

People Strategy 2024-2027





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Front cover and this page:

- Scottish Enterprise colleagues

Introduction

Our Scottish Enterprise Future Focus sets out the approach we will take to deliver transformative economic opportunities for Scotland. As Scotland's national economic development agency, we are critical to the Scottish Government's National Strategy for Economic Transformation (NSET) and the goals of creating high value jobs, boosting productivity, and growing national wealth.

By driving performance and focusing on delivery we will:

- **Adopt a mission-based approach** to focus on three main areas of opportunity – developing an energy transition supply chain, scaling innovation and entrepreneurship, and increasing productivity through investment.
- **Build on our unique innovation, investment and international capabilities** to help companies prepare for and unlock opportunities to boost their competitiveness.
- **Concentrate on key priorities** to create significantly greater economic impact, build on our experience, and deliver with greater agility and pace.

Our purpose is set to transform Scotland's economy - and by successfully embedding this in everything we do, our colleagues can prioritise our efforts in this shared direction.

Our People Strategy supports the delivery of these near-term corporate priorities, as well as underpinning our overarching ambition by building strength for the future. We believe that if we are able to achieve the goals set out we will unlock the full potential of every one of our colleagues, current and future, in order to best deliver our purpose in transforming Scotland's future economy.

This People Strategy sets out what we should focus our activities on over the short term as well as how we should go about this. This is a plan for all of us at Scottish Enterprise, and a set of priorities which need to be adopted by leaders and colleagues alike.

This Strategy is ambitious and deliverable. Our corresponding plan considers how we will deliver on these workforce priorities now, and for the future.

Our Scottish Enterprise values remain a critical guide in how we will deliver our strategic ambitions, and will be at the heart of our decision making.



Background

For over 30 years Scottish Enterprise has been successfully supporting Scotland's businesses, securing significant levels of investment, building world-class facilities, and shaping new market opportunities. Throughout this time our people have been our most important asset – our people are in step with the entrepreneurs, businesses and industries that grow successfully in Scotland, and reach out into international markets.

The world is changing. Like many, Scottish Enterprise has learned to adapt quickly and confidently to changes such as Covid, and Brexit, adapting and building resilience to climate change, the rising cost of doing business and skills shortages. We recognise this pace of change will only accelerate as we begin to see the groundswell of climate challenge, an aging population, global instability, artificial intelligence, and other emerging technologies, as well as growing inequalities in society.

As Scotland's national economic development agency, it is imperative we stay ahead of these macro trends, understanding how they will shape and change our landscape, and preparing to optimise the opportunities they bring.

With an ever-increasing focus on value and cost effectiveness, we need to be better informed about the benefits driven by our ways of working, our team and individual performance, and the outcomes we achieve. Likewise we need to be open to conversations about our gaps and development needs. The demographic trends within our existing workforce, and requirement to have increased confidence in the availability of future talents and skills is forcing us to think, behave and deliver differently.

Moreover, whilst in the past employees were seen as a resource or company asset, within Scottish Enterprise our colleagues are a critical stakeholder. It is their economic development expertise, their industry knowledge, experience, skills and networks that will see us successfully deliver our ambitions. Understanding how best we support our workforce through emerging dynamics such as those generated by remote and hybrid working, increasing digitisation, less linear careers, future skills, and the continued drive towards inclusive, equitable and healthy cultures, needs significant consideration.

Image

- Scottish Enterprise colleagues

Strengths

- Collaborative and partner focused
- Experienced and knowledgeable workforce
- Culture of learning
- Relationships, networks, influence
- Focus on wellbeing showing resilience around burnout/mental health trends
- Stable, thorough, engaged
- Unique employer proposition

Weaknesses

- Change resistance/fatigue
- Limited movement in workforce
- Overly consultative approach to decision making
- Slower pace – limited evidence of agility
- Fewer colleagues with recent private sector experience

Our People SWOT

Threats

Advanced / emerging skills	Political uncertainty & budget impact
Lack of opportunity to bring in new skills	Pace and appetite for change
Increasingly challenging cost environment	Aging profile of our workforce
Cost of living/pay progression	Known challenges presented by number of external specialist pay scales
Change of skills landscape	

Opportunities

- Digital technology / AI
- Power of employer brand to support talent attraction
- Mission direction presents time to refine and simplify
- Unique and purposeful career opportunities
- Data, insights and digitisation agenda hold significant benefits/efficiencies

Informed by this backdrop, and reflecting on the demands set out by Our Future Focus, our 2024-2027 people strategy will focus on:



1. **Performance & Productivity:** with increasing pressure on our resources, and as we work towards doing less but better, we must create capacity in the way we deliver. We will empower our colleagues to be the difference, uniting behind shared priorities.



2. **Future Skills:** understanding the depth and breadth of experiences, capabilities and skills we have available today. We will work to assess how these are valued, and how they will drive change in the economy now, and in the future. This discovery phase will allow us to better determine future skills pathways which have most relevance and impact on our purpose, and illustrate how we must work towards a sustainable pipeline.



3. **Our inclusive careers:** we will drive forward our goal of ensuring Scottish Enterprise is known for its inclusive and representative workforce. We will shape dynamic careers, attracting future colleagues to accelerate our delivery through innovation and diversity of ideas and experiences.



