



Children's Hospices Across Scotland



People Strategy:

2023-2028



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Introduction

At CHAS, we provide unwavering care for children who may die young and their families, at every step of this hardest of journeys. Together, we make sure that no one should face the death of their child alone.

We do this by making sure that families can fill the time that they have together with joy and hope, no matter how short that time might be. We make sure that even in the face of death, life flourishes. And in the pain of grief, joy lives on.

And we can only do this thanks to our people. People who care. Who strive to make a difference every day. And who find joy in what they do.

We're committed to creating a workplace culture that fosters a sense of belonging, joy, and purpose. We want our employees and volunteers to bring this sense of purpose to life through the work that they do, creating the environment for CHAS to continue providing an outstanding experience for children and families, and making sure we continue to grow so we can be there for every family who needs our support.

The world we live in

The worlds of work and volunteering have transformed in the last three years. The pandemic has changed employee and volunteer expectations for good. If we are to achieve our mission and continue to grow so we can be there for every family that needs us, we must adapt, and create an outstanding people experience that reflects the changing world in which we live. And we need to do this now, if we are to remain an employer and volunteer-involving organisation of choice.





Our People Strategy

We care about what our people care about. It was important in the creation of this strategy that we listened to what matters most to our employees and volunteers. The priorities outlined in this strategy are those priorities identified through the 2022 staff and volunteer engagement surveys and through extensive consultation with our staff at the beginning of 2023.

This strategy sets out a bold approach as to how we will evolve to meet the needs and expectations of the best people in Scotland who can help us achieve our aims. In the way we attract, recruit, develop and retain the very best talent, we need to offer a progressive culture and employment and volunteering packages that are attractive and competitive.

This strategy focuses on leadership and culture, talent and skills and ensuring our People and Strategy team is equipped to serve CHAS as a strategic partner. Those elements are critical if we are to attract and retain talented people.

We are a culture-first organisation. We know that a poor culture can affect our performance. This is why our People strategy sets out not just our People ambition, but our plans for the culture that will enable our work.

It is by doing this that CHAS will be able to achieve great fundraising results and the delivery of outstanding experiences of care, so that no family in Scotland has to face the death of their child alone.

This strategy will grow and evolve along with the needs of our organisation and our people.

Our Vision for Our Culture

At CHAS, our work starts and ends with people. We put families first by listening to what matters to them. And we do the same for our employees and volunteers. We are purpose-focused and people-driven. This means that we are all united behind one single purpose:

We provide unwavering care for children who may die young and their families, at every step on this hardest of journeys.

And we understand that to achieve this purpose, we must listen to our people, invest in them, and enable them to do the best work of their lives.

We value equity, diversity and inclusion and want everyone who joins the CHAS team to feel that they belong and can bring their very best selves to work.¹ Diversity of thought and experience enriches our organisation. This is who we are and we are proud of it.



¹ Our Equality, Diversity and Inclusion strategy can be viewed in appendix A and B of this strategy. The delivery of that strategy is critical to the success of the People strategy.

Our Culture

We will create a culture where:

We constantly innovate, even if that means we don't get it right first time

If we are to adapt to the changing landscape of palliative care and exceed performance expectations, we must embrace a culture of innovation and learning. We encourage people to innovate, recognising that in so doing, we won't always get things right first time.

We're ok with that, because without failure there is no innovation, and innovation is necessary if we are to move forwards, remain relevant and continue to deliver for children and families. Building a learning culture where we can innovate safely, without fear of blame will advance our organisation.

Our people find joy in the work that they do

Each and every one of us does extra-ordinary things every day for dying children and their families in Scotland. Working and volunteering with CHAS should be enjoyable, fulfilling and meaningful. Everyone in CHAS should take pride in what they do and find joy in the impact they have on the lives of dying children and their families. Through open, honest communication, we will make sure that everyone in CHAS understands exactly the role they play in delivering our mission.

