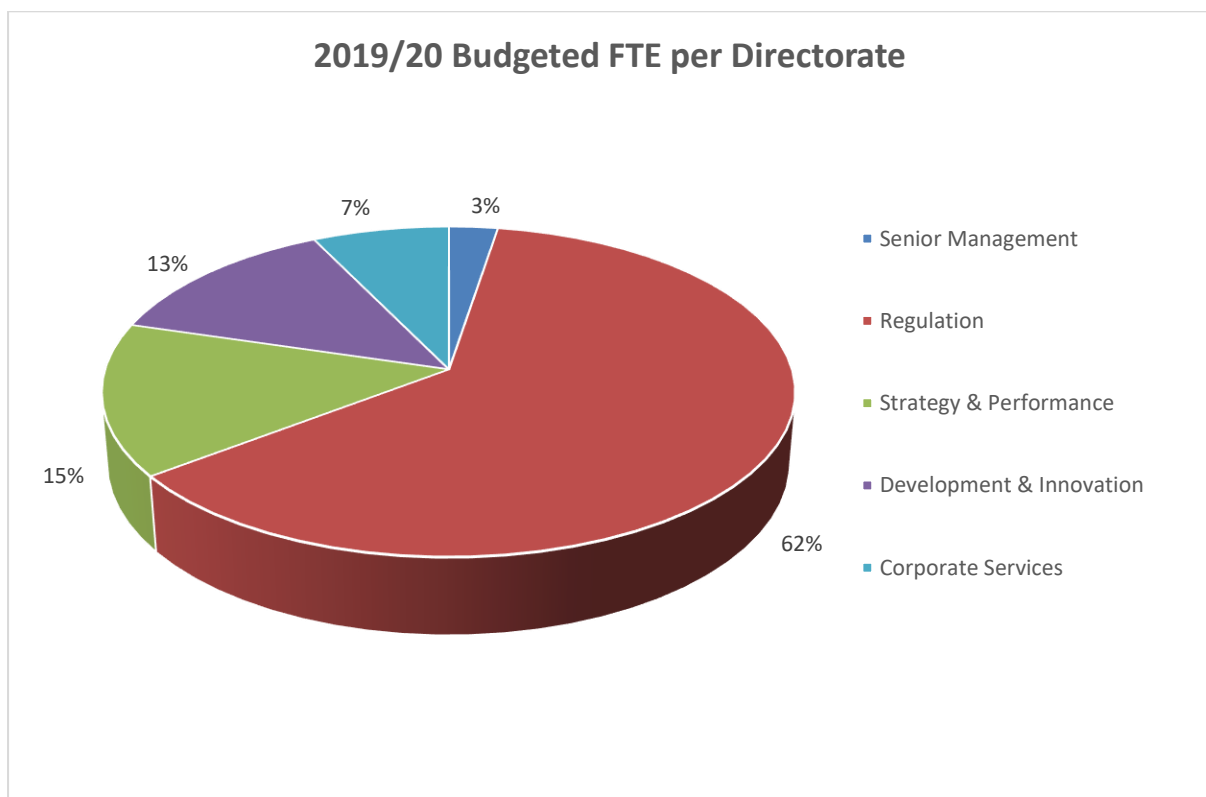
The grant in aid funding agreed with the Sponsor has been included in the 2019/20 budget. The Sponsor has indicated that sustaining grant in aid funding at the 2019/20 level for future years will be difficult.