4. **Culture:** in order to deliver our new strategic direction “the way things are done around here” must come under the spotlight. Our culture needs to be re-energised. We will work together with all colleagues, leaning on our values, to drive forward a culture which is impactful, ambitious, and dynamic.

We will prioritise performance with our colleagues, teams and across our missions to ensure we are delivering in line with our goals.



Image

- Scottish Enterprise colleague

1. Performance and productivity:

With increasing pressures on cost and resources, and an ever-mounting number of priorities, finding efficiencies and releasing capacity will be critical if we are to successfully deliver our mission goals.

Being efficient will mean placing more trust in our organisation and empowering our colleagues, as well as being brave in our digital ambitions, whilst streamlining governance. We will work hard to set standards of performance that allow us all to best deliver our goals.

Our mission strategy and associated workforce planning activity will support us in managing the priority of maximising impactful outcomes with fewer resources. We will work to deploy resources most effectively, to where they impact the most. We must also consider our organisation size, shape and structure. Agile organisations focus on fewer layers to ease communication and decision making and allow management and leadership as capabilities to take priority rather than the leadership of people being a “side of desk activity” for a large number of colleagues.

Our average span of control at our leadership layer two is three which is not considered optimal based on external best practice. Around a quarter of our workforce have people management responsibility which for an organisation of c 1000fte is not optimised and can lead to complexity, risk of mis-communication and the potential of slow decision making.

Beyond organisational design, our processes have been layered over many years. Emerging government policies have been placed on top of existing protocol – now is the time for re-engineering in line with our agile and efficient ambitions. Colleague /HR policies can be considered a catalyst for change – as we

rethink our approach placing decision making and application within guidelines with experienced managers rather than presenting a check list of actions.

Organisationally we know that better utilising digital tools is a critical consideration to ensure our internal processes are straight forward and light touch, and internally our frequent HR processes and applications present a relatively easy ‘sandbox’ for trying out new tools e.g. Microsoft power apps – virtual agent. This creates the capacity for customer facing activities to take priorities.

Engaging our full workforce behind our mission priorities requires a new focus on performance management. Currently, our ‘off-system’ practice provides limited insight into areas including talent management, succession pipeline, areas of under performance, and organisation-wide themes around stretch and development. As we move into 2024 we will take the opportunity to revitalise how we ensure our colleagues are able to be our best.



What we will do:

My Performance

While we have many of the components of great performance management in place at Scottish Enterprise, we have work to do to increase, deliver, and sustain the impact. To do this we will:

- Continue to roll out Coaching for Performance development for People Managers, and embed new to role people management induction.
- Digitise My Performance and prioritise moving onto SE People Hub during 24/25.
- Refresh our performance management approach, collateral and policy material.
- Ensure all colleagues have SMART mission led measurable objectives using My Performance.
- Work with Managers on end-to-end performance cycle –including probation to be clearer at defining performance expectations by grade, providing feedback to improve performance, motivate staff and manage underperformance.
- Support development gaps, surface issues and celebrate success – looking at behaviours as much as hard deliverables.

Digitisation

We will optimise systems and data flows to drive innovative approaches to traditional people management challenges;

- Refresh, simplify & digitise (where possible) key journeys in our colleague experience to ensure we are authentic and in line with our ambitions.
- Drive increasingly actionable colleague data/insights by continued progression and utilising powerBI.

Organisation Design Principles

We will commit to OD principles that encourage us to be lean, collaborative, and focused;

- Undertake grade, layer, span of control review against best practice and embed via staged approach to simplifying and streamlining.
- Identify and tackle non standard aspects of our operating model / reduce obligations in line with our rigorous mission prioritisation.
- Agree OD principles which will direct future change.

Organisation Efficiency &

Governance Review

In line with an end to end review of our Operating Model as detailed in the previous section, we expect capacity creation as we align efforts behind our corporate goals, and cultural ambition.

- Our starting point will be review of decision making structures / governance to align with our goals.
- Full colleague policy refresh to ensure our ‘infrastructure’ reflects our modern and agile ambitions.

Measures of success:

- **My Performance:** tracking implementation of performance management principles through new itrent module – e.g. % colleagues with meaningful objectives, will allow us to better understand the capability and capacity within the workforce, those ready for their next career opportunity, and those not able to keep pace with the demands of their role.
- **Organisation Design:** on a bi-annual basis we will assess shape of organisation against best practice principles to monitor progress towards our impact on shaping the organisation.
- **Digitisation:** to be confirmed following initial discovery phase – aim to measure capacity release in relation to key colleague management activities.
- **Efficiency & Governance:** slicker decision making aligned with understood risk appetite leading to greater levels of empowerment across staff identifiable via Peakon engagement survey as well as blend projects under management.

Image

- Scottish Enterprise Graduates 2023-25



2. Skills today – and the future

In an increasingly fast and complex environment, the ability to identify talent and nurture critical skills and capabilities will underpin our success, now and in the future.

As we transform to a mission-led organisation, we recognise the depth of capability in our workforce. Now we must work to understand how and what capabilities will make the difference to the future economy of Scotland – and focus our attention accordingly.

We already have the framework for the future set out in our missions' definitions – uniting behind the areas which will make the most transformational difference to Scotland's economy – investment to drive productivity, innovation & scaling, and energy transition.

