

Finance and Resources Committee

10.00am, Thursday, 23 February, 2017

Council People Strategy and People Plan 2017-2020

Item number	7.5
Report number	
Executive/routine	
Wards	All

Executive summary

This report provides a new Council People Strategy and Plan through to 2020.

In March 2015, the 'Engaged and Empowered Workforce: Workforce Strategy 2015-2020' was agreed. Following a period of transformation and agreement on the Council's Business Plan 2016-2020, which provides a clear vision for the type of organisation the Council needs to be, it is now appropriate to review and revise our People Strategy to ensure alignment.

The People Strategy and Plan provides clear line of sight from the Council's Business Plan. This describes the people opportunities and challenges the Council faces over the short, medium and long term and sets out the key strategic people themes we will need to address in order to deliver our commitments.

Links

Coalition pledges	All
Council outcomes	All
Single Outcome Agreement	All

Council People Strategy and People Plan 2017-2020

1. Recommendations

- 1.1 To note progress to date since previous update to Committee in March 2015;
- 1.2 To approve the Council's People Strategy outlined in Appendix One; and
- 1.3 To refer this report to the Corporate, Policy and Strategy Committee for noting.

2. Background

- 2.1 A single vision for the City, shared with all Council partners, was agreed as part of the Council's Business Plan, to ensure that ***Edinburgh is a thriving, sustainable capital city in which all forms of deprivation and inequality are reduced.***
- 2.2 To deliver this vision, the agreed plan sets out four overlapping strategic themes common to the work of all service areas. These themes set out a commitment for Council services to:
 - ***Improve quality of life*** for all our citizens;
 - ***Ensure economic vitality*** for Edinburgh, powering sustainable growth and jobs for a wide city region;
- 2.2.3 ***Build excellent places***, maintaining Edinburgh as an attractive place to live, work, visit, and invest, and
- 2.2.4 to ***deliver lean and agile Council services.***
- 2.3 The **Values**, which underpin everything we do, are integral to the **Culture** we aspire to achieve. These are:
 - Customer First;
 - Forward Thinking;
 - Honest and Transparent; and
 - Working Together.
- 2.4 The purpose of the People Strategy is to clearly set out what outcomes the Council needs to deliver over the short, medium and long term, supported by a clear People Plan to show how these outcomes will be delivered.
- 2.5 It seeks to address the critical and far reaching people implications in delivery of our strategic commitments. It recognises and builds on instances where progress has been made with our People Agenda. Equally it describes what more needs to

be addressed to recognise the dynamic, complex and challenging environment we are operating in.

- 2.6 The Strategy sets out our People Vision '*to make it easy for our people to be the best they can be, to deliver the best possible services in the city*'.
- 2.7 The work required to deliver our People Vision is organised into three strategic themes:
- building an agile and flexible workforce;
 - developing people's skills and strengths; and
 - creating a great environment for delivery.
- 2.8 It is recognised that the nature of this work is significant and challenging and is transformational and reforming in its nature. Therefore, whilst much has already successfully been achieved, to attend to our People Agenda and ambitions, it must be appreciated that this will need a sustained effort over several years.

3. Main report

People Strategy

- 3.1 The purpose of the People Strategy is to support the delivery of the Council's Business Plan and clearly set out how we go about doing this.
- 3.2 The aim is therefore to achieve a key principle in the Council's Business Plan, which is to develop a High Performing Workforce.

Future Council Service Principles

Focused on Customers

We are a Council in which services are designed around the needs of our customers, protecting the needs of our city's most vulnerable citizens

An Integrated Council

We are a Council of joined up services working together effectively with our partners

Empowered Communities

We are a Council which engages with our communities and enables community-led service design and delivery

A Sustainable Capital City

We are a lean and resource-efficient Council that creates and supports sustainable communities across our city

Value for Money

We are a Council which makes best use of its resources, assets and facilities

High Performing Workforce

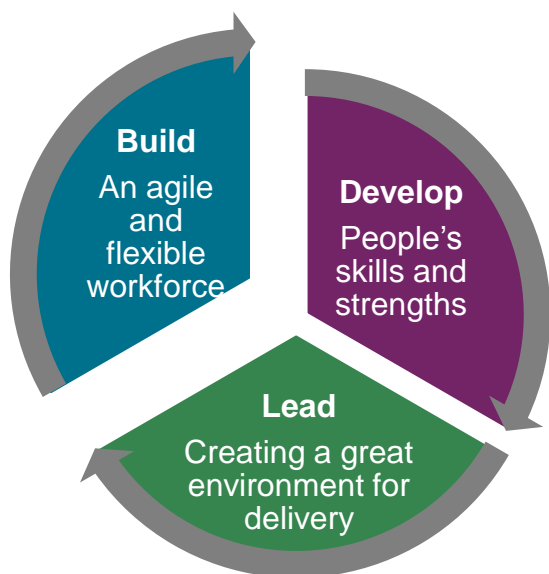
We are a Council where services are delivered by an engaged and empowered, high performing workforce