Further 2019/20 Budget Analysis

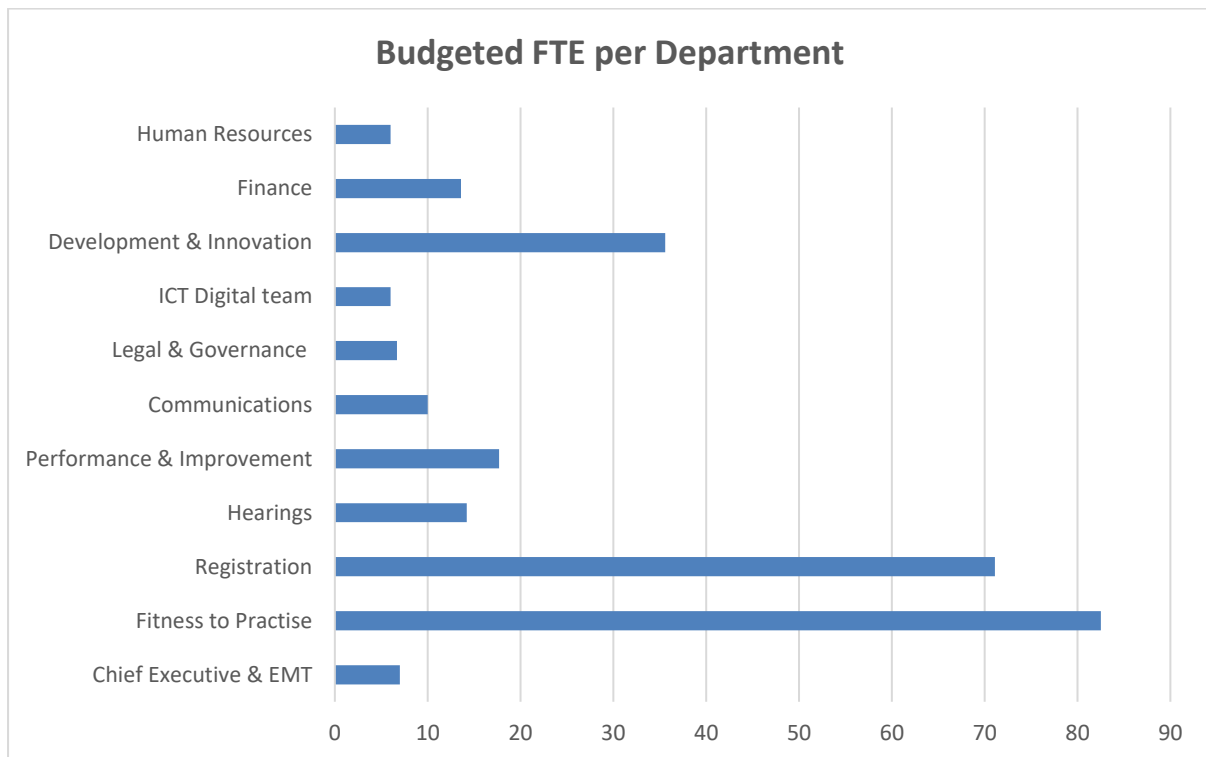
Over the medium term we aim to reduce the proportion of our resources deployed to our process based activities and support functions and increase the proportion of our available resources deployed towards national workforce development and planning. However, this is within the context that it is likely there will be budget funding reductions in future years. This will mean that savings / efficiencies from process and support functions must first be directed towards dealing with budget deficits before they can be re-invested in national workforce development and planning.

The analysis below (based on the 2019/20 budget) will be used to monitor progress towards the above aim.

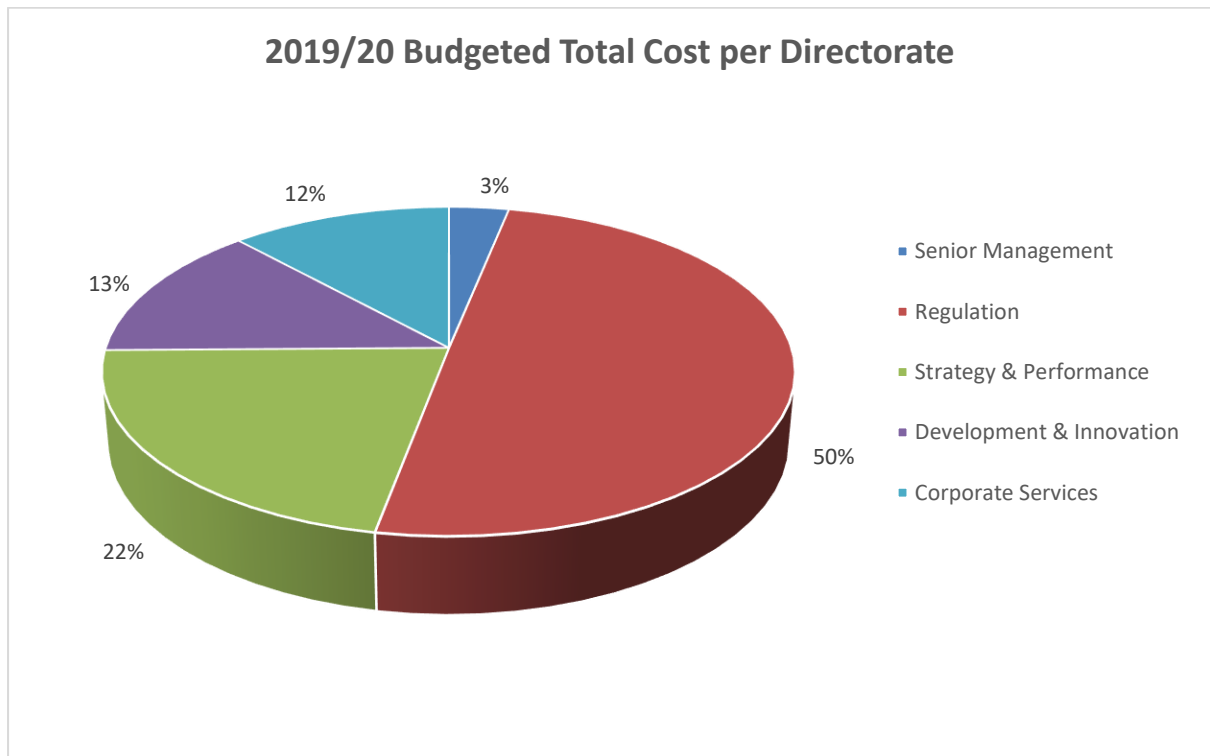
The pie chart below shows the proportion of budgeted full time equivalent staff (FTE) allocated across our directorates:



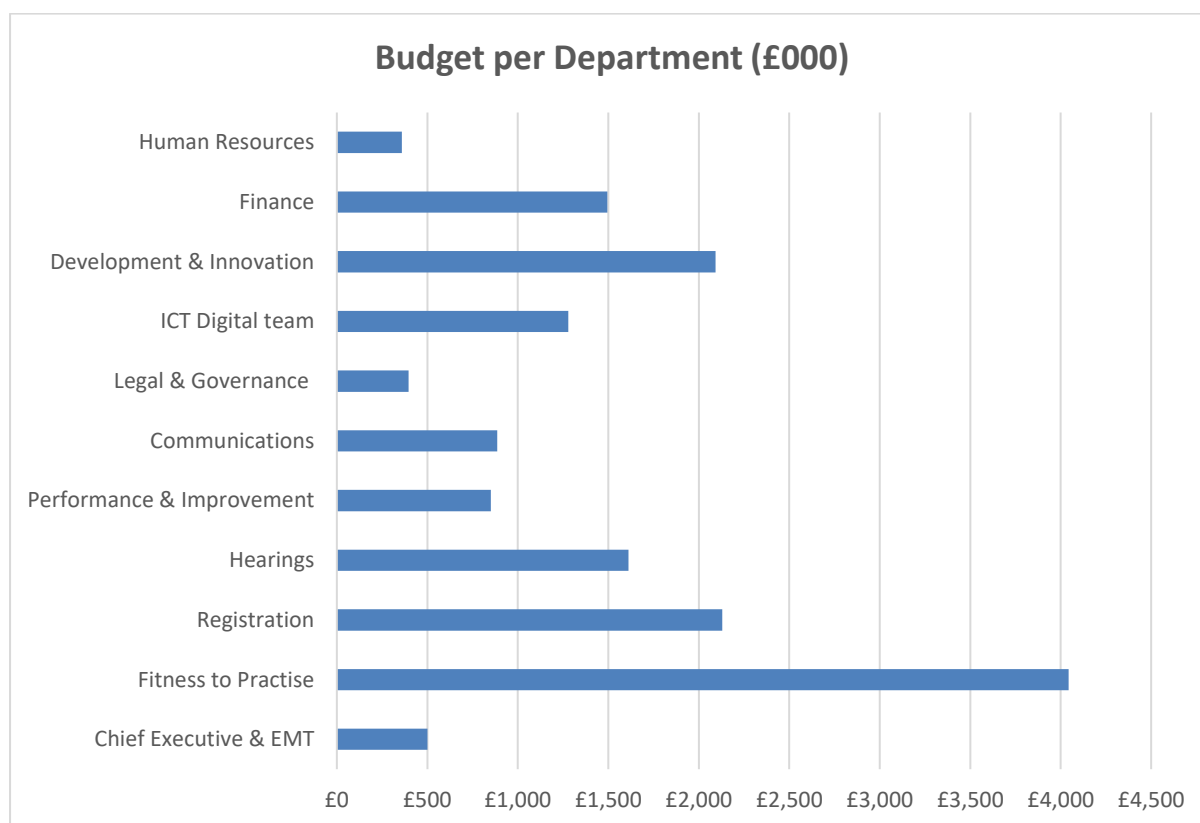
The bar chart below shows FTE allocated across our departments:



The pie chart below shows the proportion of gross budgeted operating expenditure allocated across our directorates. Successful delivery of objective 2 “To invest appropriately in our key resources and capabilities over the medium to long term” will mean an increase in the proportion of budget invested in Development & Innovation (currently 13%).