These priorities require us to ensure we have the **skills and availability of resource** required which, for example in area of energy transition, will see us aiming to generate an internationally recognised industry which needs to be shaped and influenced by our own experts in quickly emerging, and limited availability knowledge.

Within our missions, we must understand the increasing impact of digitisation, advanced manufacturing and technology developments across future industries including Quantum & Photonics, Human Health and Fintech. We are economic development specialists and we must understand how to take advantage of these opportunities for the future of Scotland's economy.

AI is coming hard and fast we must be at the forefront, thought leaders for industry – as well as able to take advantage for the performance and efficiency of our organisation.

Our workforce is aging and with average length of service standing at 14 years. This brings workforce dynamics which must be managed for example, we must prepare ourselves for the depth of experience which will be leaving through retirements (our single biggest reason for leaving).

Likewise we must recognise the gaps we have in our capabilities.

This turnover provides the opportunity to refresh our colleague base and undertaking **holistic and detailed strategic workforce planning** is a major priority for Scottish Enterprise. We must challenge ourselves to overcome obstacles including lack of data in relation to current skills and capabilities, to work towards defining the skills and capabilities we will need in 2, 5, even 10 years' time. This will allow us to ensure strength in our workforce today, and in future as well as attract the talent we need for our future.



Leading into the Future

We need our **leaders** to recognise their central role in achieving our Future Focus. In our rapidly changing world, leaders are increasingly required to build a greater awareness both of themselves and of the operating environment around them. We must work together to understand how leadership skills and mindset will shift as we consider our changing operating environment, and how best to lead, inspire and co-ordinate **networks of interconnected teams**. Scottish Enterprise colleagues have for many years delivered in a complex stakeholder environment, recognising how and when to engage sometimes disparate partners to achieve success, and that skill set remains more important than ever.

Learning at leadership level will continue to be a differentiator at Scottish Enterprise and we must sustain the work already undertaken to embed the leadership capabilities we need for our future: Creating Vision, Inspiring, Coaching and Execution.

Commitment to Learning – our workforce allow Scottish Enterprise to deliver our purpose for Scotland, and we retain a clear commitment to personal and professional development. Each year we support around 100 personal learning requests, sponsor c12 individuals through further and higher qualifications and support professional fees for around 20% of our colleagues. This is on top of the provision of some of our core development programmes open to all colleagues such as Net Zero, Programme and Project Management and Communication Skills Academy content.

We will continue this important activity and increase relevance by ensuring the investment in our colleagues' skills is directly related to the capabilities we need to deliver our stated goals.

We want all of our colleagues to be curious and self-directed – these are key skills for those who want to learn, grow and adapt in a changing world. We expect colleagues to be open to learning, innovation and continuous improvement. By taking this approach we will have a workforce who are ahead of the trends, seek out new information and explore novel possibilities. This kind of learning isn't done in the classroom, it's lived on the job, through collaboration with others outwith

your own network and having a broad set of interests beyond your own specialism.

Externally, the World Economic Forum, Future of Jobs survey (2023) identified that economic trends (2023-2027) will impact on jobs/skills – most notably in areas such as investments to facilitate green transition of businesses, increased adoption of new technologies. The same survey identified skills considered to be increasing in importance over the next 5 years with the top 5 covering: creative thinking, analytical thinking, tech literacy, curiosity and lifelong learning, as well as resilience, flexibility and agility.

Combining insight on the future demand for global skills alongside a detailed assessment of where Scottish Enterprise is today, will allow us to confidently continue to invest in our colleagues to be their best.

What we will do:

Workforce planning

In order to facilitate future resource planning decisions on evidence and fact, we must undertake critical activities to build a sound knowledge base. We will undertake the following activities:

- Work with Mission and Enabling leadership teams to establish shared view of capabilities and skills as well as utilisation required in next 5 years to determine resource priorities.
- Digitally-enabled skills mapping – establish how to use existing tech/tools to support skills capture, integrate with complementary data.
- Targeted external talent acquisition plans, and learning budgets utilisation fully aligned to workforce plan.
- Establish workforce planning goals and quarterly report to track progress.

Learning culture

With an already strong foundation in learning and development, we will further develop Scottish Enterprise as an organisation recognised for investing in business critical and highly valuable skills and capabilities:

- Modernise learning mindset – instant, accessible learning - agile, real time learning e.g.linkedin (16k courses and learning pathways/ youtube gen z's preferred learning tool).
- Optimise use of existing learning solutions and explore the introduction of a new Learning Management System platform to support our future ambitions.
- Use outputs of strategic workforce planning to establish organisational wide learning strategy focused on critical priorities.
- Building on the 70:20:10 model to ensure all colleagues are taking ownership of their development - and prioritising on the job growth and challenge.
- We will create opportunities for secondments and placements through closer working with partners and by continuing to tackle barriers that limit such movement.

Skills pathways

Utilising the strategic workforce planning output we will begin to identify critical skill areas:

- Use workforce strategy output to determine critical skills framework and refresh career pathways.
- Work with enthusiastic leaders to continue to support Pools of Practice / skill sustainability.
- Support and encourage business to focus on knowledge sharing / communities of learning.