3.3 The Council's approach to workforce strategy was outlined in early 2015 and good progress has been made to date:

- 3.3.1 Leadership development with the Corporate Leadership Team (CLT) and the Wider Leadership Team (WLT) during 2016, with a clear plan for engagement and development of tier 4 managers (circa 400 staff) for 2017. This has resulted in a clear vision as to the culture we aspire to develop as an organisation.
- 3.3.2 Significant support for organisation reviews with the implementation of Transformation Programme. To date these reviews have delivered confirmed reduction of 790.1FTE (as at November 2016) from Voluntary Redundancy (VR) / Voluntary Early Release Arrangement (VERA) which will achieve recurring savings of £29.7m. These organisation reviews, together with other management actions, represent a reduction in FTE of 1305 in the period from June 2015 to September 2016.
- 3.3.3 Establishment of Career Transition Service (CTS) with over one thousand staff having used the service and over 600 attending interview skills training.
- 3.3.4 Throughout 2016 a new approach to Performance Review and Development (PRD) has been co-created with a Business User Group and Early Adopter sites which will result in a new performance framework being launched across the organisation in 2017.
- 3.3.5 We have continued to support line managers and to keep the organisation safe, through the delivery of regulatory and essential learning. Additionally, 2017 will see the launch of a five year procurement framework for learning and development across the organisation to ensure best value for the Council.
- 3.3.6 A new Council Induction event was launched in 2016 for all new staff.
- 3.3.7 Investment in supporting localities and partnership working has been progressing, together with a programme of workshops to 'Embed Organisational Change'.
- 3.3.8 Design of new recruitment model for launch in 2017, underpinned with new processes and governance.

3.4 To ensure we have clear line of sight and clarity the work has been organised into three strategic themes, underpinned by our People Vision, together with our ambitions for each theme.

People Strategy – Strategic Themes



BUILD – An agile and flexible workforce:

- We attract talented people with the right skills and mindset
- We are the right size and shape
- We are flexible in how we work
- Our organisational design and what we deliver is aligned to our strategic commitments
- We are a diverse workforce
- We are an organisation that people want to join and stay with



DEVELOP – People's skills & strengths:

- We have the capability we need for today and tomorrow
- Our learning positively impacts performance and culture
- We maximise the potential of all, not just the few
- Our managers are confident to lead
- Our people are equipped to face new challenges



LEAD – Creating a great environment for delivery:

- **Our people are empowered and show leadership**
- **Partnership is the norm within the Council and the City**
- **Our people have a voice and are listened to**
- **We have a strong focus on wellbeing**
- **Our people are clear on what is expected of them and how they are performing**
- **Our people feel engaged and valued**

- 3.5 The Council's People Strategy will be delivered through a robust People Plan, which sets out specific actions and deliverables to ensure we achieve our ambitions.
- 3.6 Significant work has been done to engage key stakeholders in the development of the People Strategy and supporting plans. This level of collaboration and partnership work is critical to the successful delivery and achievement of the Council's Business Plan.
- 3.7 It is recognised that whilst the People Strategy sets out the long-term ambitions, the People Plan will need to need to be responsive to the changing environment and context, including development of locality model and partnership working.

4. Measures of success

- 4.1 The Council's People Strategy drives and supports the delivery of the Council Business plan and the strategic themes.
- 4.2 The Council delivers on the strategic ambitions detailed in the People Strategy.
- 4.3 The Council's People Strategy supports the transformation of the organisation including delivery of benefits in line with requirements.
- 4.4 Continue to meet our ongoing commitments including:
- 4.4.1 Our support of paying the Living Wage;
 - 4.4.2 Mitigation of Compulsory Redundancy; and
 - 4.4.3 Provision of staff support including: Career Transition Support, Employee Assistance Programme and a ongoing focus on wellbeing.

5. Financial impact

- 5.1 Delivery of the transformation programme has resulted in a confirmed reduction of 790.1FTE (as at November 2016) from Voluntary Redundancy which will achieve recurring savings of £29.7m. The overall organisational review savings target is £64m which we are currently on target to achieve through Voluntary Redundancy and other management actions.
- 5.2 Whilst there is a level of investment required to develop and engage the workforce, the People Strategy and Plan will be delivered within the financial climate faced by the Council presently and in the coming years.