We care about what our people care about

Our people have lives outside of work and we're committed to supporting them in what matters most to them, personally or professionally. We take the time to understand our employees' needs, interests and priorities and strive to create an environment that meets those needs. Flexibility at work matters to employees. We cannot take a one-size fits all approach because our organisation is as diverse as our people. Flexibility will look different across roles and teams. We will develop a clear framework within which teams can define what flexibility looks like for them. This will empower managers and teams to work in ways that enable them to deliver their best work.



We hold ourselves and each other accountable

We are accountable to ourselves, our teams and to the children and families we support. We need to drive greater accountability in CHAS and will implement a performance framework to enable this. A culture of high performance relies on the strength of our people. As a result, identifying, attracting and retaining the best people is central to the success of CHAS.

We look out for each other

The work we do is hard, and can at times be emotionally demanding. This is why supporting the wellbeing and resilience of our people will continue to be a priority.² Our people must be safe and well at work and in their volunteering if they are to deliver our mission.

We lead by example

We believe that a culture that meets all of the above will help CHAS to become more innovative, agile and able to adapt to an ever-changing environment. Our leaders across CHAS play a vital part in role-modelling our culture, celebrating those who champion it and challenging those who undermine it.

Our leaders balance compassion with accountability. We are kind to people but tough on problems. This means that we are courageous and do not shy away from important conversations, whilst treating people with dignity. We bring kindness and compassion to our conversations because we care about our people. We are accountable for performance and keep the needs of children and families at the forefront of decision-making.

By putting our culture and values front and centre, we will attract and retain the talent we need to ensure that no family in Scotland faces the death of their child alone.

² The Wellbeing strategy can be viewed in the appendices of this document. The Wellbeing strategy and People strategy are interdependent and the success of the People strategy depends on the effective implementation of the Wellbeing strategy.



Our Values – What We Stand For

Our values matter. They guide our behaviours and how we interact with each other and with children and families, partners, supporters and anyone else who might engage with us. They remind us what we are willing to uphold and not willing to compromise. It's up to all of us to speak up whenever we see something that doesn't fit with this. Our people are our ambassadors – they will live the culture, shaping and defining it every day.

This strategy is underpinned by our organisational values.

Time is precious

We help children and families make the most of their time together, no matter how short. We value and respect each other, our time and contributions.

We are courageous

Children and families motivate us in our unwavering commitment to deliver exceptional care based on choice.

With love and compassion

We care for children and families, and all those who make our work possible. Love, dignity and inclusion are at the heart of everything we do.