The role of people managers and leaders

Those colleagues leading a team must role model our purpose and values, and are arguably the most important stakeholder in our plan. People Managers have a crucial role in supporting, encouraging and empowering their teams:

- Senior leadership development to drive confidence and collaboration on our transformation culture and delivery.
- Realistic, actionable, and shared perspective of succession bench strength across the top three layers of our organisation.
- Career mapping / succession - identifying ambition further into the organisation – taking a medium and longer term by having deeper talent processes allowing career / succession modelling.
- Clarity on expectations of leaders with creation and development of Leadership Objective which will establish baseline in behaviours for those colleagues managing teams, and deliver through refreshed induction plans.

When we fulfil the actions noted above Scottish Enterprise will be in a strong position to deliver on our ambitions, and ensure we have the skills, capabilities and people to be at the forefront of new industries, technologies and innovation.

Measures of success:

- **Workforce planning:** ability to effectively baseline the current skills profile of the organisation to allow us to model future demands and trends. This will lead to the creation of a targeted workforce plan which will become embedded in resourcing practices around recruitment and skills development.
- **Learning culture:** data that can demonstrate that targeted utilisation of skill budgets available is optimised by colleagues and teams to underpin organisational confidence.
- **Skills pathways:** evidence of skills-transfer, reskilling and movement within existing workforce.
- **Role of Leaders:** we will set metrics around leadership strength and agility including critical positions to be filled internally, movement in diversity statistics in leadership, and career development moves amongst our high-potential population.

3. Our inclusive careers



The challenge of transforming Scotland's economy today – and in the future – requires Scottish Enterprise to encourage a vibrant, innovative, representative and engaged workforce capable of thinking differently and delivering creative solutions.

Scottish Enterprise needs to appeal to new and different experiences, perspectives and capabilities to broaden our diversity of thought and stay at the forefront of economic change. Competition is tough but we are unique in our ability to shape national economic success. The breadth and impact of our purpose sees us with national and international reach, and our influence extends through governments, and from starts-ups to multinationals. We have a powerful opportunity to build our external employer brand on these unique attributes, and opportunities.

We know the dynamics of our workforce will continue to change over the short term with longer serving colleagues retiring, creating opportunities for how we optimise our workforce. We will use this dynamic to our advantage – we have a stated ambition to be a smaller organisation in response to ever-tightening public sector finances. We will achieve this through attrition and the shape of our organisation will continue to align behind our delivery priorities.

Beyond attraction, we need to create a culture of inclusion within Scottish Enterprise, a workplace that everyone belongs within, and this only occurs with our ED&I priorities are mainstreamed into everything we do. We demand a culture where people can truly be themselves and share the benefits of bringing different perspectives, experiences and mindsets together to create amazing outcomes.

Through “My Communities” we already give a voice to our colleagues with specific protected characteristics. Scottish Enterprise holds a unique position in being an influencer of equality, diversity and inclusion (ED&I) as a priority for future organisational resilience – promoting the criticality of Fair Work principles in the business that we work with. We will harness our internal knowledge and experience, with our external best practice services to ensure a positive impact of our activities on the communities that we serve and the colleagues who work with us. As part of this we will consider intersectionality, seeking to better understand the unique experiences and challenges faced by different groups in the workplace and ensuring that policies and ways of working allow all of our talent to thrive.

Attracting and retaining an inclusive and high performing workplace requires us to continue to build Scottish Enterprise as a place known for the richness of our career paths, encouraging brave steps through different routes which lead to depth of knowledge and experience which serves our customers. We will build our employer brand on the coattails of our refreshed corporate brand, headlining on our unique attributes, and opportunities.

Mirroring our ambition internally we will be brave about encouraging external moves, secondments, industry placements, and, if cost-effective, even international assignments – that’s what creates the movement our organisation needs, and sustainable success delivered through colleagues fulfilling development rich ‘zig zag’ careers.

What makes Scottish Enterprise special?

“Careers where people can make a difference for Scotland, while tackling global challenges.”

Image

- Scottish Enterprise colleague



We need a greater flow of talent both into and out of the organisation, bringing in external perspectives and providing opportunities for our colleagues to work elsewhere through secondments and placements and bringing back new ideas and a different perspective.

Throughout the period of this strategy we will work to better understand our colleagues' aspirations / ambitions to support workforce succession planning, understanding how we can partner individual ambition with career opportunities. Today, our Scottish Enterprise represents strong gender diversity at all levels. Our ambition is to build equally successful outcomes across a broader range of protected characteristics. We want our diversity to reflect business communities, to encourage new entrepreneurial businesses and to harness the unique perspectives that come from that diversity to drive innovation in how we work.

To create a genuinely inclusive workplace we need to continue to prioritise education and awareness – and begin to identify our own biases.

Image

- Scottish Enterprise leaders



What we will do:

Employer brand

As we relaunch the SE brand, focused, creative and innovative – we will further develop our reputation for innovative, capable and talented colleagues. To facilitate this we will deliver:

- An external employer brand understood for the critical role we play in transforming Scotland's economy.
- Our reputation as a dynamic and innovative employer able to attract the breadth & diversity of skills we need for the future.
- A review of our recruitment practices – strengthen and introduce new, digital and fresh channels to attract a new audience of future colleagues.