6. Risk, policy, compliance and governance impact

- 6.1 Risk, policy, compliance and governance impact is integrated within the Council Business Plan. The People Strategy and Plan will be delivered in such a way as to ensure we do not create undue risk for the organisation.

7. Equalities impact

- 7.1 The Council's People Strategy incorporates actions and outcomes related to the Council's commitment to reducing poverty, inequality and deprivation.

8. Sustainability impact

- 8.1 The Council's People Strategy incorporates actions and outcomes related to the Council's commitment to develop Edinburgh as a Sustainable Capital City.

9. Consultation and engagement

- 9.1 The People Strategy and Plan has been developed in consultation with key stakeholders and will continue to evolve based on continued engagement.

10. Background reading / external references

- 10.1 [Council Business Plan 2016-20.](#)
- 10.2 [An engaged and empowered workforce: workforce strategy 2015-2020](#)

Hugh Dunn

Acting Executive Director of Resources

Contact: Katy Miller, Head of Human Resources

E-mail: katy.miller@edinburgh.gov.uk | Tel: 0131 469 5522

Links

Coalition pledges	All
Council outcomes	All
Single Outcome Agreement	All
Appendices	Appendix One – People Strategy 2017-2020



People Strategy 2017- 2020

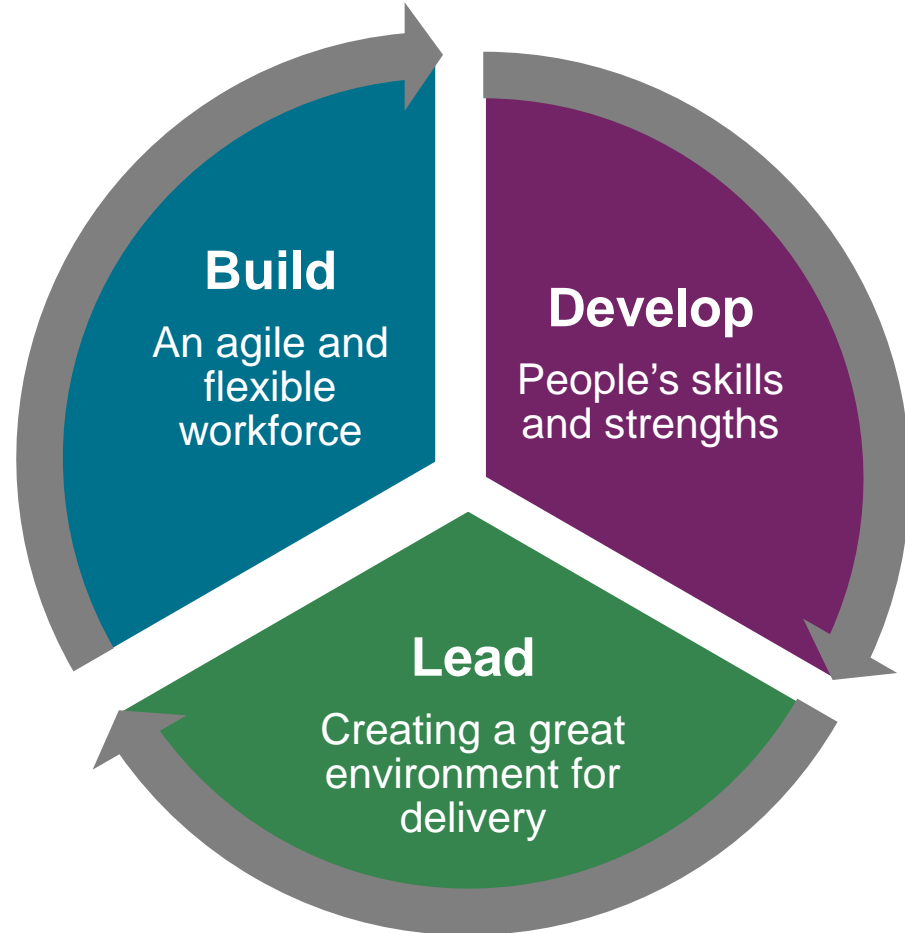
**A Council where it's easy for our
people to be the best they can be,
to deliver the best possible
services in the city**

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Much work has been undertaken during 2016 to describe the culture we aspire to creating together. This is of significant importance in successfully delivering our People Agenda.