The bar chart below shows gross budgeted expenditure allocated across our departments:



The table below shows anticipated unit costs based on 2019/20 budgeted costs and activity levels:

Summary of Unit Costs:	
Cost per:	£
New application to register	16.34
Continuing registration	9.08
Renewal of registration	7.26
Removal from the register	6.66
Fitness to Practise case	1,409.23
Hearing	2,769.07

As we introduce process efficiencies these unit costs should reduce.

5.2 SECTION B: INDICATIVE BUDGETS 2020/21 and 2021/22

Indicative budgets for 2020/21 and 2021/22, based on the draft 2019/20 budget, have been prepared. These budgets include provision for continued digital development.

The summary gross expenditure budgets are as follows:

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Gross expenditure	20.267	20.616	21.086	21.497
Annual increase/(decrease)		0.349	0.470	0.411
Annual increase/(decrease) %		1.72%	2.31%	1.95%
Cumulative increase/(decrease)		0.349	0.819	1.230
Cumulative increase/(decrease) %		1.72%	4.04%	6.07%

There are five key factors that shape the budget profile over the 3 year period.

- the impact of 41,000 further new registrations expected from the Housing Support and Care at Home sector and early years learning and childcare expansion is included in the projections.
- the Register is anticipated to reach maturity in terms of numbers registered in 2020/21
- investment in digital development.
- An assumption that available grant in aid funding will be held at the 2019/20 level of £15.500m for the three year period.
- Assumptions on deliverable efficiencies from the digital transformation programme

The main assumptions used in the preparation of the indicative budgets are detailed below.

Pay Award and Incremental progression

The indicative 2020/21 and 2021/22 budgets assume a pay award of 3% for staff earning up to £36.5k and 2% for staff earning above this amount. The indicative budgets also assume that all staff not currently at the top of their salary scale will perform satisfactorily and will receive incremental progression.

Employers' Charges

Employer pension contribution rates are assumed to remain at the current rate of 17% throughout the three year period.

No significant change in employer national insurance rates is assumed for 2020/21 or 2021/22.

Staff Costs Adjustments

In line with previous years' budgets there is a staff slippage assumption of 4%.

Our workforce modelling indicates an increase of 5.4 FTE is required for 2020/21. There is no increase indicated as being required for 2021/22.

The 2020/21 budgeted allowance for legally qualified chairs, lay and social service members has increased by £0.210m compared to 2019/20. The increase for 2021/22 compared to 2020/21 is £0.013m. These increases are in line with the number of hearings expected each year.

Running Costs

Budget adjustments have been made to reflect estimated cost changes. There is no allowance for general inflation.

Digital Development

The indicative budget recognises there is a continuing but diminishing need for investment in digital developments. Achieving optimal efficiencies and customer service enhancements is dependent on further investment in digital development. As described previously, digital development funding will not form part of our core grant in aid and will be released based on the submission of detailed business cases. The 2020/21 and 2021/22 indicative budgets assume total grant in aid funding will be maintained at the 2019/20 £15.500m level. This includes £0.680m for digital development.

The grant in aid for operating costs in the 2020/21 and 2021/22 indicative budgets has been adjusted in line with the changes to the indicative digital development budgets to maintain total grant in aid funding at the 2019/20 level of £15.500m.

	Budget 2019/20 £m	Indicative Budget 2020/21 £m	Indicative Budget 2021/22 £m
ICT Development	0.645	0.664	0.275

All Other Expenditure, Income and Funding

All other expenditure has been maintained broadly at the 2019/20 budget level and no general inflationary uplift has been applied.

It has been assumed that registration fee rates will be maintained at the 2019/20 levels for 2020/21 and 2021/22.

