



Young Scot Our People Strategy

2022-2025



YSB/06/2022/006

At Young Scot, our people are our greatest asset. By investing in them, we ensure we get the best outcomes for them as individuals, and for young people across Scotland.

We need to inspire and empower our staff, by giving them the right support and tools to create an organisational culture that mobilises talent and creates an agile working ethos. This enables people to develop and maximise their skills and provides a learning environment that will give them the confidence to make informed decisions that benefit of young people in Scotland. We have a strong track record in this area, having been recognised externally as an excellent employer

Our reviewed **Our People Strategy** continues to support our values, ethos, and delivery priorities:

- **Strategic Aim 1:** Have the right staff, in the right place, at the right time, with appropriate support, to deliver the outcomes set out in our strategic plan by planning for current and future staffing requirements and managing existing staff effectively.
- Strategic Aim 2: Provide opportunities for staff to develop and enhance
 their own skills as well as their contribution to Young Scot and young
 people by Implementing an effective programme of staff
 development.
- Strategic Aim 3: Set a high standard of reward and recognition to staff
 to be an example of best practice within our sector by developing and
 enhancing our reward and recognition programme.
- Strategic Aim 4: Be a highly regarded employer of choice by maintaining and securing accreditation for employee development and support.

Our People Delivery Plan 2022-2025



Have the right people

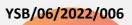
	t people, in the right place, at the right ti	me, with appropriate		
support, to deliver the outcomes set out in our Strategic Plan 2022-2025				
Objective	Action	Timescale		
Ensure adequate staff resources to achieve delivery plan	Annual SLT resource planning session, in line with delivery plan	January – annually (with regular reviews throughout the year as appropriate)		
Ensure that equality and diversity is at the forefront of our planning	Remain compliant with equalities legislation.	April – annually		
	Maintain disability committed accreditation.	April – annually		
	Monitor and evaluate the diversity of applicants.	April – annually		
	Review recruitment / advertising to ensure we reach a diverse audience.	April – annually		
	Review our processes to ensure they are accessible and supportive to all young people.	April – annually		
Ensure our Onboarding Programme fully embeds new staff into the organisation	Review and monitor our Onboard Induction Programme	June – annually		
Monitor and report absence and sickness to ensure it remains acceptable	Create annual report detailing previous year's absence and sickness.	April – annually		
Investor in People Recommendations	Review and agree what recommendations will support and add value to our staff and organisation	June /July		

Strategic Aim Two: Provide opportunities for employees to develop and enhance their own skills as well as their contribution to Young Scot and young people

Objective	Action	Timescale
Operate a continuous	Review the format of the EDR process to	October/November -
improvement programme	ensure it remains fit for purpose	annually
through our annual Employee		
Development Review (EDR)	Implement any areas of improvement	October/November –
	that come out of analysis of employee	annually
	feedback through the EDR process	
Prepare and deliver our	Compile our annual development	April - annually
annual staff development	programme, based on the results of the	
programme	EDR process	
	Deliver our staff development	April to December -
	programme, ensuring we provide the	annually
	right level of company-wide, individual	
	and career development courses for	
	staff	
	Look at other flexible learning	April – annually
	opportunities to ensure staff can meet	7 April Griffodily
	their continuing professional	
	development	
	development	
	Promote through Office 365 and teams	Ongoing
	to ensure staff are aware of and have	
	full access to all internal resources.	
Develop and deliver a	Deliver leadership at a foundation level	September – annually
successful Leadership	to all staff to ensure we are nurturing	
Programme through our	leaders at the earliest possible stage	
Senior Leadership Team and	through our core learning modules	
Operational Managers and		
all staff	Hold fortnightly Operational	
	Management group meetings to	Every two weeks
	support and develop leadership.	
	(Comprised of SLT and Operational	
	Managers)	
	Hold line one one or a series and the series of	Appli / huga / Cara la sala
	Hold Line managers meetings to support	April / June/ September /
	best practice.	January

Provide development opportunities

Strategic Aim Two: Provide opportunities for employees to develop and enhance their own skills as			
well as their contribution to Young Scot and young people			
Promote positive behaviour	Look at new ways to embed the values	January – annually	
and encourage staff to live	within our culture and staff.		
our values			
Ensure staff are using their	Promote our Staff Development Days to	January – annually	
Development Days (to allow	staff to increase utilisation of them as		
staff to take two days paid	part of the EDR process.		
leave for volunteering or			
personal development, not			
necessarily related to their			
current role)			
Maintain and develop our	Carry out our bi-annual staff survey and	October	
staff consultation and	implement improvements where		
engagement	possible and within scope.		
	Hold Mass Monday Morning Meetings	Every Monday	
	Staff meetings		
	Quarterly Staff Strategic Planning days.	April/October/January	
	Explore other Office 365 methods for		
	employee engagement.	April – June	



Set high standards of Reward and Recognition

Aim: Set a high standard of reward and recognition to staff to be an example of best practice within our sector			
Objective	Action	Timescale	
Creative and rewarding benefits package	Continue to build on the existing benefits package by looking at new initiatives we can add.	January – annually	
Flexible Working policy that meets the need of the organisation and staff.	Review our Flexible Working options and develop and implement an updated policy – with a specific factor on four day working week. Continue to review our hybrid working and ensure it remains fit	During 2022/2023	
	for the business and staff.	Every six months	
Implement and review the Job Family Classifications/EDR's to	Review the effectiveness of the EDR process	October	
ensure they are fit for the organisation and staff	The SLT & Board to monitor the Job Family Classification to ensure it remains fit for purpose.	December	
	Carry out full review of JFC Levels	During 2022/2023	
Maintain our Living Wage Accreditation	Maintain accreditation, in line with the Living Wage Foundation rates	Ongoing	
Reward and recognise staff successes	Continue to look at ways to enhance our recognition of staff	Ongoing	



Be a highly regarded employer of choice

Aim: Be a highly regarded employer of choice			
Objective	Action	Timescale	
Retain our accreditation of Investors in People Gold Status (IIP), Investors in Young People (IIYP) and Healthy Working	Continue to work in partnership with key stakeholders such as IIP etc., to ensure we are adding value and maintaining our best	December every year	
Lives.	practice. Adopt best practises such as Disability Committed and	Ongoing	
	Career Positive programmes Continue to support and develop staff to lead on our Staff Wellbeing Group	June	
Be an exemplar of best practise by taking the lead in signing up to positive campaigns	We will look at campaigns that promote positive working practises e.g. The Fair Work Framework	Ongoing	
Continue to work and show best practice, with younger employees.	Further develop our offering for young people through Career Ready/kick start programmes.	Ongoing year on year	