

Item: 8

Policy and Resources Committee 21 June 2022.

People Plan 2022-26.

Report by Corporate Director for Strategy, Performance and Business Solutions.

1. Purpose of Report

To consider a new People Plan 2022-26 for the Council.

2. Recommendations

The Committee is invited to note:

2.1.

That the Human Resource Strategy 2014-18, approved by Council in April 2014, previously set out a number of staffing improvement and development objectives framed around three key thematic areas.

2.2.

That the People Plan 2022-26 replaces and enhances the previous Human Resource Strategy and is focussed on supporting Priority Projects 1, 2 and 3 from Our People, Our Plan and the new Council operating model.

2.3.

That the People Plan is supported by a Delivery Plan, attached as Appendix 2 to this report, which outlines key actions and outcomes to ensure the priorities are met.

It is recommended:

2.4.

That the People Plan 2022-26, attached as Appendix 1 to this report, be approved.

2.5.

That the Corporate Director for Strategy, Performance and Business Solutions should submit progress monitoring reports on the Delivery Plan, to the Policy and Resources Committee in line with the usual six-monthly performance reporting cycle.

3. Introduction

3.1.

Whilst the HR Strategy 2014-18, approved by Council in April 2014, covered a number of key staffing development and improvement objectives, the Strategy was overdue for review. Coming out of the pandemic as a forward looking and ambitious looking organisation, coupled with a host of new and varied people challenges, means a completely new approach was required, rather than a review and refresh.

3.2.

The People Plan 2022-26 therefore brings a fresh approach to tackling the many People challenges the Council faces over the coming years, and is wider than simply an HR document, underpinning the improvements and principles laid out in the Phase 1 and Phase 2 restructuring reports and supporting work coming out of Priority Projects 2 and 3 which are focussed on Culture and Performance.

3.3.

In order to form the Plan on an evidence based approach, a wide programme of engagement has been undertaken across the Corporate Leadership Team (CLT), all Council Service Management Teams, the Human Resources and Organisational Development Team and Trade Union colleagues.

3.4.

This has allowed the CLT to form a clear vision of future direction across 4 strategic themes and develop a Delivery Plan focussed on actions and improvements.

4. The People Plan 2022-26

4.1.

The four key strategic priorities identified are:

- Creating a shared leadership culture that underpins our agenda for change and organisational growth.
- Building a talented, confident and resilient workforce with the capabilities to adapt to our changing environment.
- Establishing a new people and learning infrastructure to drive transformational change and enable growth in key areas that will support income generation.
- Valuing everyone's contribution through creating modern, flexible employment packages.

4.2.

These priorities help underpin and support the developments and ambitions the Council has already agreed as an organisation whilst ensuring that the staff who will deliver them are supported by high quality leadership, meaningful development opportunities and career pathways, and a learning culture which enhances service delivery and performance. The priorities are outlined in detail within the People Plan 2022-26, attached as Appendix 1 to this report.

4.3.

One of the key aspirations running throughout the Plan is to ensure the Council is seen as an Employer of Choice. In practice that means developing a first class employee experience; attracting, retaining and developing talent; being innovative in approach and developing a learning culture.

4.4.

In developing capabilities and expertise within the staff complement, the right environment for improved performance will be created. This will in turn lead to higher levels of both employee and customer satisfaction.

4.5.

The People Plan is supported by a Delivery Plan which outlines key actions and outcomes that the CLT have agreed should be targeted to ensure the priorities are met. Progress on the Delivery Plan will be reported as part of the 6 monthly performance monitoring reports to the Policy and Resources Committee.

4.6.

In drawing together this Delivery Plan it is acknowledged that a number of ongoing legacy issues require to be addressed and that effectively implementing Phase 1 and 2 of the agreed Council restructure will take up much of the focus for the first few months of delivery. The proposed scheduling is outlined in detail within the Delivery Plan, attached as Appendix 2 to this report.

4.7.

It is acknowledged that the Plan will require regular review and adjustment as organisational priorities emerge, including once the new Council Plan is approved later in 2022 and ongoing review in tandem with the Council Plan.

4.8.

If approved, communication and engagement around the People Plan will commence with managers and their teams. Officers will use the Our People, Our Plan Leadership Forum to support this and seek to have messages reinforced through cascading through management teams.

5. Trade Union Engagement

5.1.

Two engagements sessions have been undertaken with Trade Unions, the first of which focussed on receiving their input into the issues and challenges which inform the priorities. The second was to present the draft priorities and actions to achieve them, and receive feedback.

5.2.

Feedback from the Trade Unions has been positive and they are supportive of the priorities identified and the future direction and vision outlined.

6. Corporate Governance

This report relates to the People Plan 2022-26 which is designed to support and contribute to the improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan.