We play as one team

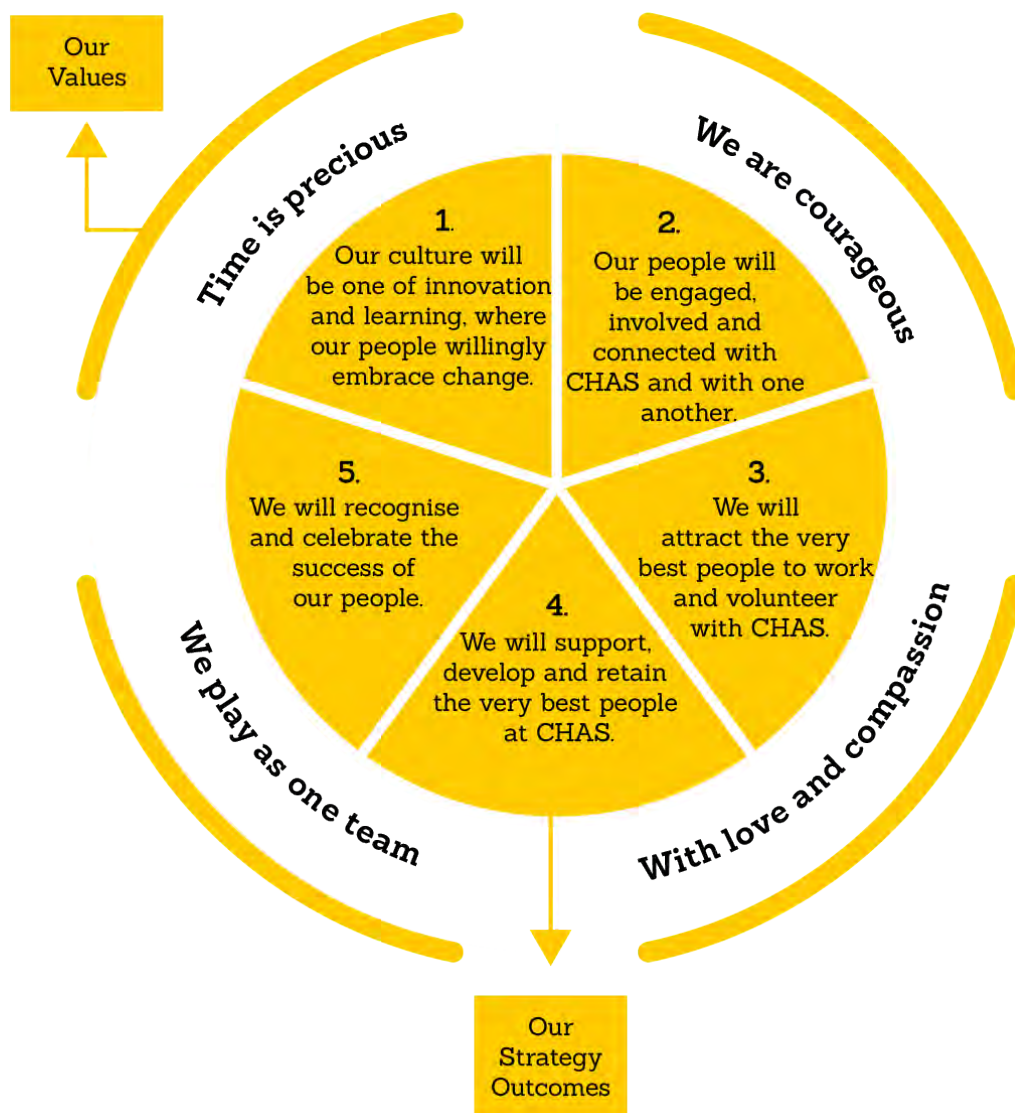
Children learn through play, and we're inspired by them. Together, we make extraordinary things happen every day.



Our Strategic Outcomes

We have determined five strategic outcomes for this strategy. Together, these outcomes will enable us to achieve our vision. By 2028 we will have achieved:

1. Our culture will be one of innovation and learning, where our people willingly embrace change.
2. Our people will be engaged, involved and connected with CHAS and with one another.
3. We will attract the very best people to work and volunteer with CHAS.
4. We will support, develop and retain the very best people at CHAS.
5. We will recognise and celebrate the success of our people.