Summary Budget Position 2019/20 to 2021/22

	Budget 2019/20 £m	Indicative Budget 2020/21 £m	Indicative Budget 2021/22 £m
Gross expenditure	20.616	21.086	21.497
Income from fees	(5.314)	(6.062)	(6.088)
Other income	(0.251)	(0.188)	(0.184)
Core Net expenditure before grant in aid	15.051	14.836	15.225
Core Grant in aid	(14.820)	(14.836)	(15.225)
Digital development expenditure	0.680	0.664	0.275
Grant in aid for digital development	(0.680)	(0.664)	(0.275)
Net expenditure (funded from general reserve)	0.231	0.000	0.000

5.3 SECTION C: OUTLINE BUDGETS 2022/23 to 2025/26

Appendix C shows outline budgets to 2025/26. These have been based on the 2021/22 budget adjusted as follows:

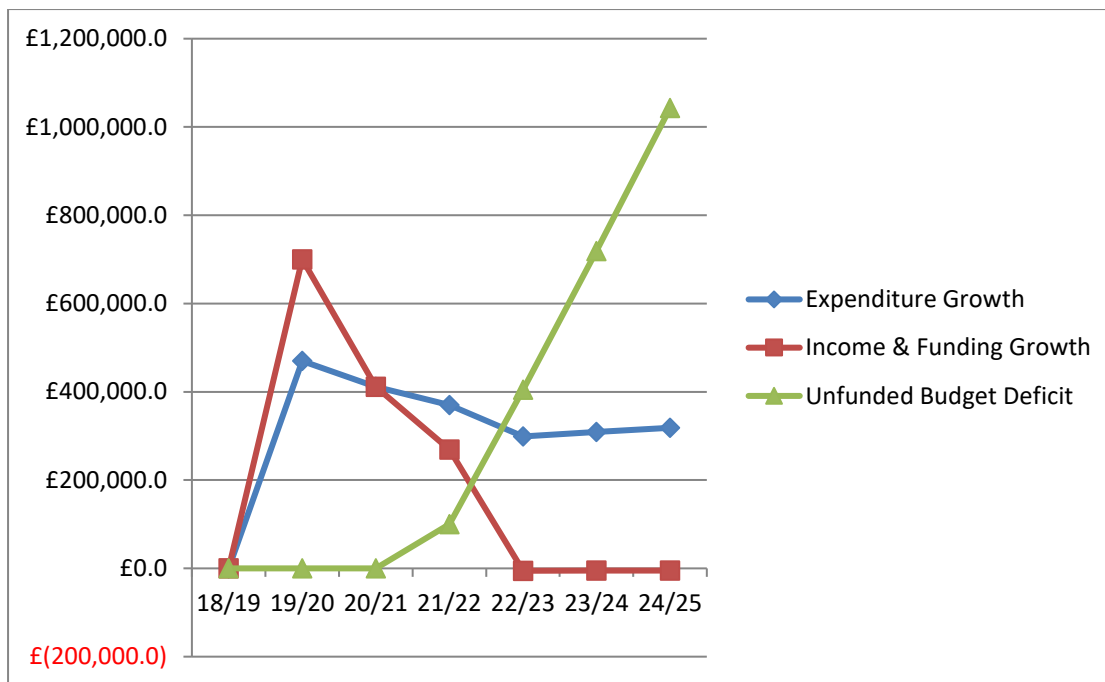
Staff costs	annual increase of 2.5%
Accommodation costs	annual increase of 2.0%
Administration costs	annual reduction of 3.0%
Transport costs	cash standstill
Supplies & services	annual reduction of 3.0%; except ICT / digital costs where an annual amount of £0.080m is assumed. Shared Service charges - annual increase of 2.5% (linked to pay award)
Postgraduate bursaries	cash standstill
Practice learning fees	cash standstill
Registration income	cash standstill
All other income	cash standstill
Grant in aid	cash standstill

Summary Financial Forecasts to 2026

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Budget (Surplus) or Deficit	0.231	0.0	0.0	0.100	0.405	0.719	1.043

The 2019/20 budget deficit is due to a specific request from the Sponsor Department to deliver a national social service workforce marketing and recruitment campaign using funding supplied in 2018/19 and contained in the general reserve.

The annual expenditure, income and budget deficit growth is shown in the following graph:



6.0 SCENARIO PLANNING AND SENSITIVITY ANALYSIS

This section considers financial sustainability based on scenario planning. On the income side, this involves a range of levels of growth/reduction in assumed levels of grant in aid and on the expenditure side, a range of levels of growth/reduction in assumed levels of annual pay award and pension contributions.

Changing some of the key assumptions has a significant impact on the future budget deficits.

Grant in aid

Changing the grant in aid assumptions by + or – 1% or + or - 3% per annum from 2020/21 onwards has the following impact on the forecast deficits:

Budget (Surplus) or Deficit	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Cash Standstill	0.000	0.000	0.000	0.100	0.405	0.719	1.043
-1%	0.000	0.148	0.299	0.552	1.007	1.470	1.941
-3%	0.000	0.445	0.889	1.427	2.157	2.884	3.607
+1%	0.000	(0.148)	(0.302)	(0.360)	(0.215)	(0.062)	0.099
+3%	0.000	(0.445)	(0.915)	(1.307)	(1.510)	(1.718)	(1.933)

Future levels of grant in aid have a significant impact on the funding scenarios with a 1% annual decrease in grant in aid changing the forecast 2025/26 deficit from £1.043m to £1.933m i.e. an increase in deficit of £0.890m.