Resource mobility

To create the dynamic careers and skills that will be demanded, we must take action around:

- Embracing agile resourcing – working with colleagues and union partners to understand how we encourage agility in resourcing decisions that can be shaped to colleague career plans that continue to allow us to Be Fair.
- Refreshed early careers strategy and talent pools across the organisation building leaders of the future.
- Facilitating secondments externally and encouraging secondments into SE from partner organisations.
- We will revitalise regular career (half yearly) and development conversations (quarterly) – capturing insights and better understanding of our bench strength and aligning to strategic workforce activity.

Being fair inside and out

We will hardwire our principles of inclusion using our values as our guide and;

- Refresh our ED&I strategy using internal and external focus, and drawing on the expertise, knowledge and experience right across Scottish Enterprise.
- Reach new pools of external talent - continue our focus on fresh talent pools / building networks while focus on the diversity of hiring at senior levels as well as those entering the world of work.
- Continue to embed our inclusive practices in all our employment policies.
- Further BME, LGBTQ community champions and utilise My Communities to reach further into neurodiversity and disability.
- Continue our quality focus on external pay reporting and related requirements driving a reduction in ethnicity / gender pay gaps / no disability pay gap
- Build our mentoring offering to include a reciprocal mentoring programme.



When we fulfil the activities defined above we will continue to build our position as an inclusive, progressive employer, able to reach and nurture the talent we need to help us deliver our ambitions for Scotland.

Image

- Scottish Enterprise colleague

Measures of success:

- **Employer Brand:** track our recruitment dynamics: quality/volume/breadth of applications, time to hire, new hire engagement (Peakon).
- **Resource Mobility:** Attracting new pools of talent e.g. track trend in successful applications from candidates from all protected characteristics to improve representation rates for diversity characteristics compared to the UK working age population (UK Census 2021).
- **Being Fair:** drive improvement in completed rates for diversity characteristics disclosures (as an average across all characteristics).

4. Our culture is impactful, ambitious, and dynamic

Delivering our missions and associated goals in an increasingly challenging environment will require us to be more impactful, ambitious and dynamic. Genuinely leading the transformation in Scotland's economy demands a new approach from Scottish Enterprise whilst embracing the aspects of our legacy that have made us successful. This is the ecosystem we need to create and nurture.

By leaning into cultural aspects of documented performance-driven companies as we continue to embrace the people-centric nature of Scottish Enterprise, we will create a future-fit, purposeful organisation best able to transform Scotland's economy.

Culture is notoriously difficult to change, and there is a breadth of literature and advice available outlining models and approaches. Earlier in 2023 our executive leadership team worked together to define the ways of working which will allow Scottish Enterprise to be successful. Our teams talked about retaining our people-centric focus but overlaying improved confidence and agility. This resultant cultural vision is a Scottish Enterprise that is **ambitious, impactful** and **dynamic**.

This vision sets us a helpful destination – and allows us to move to developing our route map. By taking a systematic and values-led approach to cultural change we will be able to steer the organisation towards this ambition. As culture is stitched into every aspect of our working lives, our approach will require us to work through our overarching Operating Model, systematically reviewing the influences, frameworks and directives that shape our ways of working today, and shaping them for tomorrow.

This is a significant task and it is recognised will take time, resources and collective sponsorship from our leadership team as well as colleagues in every corner of our organisation. We will work consistently with all our enabling teams e.g. communications, HR, marketing, risk, to create a colleague roadmap which will direct our cultural activities through to 2026.