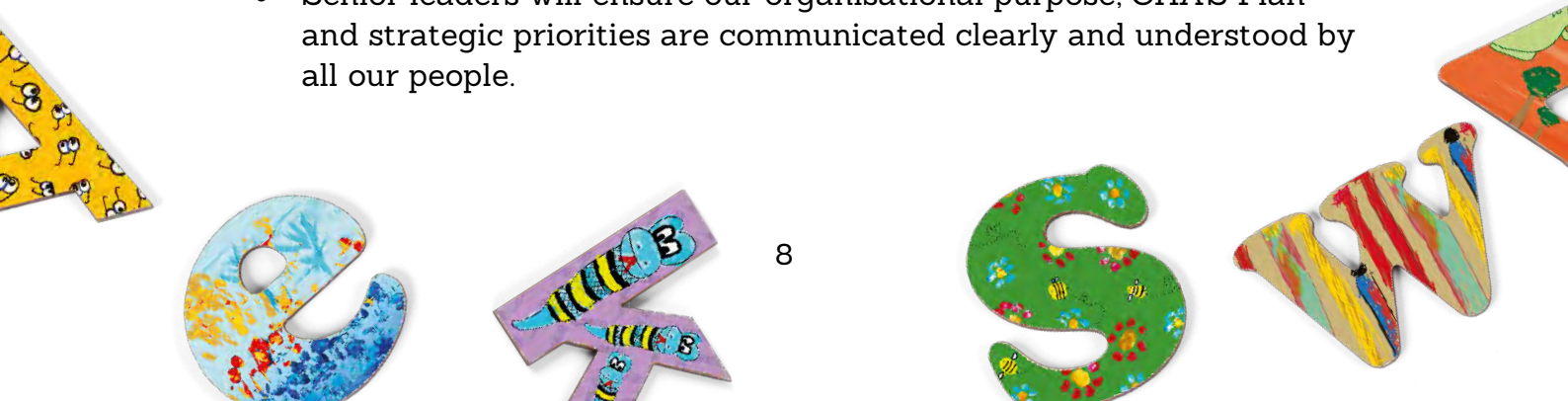
Here is the action we will take to realise these objectives:

Our culture is one of innovation and learning, where our people willingly embrace change

- We will develop and embed a coaching culture throughout CHAS which will support us to be more reflective, compassionate, accountable and productive.
- Recognising that management is a profession in its own right, we will develop the skills of our managers to help them become the best people managers they can be. We will ensure a robust manager training programme is embedded for all existing and new managers in CHAS.
- We will plan effectively for change and ensure people are engaged and supported throughout so as to promote employee well-being and minimise anxiety at times of change.
- Through training needs analysis and effective partnering from our L&OD team, we will ensure that teams across CHAS are equipped with the resources and skills to deliver our ambitious CHAS Plan.
- We will review our core learning offer for employees, developing a learning matrix and ensuring all learning content is up to date. This will help to ensure that the learning we do is proportional to the level of risk and responsibility in our respective roles.
- We will explore e-learning platforms to ensure that LearnPro continues to be the most appropriate and effective platform for CHAS.
- We will develop an in-house learning programme to address learning needs aligned with business priorities.

Our people are engaged, involved and connected with CHAS and with one another

- Senior leaders will ensure our organisational purpose, CHAS Plan and strategic priorities are communicated clearly and understood by all our people.



- We will develop strong, transparent internal communication channels to ensure all our people are up to date, informed and connected with CHAS and one another.
- We will roll-out the new CHAS values, embedding them in all our people processes and in every stage of the employee and volunteer life-cycle.
- We will ensure that all our people understand the impact of their own role and the roles of others, providing meaningful connection with our cause and instilling respect for all roles and teams in CHAS.
- We will review and improve the on-boarding and induction of our people to ensure that all are equipped to deliver the best work of their lives. We will ensure our people are clear about our organisational purpose and what it means to work for a charity.
- We will strive to develop a 'one-team' culture, removing siloes and promoting collaborative working.
- We will create new and innovative ways to embed the voices of our people (employees, volunteers and the families we support) across everything that we do, gathering regular feedback to evaluate the impact of strategy initiatives.
- We will develop a family involvement strategy to ensure the voices of families are embedded in all that we do in CHAS.

We attract the very best people to work and volunteer with CHAS

- We will develop a strong employer brand and employee value proposition to maximise the number of diverse, high-quality applicants to our roles.
- We will overhaul our approach to employee recruitment in CHAS, placing the applicant at the heart and making it easier for both the applicant and the hiring-manager to navigate.
- We will review and improve our approach to volunteer recruitment to ensure we attract a diverse range of volunteers, representative of the families we support.

- We will review our current model of job evaluation to ensure it remains fit for purpose.
- We will review pay on an annual basis, undertaking regular benchmarking exercises to ensure our pay remains competitive with comparative roles in the charity and public sectors.
- We will clearly define our ways of working in CHAS (this will include home working and hybrid-working, ensuring personal safety and connection with others is maintained at all times).
- We will develop an approach to workforce planning which is aligned to the development of the budget and the CHAS Plan. Our workforce planning approach will involve looking at the different professional groups within CHAS in turn, identifying clear recruitment and retention priorities. The initial priority will be Nursing.