The grant in aid figures are currently announced on a one-year basis only but the Sponsor Department has indicated that maintaining future grant in aid settlements at the current (£15.500m) level may not be possible.

Pay award

Each 1% increase in the pay award to staff costs an additional £0.106m (2019/20 prices and establishment).

There is increasing pressure on public sector pay settlements and agreeing pay awards within the current budget assumptions is expected to be difficult.

Employer Pension

An actuarial valuation of the Tayside Pension Fund has set the employers' pension contribution rates at 17% for 2018/19, 2019/20 and 2020/21. A 1% increase or decrease in the employer pension contribution rate from 2021/22 onwards will mean a change in employer pension costs of circa £0.084m (2019/20 prices).

7.0 EFFICIENCIES AND SAVINGS OPTIONS

The outline models that combine the current 3 year budget with the extended forecasts to 2025/26 show a funding deficit of £1.043m in 2025/26. There are many variables that could affect this figure and addressing the smaller projected budget deficits in earlier years will also reduce this projected 2025/26 deficit. The projected 2025/26 highlights the cumulative savings that will be required over the seven year period should funding levels be fixed at current 2019/20 levels.

The impact of forecast levels of grant in aid and assumed fee levels are critical to the development of a balanced budget, as are pay award assumptions, pension costs assumptions and any future fee rate rises.

In order to plan and prepare for adverse financial scenarios, it is important to review the areas with potential to deliver efficiencies and / or cost reductions.

Workforce Planning

Workforce planning is an ongoing process that an organisation carries out to match its workforce to its desired organisational objectives and outcomes. The SSSC needs to understand its current staff profile and how it is currently deployed, identify the mix and numbers and types/skills of staff needed in the future and develop plans to move towards the desired workforce shape and size. An update of the current workforce plans will be carried out in 2019/20. This will include an assessment of the impact of digital transformation and process review work on the number and grades of staff that are needed.

Staff Turnover

The current staff turnover rates range from 8% to 15% for the main staff groups. In an environment of no compulsory redundancies, utilising staff turnover can be a valuable tool to reshape an organisation and potentially drive savings at the same time.

Simplifying the Register

Currently there are 23 parts to the Register and social care workers may be registered on more than one part. Work is underway to establish if this position could be simplified which would lead to efficiencies and savings.

Efficiencies Targets

Efficiencies targets still have a place in the form of being an element of Best Value reviews, EFQM assessments, Lean Business Process reviews, efficiencies plans, procurement savings, etc.

Fee Increases

Registration fees were most recently increased with effect from 1 September 2017. We intend to review fee levels every three years. If possible we would wish to avoid introducing a fee increase during a financial year and therefore we would anticipate any increase in fees to be applied from 1 April 2020 or 1 April 2021.

A straight forward 1% increase in fees would generate additional income of £0.053m per annum (based on the 2019/20 anticipated Register) but we are likely to wish to take a more nuanced approach to fee increases rather than simply applying a percentage rise.

The relationship between fee and grant in aid funding needs also to be considered. For example, the Sponsor Department may wish a fee increase to be introduced in order to reduce the amount of grant in aid we receive.

Discussion will be needed with both the Council and Scottish Government to determine how this should be taken forward.

Business and Digital Transformation

We will continually review all our processes and timescales to make sure they are robust and protect the public. Innovation at the SSSC is crucial. To meet the demands on the organisation we must test new ways of doing our work.

We have implemented a revised Sequence and a new case management system. It is anticipated that our new digital systems and modernised infrastructure will facilitate the streamlining of our work. We will continue to test out new thinking and develop more creative solutions to the challenges facing us. SEQUENCE has been an important contributor to the efficiencies regime so far and the addition of case management functionality and Office 365 means we can anticipate further efficiencies and business improvements.

It is important to note that the assumptions on ICT expenditure retains significant development budget throughout the seven years covered by the strategy. It is expected that in the latter years the level of development spend may reduce and therefore be a contributor to controlling the budget deficit.