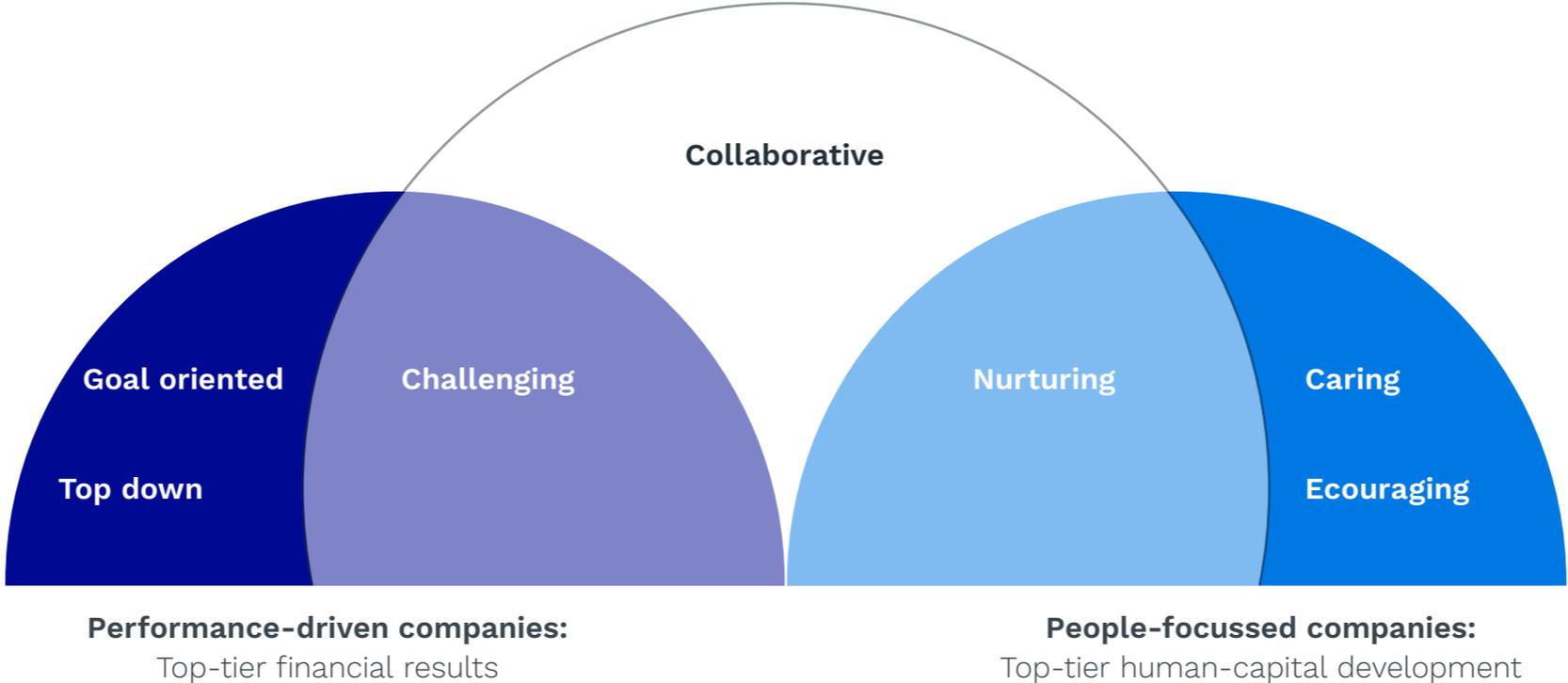


Companies can gain a competitive edge with a dual focus on people and performance.

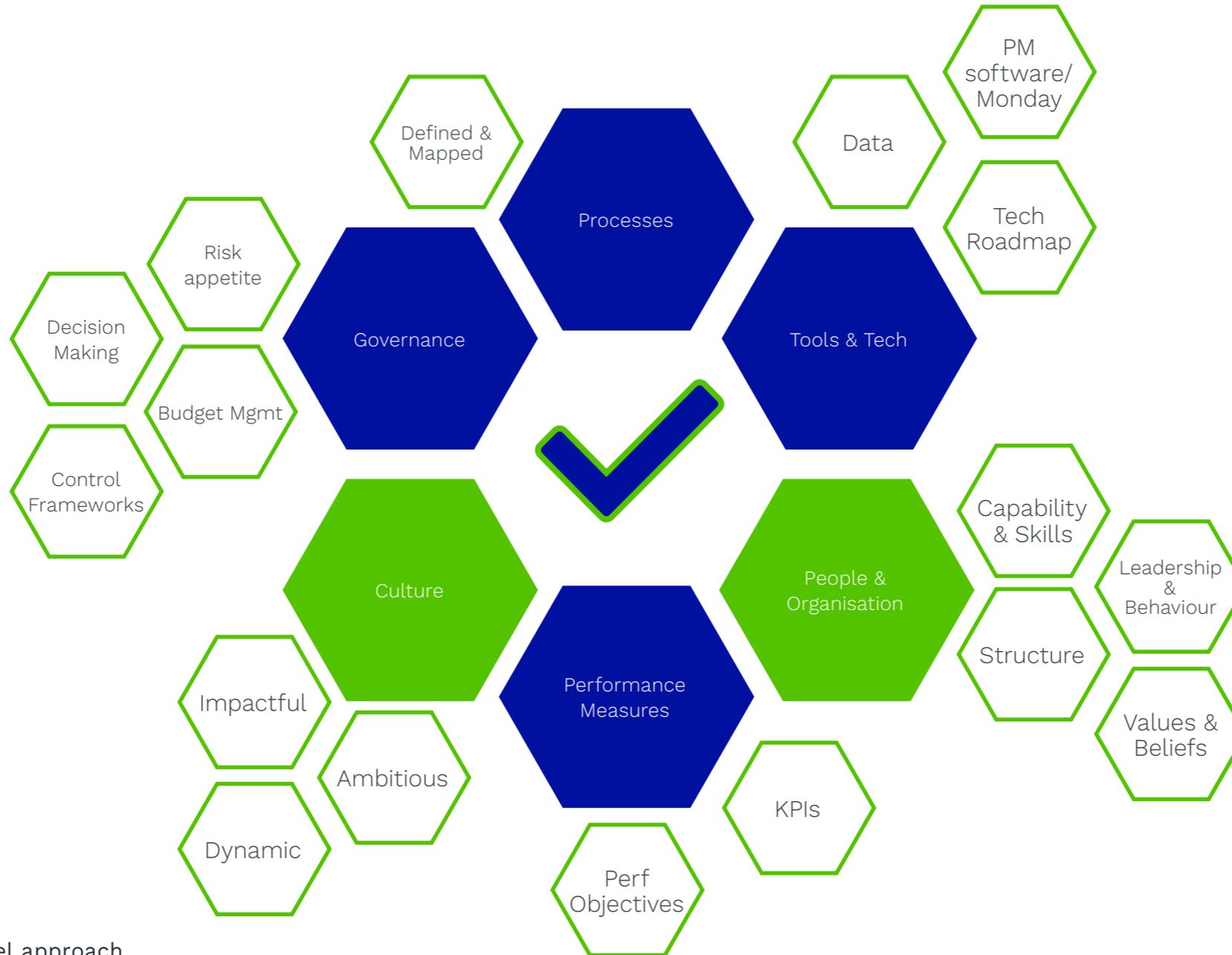
Organizational signature, by company type