We support, develop and retain the very best people at CHAS

- HR and L&OD processes will be streamlined and made easier for employees and managers to navigate.
- The People and Strategy teams will be visible in CHAS sites and develop a more proactive, customer-focused service so that employees, volunteers and managers receive good quality support in a timely manner.
- We will enable our people to work flexibly and promote work/life balance by developing a framework to guide teams and managers to make the right decisions by their people and by the organisation.
- We will review our approach to promoting attendance at work, to ensure our employees are supported to be at work more of the time. We will develop the skills of managers to enable them to manage absence proactively and effectively.
- We will develop a simplified and more effective appraisal process and clear framework for performance management of employees. This will enable us to support colleagues who are struggling whilst developing talent in the organisation.
- We will develop and improve our approach to managing employee stress when it presents.

- We will develop a clear policy on lone working to ensure all our people know how to prioritise their personal safety when working alone.
- We will develop an employer supported volunteering policy to enable CHAS employees to volunteer for 1 days per year in work time should they wish to do so.
- We will implement volunteer management software with a volunteer portal/self-service function to ensure we are meeting the needs of volunteers whilst keeping employee admin to a minimum.
- We will develop a volunteer manager community of practice in CHAS to enable skills and knowledge exchange, ensuring volunteer managers are developed in their roles and that volunteers have the best possible experience with CHAS.
- We will continue to develop volunteering opportunities that are flexible and accessible for a broad range of volunteers.
- We will develop a new Volunteering Strategy which will build on the work of the previous strategy to ensure that CHAS is able to attract, support, develop and retain a broad range of volunteers which will in turn enable us to reach more children and families.
- We will embed trauma informed practice throughout CHAS to ensure we are a trauma informed workplace and best positioned to support all our people.
- We will deliver our ambitious wellbeing strategy to ensure all our people are well and healthy at work. We will deliver our EDI strategy to ensure all our people are included and feel a sense of belonging in CHAS.

We recognise and celebrate the success of our people

- We will develop the skills of managers to help them tailor recognition appropriately with their teams.



- We will scope the possibility of a CHAS-wide engagement event and CHAS awards for our people.
- We will develop a recognition framework and provide guidance and inspiration to managers to enable them to celebrate the success and contribution of our people every day.
- As a charity we are proud to have both fundraising and volunteering at our heart. We will ensure that colleagues across CHAS recognise that we cannot do what we do for children and families without generous donations of money and time.



How Will Our Strategy Be Delivered?

Culture is created by everyone. Every employee and volunteer will have their part to play in the success of this strategy. The People and Strategy team will develop the tools and deliver the plans that all of us will use to deliver an outstanding people experience. If we are to attract and retain the best people, we must all commit to the culture set out in this strategy. We are all accountable for our culture and must work hard every day to make CHAS a great place to work and volunteer. Our values provide the guiding principles and behaviours that will help us achieve our aims. It's important that each and every one of us lives these values if we are to create the culture that our people have told us is important to them. We'll hold each other accountable and challenge behaviours that undermine what we are striving to achieve. And that requires good leadership at all levels in the organisation.

We'll review this strategy once the new CHAS Plan is developed to make sure it continues to align with the wider organisational strategy.

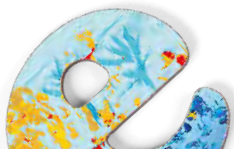
As this is a five year strategy, an annual implementation plan will be developed for each year of the strategy to hold ourselves accountable and make sure that we deliver on our promises, and in the timeframe we have set out. The Director of People and Strategy has overall accountability for the delivery of this strategy and will be accountable to the Senior Leadership Team and the Board. We will share progress regularly with employees and volunteers, so everyone is aware of how actions are progressing.