Stakeholder Engagement and Focus on Customer Service

These are cross-cutting themes that impact on process improvements, best value, efficiencies and digital transformation and will therefore contribute to many of the initiatives outlined above.

Conclusion – efficiencies and savings options

There are a number of efficiencies and savings options with the potential to contribute towards delivering the financial strategy objectives. Implementing the strategy will require periodic updating of the financial forecasts and an ongoing focus on developing the savings options.

8.0 LINKS TO OTHER STRATEGIES

The financial strategy needs to be integrated with other key resource strategies of the SSSC

These include:

- people strategy, including employee reward and our workforce plan
- accommodation
- digital / ICT
- Learning & development
- communication
- sustainability

9.0 RISKS

The key strategic risks to delivery of the Financial Strategy are as follows:

- Future available resources less than assumed
- Volatility of registrant numbers and impact on fee income and workload
- Pay awards, and price inflation higher than assumed
- Future spending plans underestimated
- Inability to align financial and other resource strategies
- Anticipated savings / efficiencies not achieved
- Projects costs / income underestimated
- Income targets not achieved
- Budget monitoring not effective
- Exit strategies for external funding not met
- Impact of changes to government policy

The above financial risks will be included in strategic, directorate, department, team and project risk registers as appropriate and monitored through our existing risk management processes.

OUTLINE BUDGETS TO 2025-26

	Year 1 2019/20 £'000	Year 2 2020/21 £'000	Year 3 2021/22 £'000	Year 4 2022/23 £'000	Year 5 2023/24 £'000	Year 6 2024/25 £'000	Year 7 2025/26 £'000
Staff Costs	11,581.0	12,269.8	12,616.0	12,927.2	13,246.1	13,572.9	13,907.7
Accommodation Costs							
Rent & Rates	491.3	491.3	491.3	501.1	511.1	521.3	531.7
Other Running Costs	291.7	300.4	309.9	316.1	322.4	328.8	335.3
Total Accommodation Costs	783.0	791.7	801.2	817.2	833.5	850.1	867.0
Administration Costs	1,425.0	1,242.0	1,261.1	1,223.2	1,186.5	1,151.1	1,116.6
Transport Costs	213.0	250.1	252.5	252.5	252.5	252.5	252.5
Supplies & Services	1,607.0	1,524.9	1,558.9	1,639.5	1,640.1	1,641.0	1,642.3
Post Grad Bursaries	2,655.0	2,655.3	2,655.3	2,655.3	2,655.3	2,655.3	2,655.3
Practice Learning	2,352.0	2,352.0	2,352.0	2,352.0	2,352.0	2,352.0	2,352.0
Gross Expenditure	20,616.0	21,085.7	21,497.0	21,866.9	22,166.0	22,474.9	22,793.4
Income							
Registration Fees	(5,314.4)	(6,062.0)	(6,088.3)	(6,088.3)	(6,088.3)	(6,088.3)	(6,088.3)
PVG Fees	(13.0)	(13.0)	(13.0)	(12.6)	(12.2)	(11.8)	(11.4)
IRS Equivalency Fee	(9.6)	(9.6)	(9.6)	(9.3)	(9.0)	(8.7)	(8.4)
Modern Apprenticeships	(145.0)	(145.0)	(145.0)	(140.7)	(136.5)	(132.4)	(128.4)
Other Income	(83.4)	(20.1)	(16.1)	(15.6)	(15.1)	(14.6)	(14.2)
Total Income	(5,565.5)	(6,249.7)	(6,272.0)	(6,266.5)	(6,261.1)	(6,255.8)	(6,250.7)
Net Expenditure	15,050.6	14,836.0	15,225.0	15,600.4	15,904.9	16,219.1	16,542.7
FUNDED BY:							
Core Grant in Aid	(12,468.0)	(12,484.0)	(12,873.0)	(13,148.0)	(13,148.0)	(13,148.0)	(13,148.0)
Practice Learning Grant in Aid	(2,352.0)	(2,352.0)	(2,352.0)	(2,352.0)	(2,352.0)	(2,352.0)	(2,352.0)
(Surplus) / Deficit	230.6	0.0	0.0	100.4	404.9	719.1	1,042.7