People and performance winners:

Top-tier financial results and human-capital development



(McKinsey Global Institute, 2021)



Example operating model approach



Colleague Wellbeing

At Scottish Enterprise we already have a great environment for colleagues to thrive – and this is evidenced in our low absence rates, and strong Peakon engagement results around wellbeing. We look after colleagues well – and as we move forward with a more dynamic and impactful culture, we need to ensure every colleague is able to be the difference

Our colleague-centricity is an important aspect of Scottish Enterprise and we have seen first-hand how a genuine focus on wellbeing must be prioritised in modern organisations who value their colleagues, and wish to optimise every colleague's ability to perform. Our hybrid ways of working encourage colleagues to find the right balance between delivering their individual and team work commitments as well as life responsibilities. We know from our engagement survey that we are well supported from a wellbeing perspective particularly in terms of physical wellbeing and social wellbeing.

The associated workplace trends including physical wellbeing, mental health, personal flexibility, hybrid working, hyperconnectivity and the ability to switch off, are evolving which means the environment is dynamic. While we have made significant progress we must stay ahead of the trends.

Along with many other organisations, Scottish Enterprise's primary cause of long-term absence remains mental health related. We must continue to increase the sense of wellbeing in the organisation. This will lead to a more resilient workforce, able to adapt to change, as well as perform to their potential.

We recognise that focusing efforts on addressing the root causes of mental ill-health and wellbeing challenges in a systematic way continues to be our priority; one-off and incremental fixes won't be enough.

What we will do:

Culture is everyone's responsibility but it must be nourished and led –HR's role should be seen as culture guardian. We will take action on those critical colleague moments to ensure they align with our cultural ambitions. This will include deeper values led considerations as well as more straight forward practical applications including:

- Identify tangible/practical culture 'assets' which can have an influence on our transformation and represent the level of our ambition.
- **Leadership and managers** – those moving into people management roles, or joining us in a position leading colleagues – supported by focused development to determine what we expect of our management activities.
- **Refresh our values** to support our Future Focus, and better embed into key colleague activities including performance and recognition.
- **Wellbeing** strategies refreshed and reinforced in line with our cultural goals.
- Consider our non-colleague 'culture' stakeholders including our union partners to support and help us move forward.
- Work hand in glove with our communications teams (internal and external) to ensure our messages are consistent, reinforcing and brand aligned.
- Review and refresh our ways of working and Everyday Flexibility approach to ensure we are supporting our dynamic, impactful and ambitious aims.

Our Target Operating Model

Structured review of our future target operating model focusing on:

- Establish end to end TOM plan which focuses on achieving alignment of critical processes, tools, technologies, frameworks etc behind strategy as well as identifying efficiency opportunities.
- Stand up Missions based operating model – work with leadership teams and PMO to evaluate success, continue to refine.
- Ensure **capability** functions best resourced/ shaped to deliver our Mission ambitions.
- Ensure **enabling** functions best resourced/ shaped to deliver our Mission ambitions.
- Work with HR operating model to ensure resource best utilised / strategic / trusted / partnership approach front and centre.



When we deliver on these challenging plans, Scottish Enterprise will be recognised as a dynamic, impactful and ambitious organisation.

Measures of success:

- **Culture:** to be determined as part of culture action plan but likely to include workforce metrics such as engagement, to the balance and success of transformative programmes Scottish Enterprise is able to deliver.
- **Target Operating Model** – full end to end review of critical processes and frameworks across all Scottish Enterprise by mid 2025, ensuring full and complementary alignment behind our cultural goals.

Image

- Scottish Enterprise colleagues



Summary & next steps

The four areas outlined in our strategy will come together to strengthen our performance, and combine to help us deliver our purpose for Scotland.

We will do this by nurturing the factors that make Scottish Enterprise unique and successful (its people, skills, experience and relationships) and by reinforcing an impactful, ambitious and dynamic culture underpinned by efficient and effective ways of working.