Critical Success Factors

In order for this strategy to be successful, the following must happen:

- Leadership at all levels will support and drive the culture we are striving to achieve, challenging those who do not live the CHAS values in their day to day work.
- We will create efficient and more collaborative ways of working, and automate as much as possible to make sure the People and Strategy team can remain laser focused on delivering the work that will really make a difference, and on supporting the whole organisation to do the great work that they do.
- We'll make sure everyone across CHAS understands the role of the People and Strategy team and exactly how they can support.
- The People and Strategy team and the Marketing and Communications team will work closely together to make sure this strategy is communicated internally and everyone understands how it is relevant to them.
- Internal communications must be a priority for all teams, working with the Marketing and Communications team and the People team to ensure everyone across CHAS feels involved and informed at all times.
- The development of our physical environments to promote greater connectivity and collaboration is essential. The Facilities Team will play a central role in this and it is important that they have the capacity to do this work.
- The Strategy function within the directorate (Strategy and Family Involvement) must be embedded in the wider People team to ensure a joined-up approach to people, organisational change and strategy.



How Will We Know We've Been Successful?

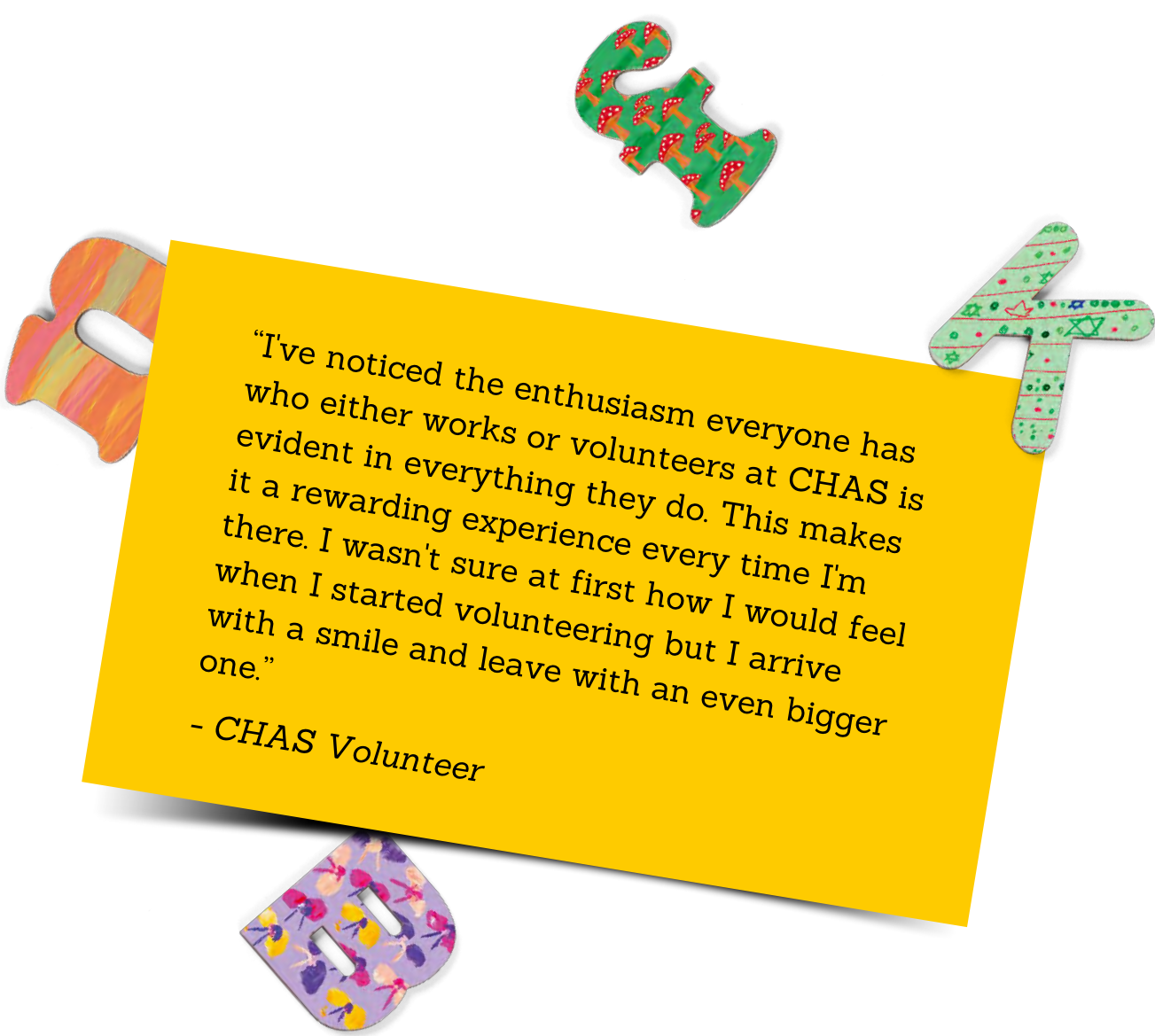
Our agreed key performance indicators (page 16) provide us with the insight we need to manage performance and over time will help to demonstrate the link between investing in the people experience and improved organisational performance.