SSSC

Budget 2019/20 & Indicative Budgets 2020/20 & 2021/22

	2019/20		2020/21			2021/22		
	Budget £'000		Indicative Budget £'000	Variance to 2018/19 Budget £'000	Variance to 2018/19 Budget %	Indicative 2020/21 Budget £'000	Variance to 2019/20 Budget £'000	Variance to 2019/20 Budget %
Staff Costs	11,581.0		12,269.8	688.8	5.9%	12,616.0	346.2	2.8%
Accommodation Costs								
Rent & Rates	491.3		491.3	-	-	491.3	-	-
Other Running Costs	291.7		300.4	8.7	3.0%	309.9	9.5	3.2%
Total Accommodation Costs	783.0		791.7	8.7	1.1%	801.2	9.5	1.2%
Administration Costs	1,425.0		1,242.0	(183.0)	(12.8%)	1,261.1	19.1	1.5%
Transport Costs	213.0		250.0	37.0	17.4%	252.4	2.4	1.0%
Supplies & Services	1,607.0		1,524.9	(82.1)	(5.1%)	1,559.0	34.1	2.2%
Post Grad Bursaries	2,655.3		2,655.3	-	-	2,655.3	-	-
Practice Learning	2,352.0		2,352.0	-	-	2,352.0	-	-
Gross Expenditure	20,616.3		21,085.7	469.4	2.3%	21,497.0	411.3	2.0%
Income								
Registration Fees	(5,314.4)		(6,062.0)	(747.6)	14.1%	(6,088.3)	(26.3)	0.4%
PVG Fees	(13.0)		(13.0)	-	-	(13.0)	-	-
IRS Equivalency Fee	(9.6)		(9.6)	-	-	(9.6)	-	-
Modern Apprenticeships	(145.0)		(145.0)	-	-	(145.0)	-	-
Other Income	(83.4)		(20.1)	63.3	(75.9%)	(16.1)	4.0	(19.9%)
Total Income	(5,565.4)		(6,249.7)	(684.3)	12.3%	(6,272.0)	(22.3)	0.4%
Net Expenditure to be Funded by Grant in Aid	15,050.9		14,836.0	(214.9)	(1.4%)	15,225.0	389.0	2.6%
FUNDED BY:								
Core Grant in Aid	(12,468.0)		(12,484.0)	(16.0)	0.1%	(12,873.0)	(389.0)	3.1%
Practice Learning Grant in Aid	(2,352.0)		(2,352.0)	-	-	(2,352.0)	-	-
(Surplus) / Deficit	230.9		-	(230.9)		-	-	

Resources Committee Calendar of Business 2019/20

AGENDA ITEMS						
	Feb 2019	June 2019	Aug 2019	Sept 2019	Dec 2019	Feb 2020
Decision						
Budget Monitoring Report	✓			✓	✓	✓
Human Resources Policies - reviews/updates annually:	✓					✓
Establishment Control Salary Protection Workforce Change		✓				
Code of Conduct Learning and Development Recruitment and Selection Retirement Risk Assessment Smoking				✓		
Business Travel and Subsistence Flexible Working Mental Health and Wellbeing Performance at Work Zero Tolerance					✓	
Continuing Education Equality and Diversity Maternity Parental Leave Paternity Leave						✓
Draft Budget	✓				✓	✓

AGENDA ITEMS						
	Feb 2019	June 2019	Aug 2019	Sept 2019	Dec 2019	Feb 2020
Procurement Strategy Review		✓				
Procurement Performance (September)				✓		
Partnership working		✓				
Requests for Travel Outside UK (as required)						
Discussion						
HR Analytics		✓		✓	✓	
Best Value Report		✓				
Draft Financial Strategy	✓					✓
Draft Annual Resources Committee Report to Council		✓		✓		
Committee Effectiveness Review inc: (after meeting - Members only)	✓					✓
1. Review of Terms of Reference: Resources Committee	✓					✓
2. Review of Terms of Reference: Employment Appeals Sub-committee	✓					✓
Annual Accounts Update		✓				
Environmental Impact Report		✓				
Annual Shared Services Report				✓		
ICT Annual Report				✓		
First Review of Budget Monitoring (if necessary)			✓			
Information						
Schedule of Committee Business	✓	✓		✓	✓	✓
Risk Identification	✓	✓		✓	✓	✓
Updates from Audit Committee	✓	✓		✓	✓	✓
Resource Strategy Development Updates* (as required)						
Corporate Health and Safety Update	✓	✓		✓	✓	✓

AGENDA ITEMS						
	Feb 2019	June 2019	Aug 2019	Sept 2019	Dec 2019	Feb 2020
Sustainability review				✓		
Annual Review of Financial Regulations and Debt Management Policies					✓	

*eg Shared Services, Finance, ICT

Other Business

Committee Effectiveness Review Outcomes		✓				
Lessons learned from HR procedures (as required)						