Strategic themes

The work required to deliver our People Agenda is organised into three strategic themes:



Build – An Agile and Flexible Workforce

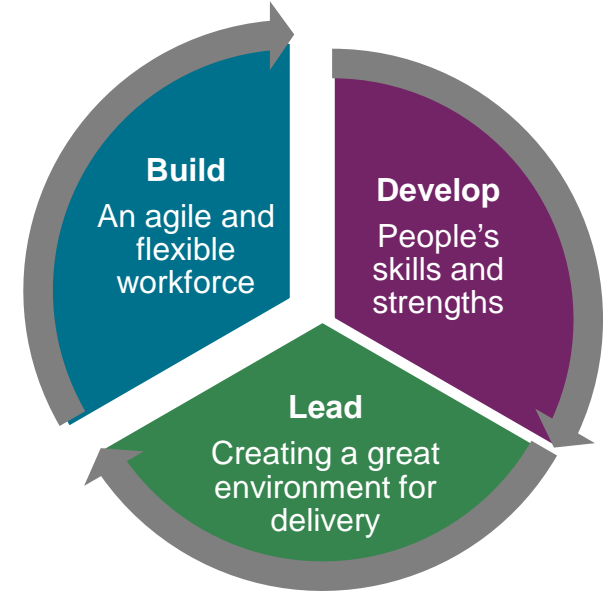
The current transformation of our organisation has started us on the journey to help us to achieve the *right shape and size to deliver our strategic and operational commitments*. We are moving towards our *desired organisational design* but we will ensure we able to *respond to future demands* which will inevitably remain *complex and challenging*.

Therefore, it is not enough just to address our organisation structures. We must also be clear on *new ways of working* and *entrench flexibility in how we approach our work* and *how best we use our resources*. This requires an ongoing *change in culture and mind-set*.

We will develop a resourcing strategy which clearly articulates how we will resource the organisation for success. This will mean being clear on the *people resources we need for both now and in the future*, with a *diverse workforce reflecting the city we serve*.

We will then enhance our approach to recruitment ensuring we attract *talented people with the right skills and mind-set*. To strengthen this we will *build and enhance our presence in the employment market* including maximising *social media and direct hire opportunities*.

Its critical that we define and build the culture we're aspiring to, including being clear on how we ensure we *motivate, recognise and reward our people*. This requires a sustained effort with *strong engagement and support from all stakeholders*.



BUILD – An Agile and Flexible Workforce



Strategic levers:

- We attract talented people with the right skills and mindset
- We are the right size and shape
- We are flexible in how we work
- Our organisational design and what we deliver is aligned to our strategic commitments
- We are a diverse workforce
- We are an organisation that people want to join and stay with
- We have a strong and positive employer brand in our chosen recruitment markets

How we will deliver this:

- Build our recruitment presence (including employer brand) together with end to end review of recruitment
- Continue to support organisational reviews with ongoing focus of getting our processes as good as they can be
- Proactive resource planning including a complete review of engagement of temporary staff
- A review of our Terms & Conditions
- Review how we work in collaboration with Partners to bring multi-agency and Partnership approaches to what we do

Develop – People's Skills and Strengths

The current learning and training we have in place for our people provides a *robust platform from which we can progress*.

To do so with the best possible success and outcomes, we will develop an organisation-wide *learning strategy*, which will positively impact performance and enhance the culture we aspire to create.

We will encourage our people *to try new things, to reflect and learn* and to be *empowered through their learning*. This moves us forward as an organisation, ensuring our people are equipped with *skills and an assured mind-set to face new challenges*.

This requires absolute *clarity of what training demands exist* and *clear prioritisation on how we will invest in the development* of our people. To maximise this, we will continue to take a *partnership approach to learning* with other organisations who face similar challenges.

Whilst recognising the backdrop of the internal and external challenges we face, we will endeavour to ensure we *maximise the potential of all of our people, not just the few*. This means being clear on what development and learning *we will offer and how all of our staff can access it*.

Critically, we will always ensure that we *keep our organisation safe* by introducing a robust council wide *induction* and embedding *clear essential training tailored to specific roles*.