Aligning KPIs to Strategy	Our culture to be one of innovation and learning where our people embrace change	Our people will be engaged, involved and connected with CHAS and with one another	We will attract the very best people to CHAS	We will support, develop and retain the very best people	We will recognise and celebrate the success of our people
Employee engagement score (staff survey)	✓	✓	✓	✓	✓
Volunteer engagement score (volunteer survey)	✓	✓	✓	✓	✓
Employee turnover				✓	
Volunteer turnover				✓	
Employee absence	✓	✓		✓	
Time to hire (for employees and volunteers)			✓		
Staff survey can also track wellbeing, leadership etc...	✓	✓	✓		
Recruitment metrics (employee and volunteering)	✓	✓	✓		
Diversity stats of our people		✓	✓	✓	

Appendices

- A. [Our Equality, Diversity and Inclusion Strategy](#)
- B. [Our Wellbeing Strategy](#)
- C. [Context](#)



"I've noticed the enthusiasm everyone has who either works or volunteers at CHAS is evident in everything they do. This makes it a rewarding experience every time I'm there. I wasn't sure at first how I would feel when I started volunteering but I arrive with a smile and leave with an even bigger one."

- CHAS Volunteer

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Context

Our People Strategy is our road map for attracting, developing and retaining talented people in CHAS; currently 346 employees, 44 bank workers and 700+ volunteers. 57% of our workforce are involved in the direct delivery of care to children and families, and 43% work in roles enabling that care to be delivered.

Delivering paediatric palliative care can be difficult, and the clinical needs of the children we support have become increasingly complex in recent years. And we are delivering our service against a backdrop of great change in the workplace, in volunteering, and a national workforce shortage. The recruitment landscape in Scottish healthcare is challenging, with an ageing workforce and demand for new children's nurses, social care staff and social workers greater than supply. This makes things especially difficult for CHAS, because we rely on highly skilled and experienced individuals to deliver complex care in what can be an emotionally demanding field. At the same time, this is highly fulfilling work. It is critical that our people strategy enables us to attract, develop and retain talent in an increasingly competitive recruitment market.

Working and volunteering for CHAS is an immense privilege and one that is accompanied by significant responsibility, to the children and families we support, our donors, and our funders. As a charity we are accountable for every penny spent, and must use the money donated by the Scottish public and other funders responsibly. But first and foremost we are accountable to children and families and must remain laser focused on evolving our service with their needs at the forefront.



www.chas.org.uk

     **supportCHAS**

Children's Hospices Across Scotland (known as CHAS) is a Scottish charity, SC019724, regulated by the Scottish Charity Regulator (OSCR).