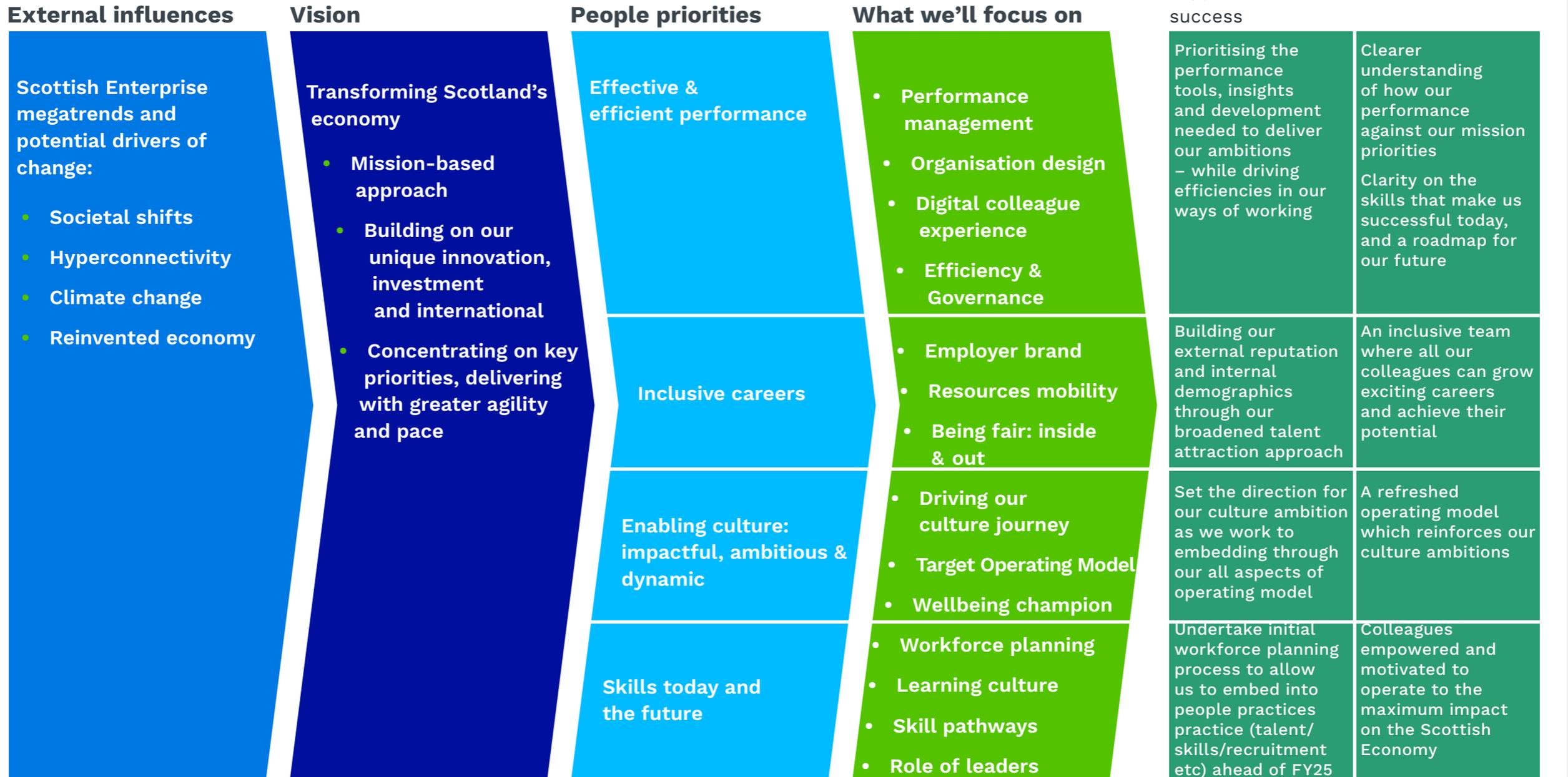
This people strategy isn't purely an HR responsibility – it must be enabled by our HR functions but must be sponsored, role modelled and driven by our leaders, and reinforced through every layer and in everything we do.

The action areas detailed in this plan will form a delivery approach with accountable owners and defined timeframes. The metrics identified will create a quarterly snap shot of progress – which will allow us to refine and learn as we move forward.

Image

- Scottish Enterprise colleague

Scottish Enterprise people priorities



colleague data, systems, insights

We are ambitious, dynamic, impactful

Our People by Numbers

as at 30.09.23

1186 including 112 internationally located across 20 countries (72 FCDO, 40 local hire)

Annual New Hires in 2023 – **102** of which 75 were in Scotland

Age Profile:

Years	Colleagues
16-19	8
20-29	59
30-39	188
40-49	311
50-59	397
60-64	121
65+	30

Diversity Stats:

Disability	Heads	%
No Disability	875	81%
Self-reported Disability	97	9%
Prefer not to respond	102	9%
Total	1074	100%

Ethnicity	Heads	%
African - African Scottish or British	*	*
Asian, Asian Scottish or Asian British	15	1%
Mixed or multiple ethnicity	*	*
Other Ethnicity	*	*
White Other	139	13%
White Scottish, British or Irish	808	75%
Prefer not to respond	92	9%
Total	1074	100%

Our Culture:

189 Professional memberships supported in 2023

11,086.30 2023 training hours completed over 5543 instances

18 Sponsored academic qualifications in 2023

Please note: our international colleagues around the globe are employed primarily via the Foreign, Commonwealth & Development Office - and whose data we have not included in this snap shot.

Our People by Numbers

as at 30.09.23

Diversity Stats:

Sexual Orientation	Heads	%
Bi, Gay, Lesbian or Uses another term	25	2%
Heterosexual / straight	911	85%
Prefer not to respond	138	13%
Total	1074	100%

Gender status	Heads	%
Woman	649	60%
Man	391	36%
Prefer not to respond	34	3%
Total	1074	100%

Diversity disclosure rate	Current rate of disclosure
Disability	91%
Sexual Orientation	87%
Ethnicity	91%

Who we are:

4.06 % Turnover (colleague leaving on reason other than retiring)

4.96 % Turnover within first 24 months of employment

311 colleagues are members of our inclusion networks

Colleagues are entitled to up to **21** hours volunteering per year

Our Staff Charity Fund is entirely supported by colleagues' giving and during 2023 donated nearly **£15,000** to charities and good causes close to their hearts.

Our Capability

33 colleagues on our early careers programmes (graduates and apprentices)

78% Customer facing

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