Develop – People's skills and strengths



Strategic levers:

- We have the capability we need for today and tomorrow
- Our learning positively impacts performance and culture
- We maximise the potential of all, not just the few
- Our managers are confident to lead
- Our people are equipped to face new challenges

How we will deliver this:

- Ongoing leadership development of Wider Leadership Team and rolling out to all leaders
- Review our managing performance framework and launch and support refreshed approach
- Leverage innovation & creativity to drive improvement
- Review and develop career paths
- Inventory of all formal learning and development, associated costs and exploring opportunities for doing things differently
- Launch of revised essential learning for all Council employees
- Review of exit interviews and process
- Launch of a new induction approach, welcome event, refreshed and engaging elearning for all new employees

Lead – Creating A Great Environment for Delivery

Our wider leadership team (WLT) have defined the *culture they are committed to building* – a culture that has learning, performance and partnership at its heart and an environment that is *authentic, innovative, engaging and where accountability is crucial*.

We will ensure we have a clear approach to how we are going to support the development of this culture, giving important focus to how we support our leaders to build a *climate of partnership working across our city*. Within this, we will work with leaders and managers to build the *engagement of our workforce*, ensuring our people have a voice, feel listened to and feel part of the direction of travel for how public services are provided in our city.

We will enhance our approach to how we *manage performance* ensuring what we do is fit for purpose for all our people and for the organisation.

We are committed to working with leaders and managers to ensure our people get to *have great conversations in support of their performance* so colleagues are consistently clear on what's expected, feel stretched and developed, and are committed to achieving a high standard both in terms of *what they achieve and how they go about it*.

To do all of this, *we will work harder to bring all our people with us* and ensure we create a space where people get to bring their full selves to work. We will put attention on *wellbeing to help our people keep themselves at their best*, despite the challenges they face. And we will work to ensure our approaches to *motivating, recognising and rewarding* our people support the culture we're aspiring to.

It is critical that this culture is lived and felt at all levels of the organisation and this will *require sustained focus over several years*.



Lead – Creating a great environment for delivery




Strategic levers:

- Our people are empowered and show leadership
- Partnership is the norm within the Council and the City
- Our people have a voice and are listened to
- We have a strong focus on wellbeing
- Our people are clear on what is expected of them and how they are performing
- Our people feel engaged and valued

How we will deliver this:

- Our organisational values underpin all we do and how we do it
- Working in partnership with services and localities to build a culture of engagement
- Develop an engagement strategy and plan
- Develop an organisation wide new performance management framework, together with revised policy and toolkit
- Focus on leadership development and review existing leadership development programmes for all leaders
- Review of all employment-related policies
- Developing our approach to reward and recognition (including non monetary) and a review of our benefits including introducing total reward statements

People Plan 2017 – 2020*

Strategic Theme	Phase 1 – short term 	Phase 2 – medium term 	Phase 3 – long term
BUILD – An agile and flexible workforce	<ul style="list-style-type: none"> • Readiness for Business World implementation • Implementation of new recruitment model • Complete organisation reviews • Development of Service Area people plans • Review and develop priority policies • Continue to provide Career Transition Service • Operational workforce planning • Develop ‘embedding change’ plans ensuring we embed transformation, locality and multi agency working 	<ul style="list-style-type: none"> • Future workforce skills requirements • Move to self-service for line managers with complete redesign of intranet content • Review of terms and conditions • Strategic workforce planning • Develop employment brand and direct hire capability • Develop a Diversity and Inclusion strategy 	<ul style="list-style-type: none"> • Knowledge management framework • Mentoring programme • Maximise employment brand in our chosen recruitment markets • A greater multi-skilled workforce
DEVELOP – People’s skills and strengths	<ul style="list-style-type: none"> • Inventory of all training delivered and prioritisation • Develop an approach to career path ways • Embedding essential learning • Roll out of new corporate induction event • Review of current line management development • Enable online access for all our staff • Support our line managers and staff with Leading Through Change 	<ul style="list-style-type: none"> • Roll out of new leadership programme • Development of talent management strategy • Development of e-learning capability 	<ul style="list-style-type: none"> • Review of study policy • Embedding talent management programme • Greater blended learning approach • Create 5 year procurement framework for all L&D provision
LEAD – Creating a great environment for delivery	<ul style="list-style-type: none"> • Embed Partnership at Work approach • Invest in working with Partners and locality plans • Develop new approach to performance management • Develop approach to reward and recognition • Develop employee engagement strategy including colleague opinion survey • Ongoing development of CLT and WLT • Comprehensive review of Managing Attendance 	<ul style="list-style-type: none"> • Implement and embed new performance approach • Up-skilling line managers in performance • Embed new approach to reward and recognition • Embedding development for tier 4 line managers • Implement approaches to reward innovation 	<ul style="list-style-type: none"> • Performance management framework fully embedded across the organisation • Embedding a fair, transparent and affordable reward framework • Values framework is reflected in all we do

* Some activity was started in 2016