7. Human Resource Implications

The human resource implications are contained throughout this report and the attached People Plan 2022-26.

8. Financial Implications

8.1.

There are a range of improvements across learning and development which have yet to be quantified but will require financial support using existing Client Service and the Corporate Learning and Development Budget.

8.2.

In adopting the Investors in People Framework, as part of the Phase 1 Restructuring report presented to the Policy and Resources Committee on 29 November 2021, the Workforce Management Fund was identified as a funding source from which to meet the cost of gaining accreditation, estimated at £55,000 over four years.

8.3.

It is anticipated that the review of the Pay and Grading model will be reported back to Council in due course once the scoping work is complete and the financial implications of different options are fully understood.

8.4.

Any further matters arising from the People Plan that require additional financial support will be brought back to the Policy and Resources Committee as the draft Delivery Plan is further developed and costed.

9. Legal Aspects

There are no direct legal implications arising from the recommendations of this report.

10. Contact Officers

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11. Appendices

Appendix 1: People Plan 2022-26.

Appendix 2: The People Plan, Delivery Plan 2022-26.

ORKNEY ISLANDS COUNCIL

PEOPLE PLAN

EMPOWERING OUR PEOPLE 2022 – 2026

INTRODUCTION

To serve our communities now and in the future and deliver the sustained the outstanding performance that we desire we need to be able to attract, grow and retain talented people. Great people and our ability to engage them in ways that excite and motivate them will be fundamental to our ambition to grow and develop as an organisation.

The people we need and the skills that require to be developed are wide and varied reflecting the diversity of services that we provide. Our organisation is a complex service environment with services delivered by people, for people every day of the year and often on a 24/7 basis.

In many cases the people we serve are not able to exercise choice about who provides their service – but if they could, our desire is that they would choose us because our offer and their confidence in the quality and value of our services is unquestionable. That means we cannot be complacent; we must recognise that the expectations of our communities are changing, and we need to respond to that positively.

People place their trust in us to do the right thing for them, with them, and to enable them to do many things for themselves. That means that we have even more responsibility to ensure that the value we provide is never in doubt and that the contribution every one of our employees make is focused on what is important, has impact and serves the needs of our communities.

Our people are the most vital of all our resources and our desire is to create an experience for everyone which is second to none. Over the past 2 years our collective team has demonstrated its capacity to adapt to the most challenging of circumstances and remains committed to our communities.

Everyone has shown their capacity to change, move quickly, remove barriers and create new solutions that make the biggest difference. We want to build on this, transforming our organisation and continuing to build our reputation as an outstanding service provider to our communities as well as enhancing our reputation as an employer of choice through providing all our employees with:

- The workspaces that they desire
- The tools and support that they need
- A culture that they can celebrate

Acknowledging this and to support the transition we are committed to growing our workforce in vital areas over the coming 12 months and in doing so providing valuable employment and training opportunities for our communities in Orkney and others.

Through this investment we are creating capacity that will support the delivery of different outcomes in key service areas, establish a pipeline of new talent and provide the capability to establish the foundations for change that will ultimately deliver improved efficiency and better value for communities.

Our ambition is that in the future we will not only meet but anticipate the needs of our communities, staying ahead of changes in customer behaviour, needs and expectations and adapting quickly and confidently to the many complex issues that face us.

OUR PEOPLE

Our approach to managing this change will be organised, structured and well planned. We will use community and customer insight, market and increasingly sophisticated people analytics to inform robust people plans that evolve our workforce shape, how we structure roles and responsibilities and how we grow skills to meet those needs.

We must actively develop capabilities, share expertise and leverage knowledge to benefit our services and deliver our strategies.

This will include:

- shaping and skilling the staff complement across our changing organisation to align with our strategy and diversity of our services
- creating the environment for the sustained outstanding performance we desire
- identifying ambitious, passionate people both within and out with the organisation to create a pipeline of talent for the future.
- working with leaders and elected members to ensure they have the skills needed to oversee a large and developing organisation.

We will achieve this in a way that grows our reputation as a people centred organisation with pride in the relationship that our people and elected members feel with their organisation.

OUR AMBITION

Our values underpin everything that we do. Our commitment to living these values will support and drive forward our ambition to build an unrivalled employee experience across our organisation over the next 3 years.

We will create an environment where the growth of people, ideas and communities is integral to our purpose. The desire to develop ourselves as a high performing learning organisation is compelling. Developing capabilities to generate and put into operation new ideas is vital to our future success. This commitment will be supported by establishing a network of branded learning and innovation spaces across our geography as part of the review of our operational estate. As well as signalling change, these innovation hubs, which will serve our staff and our communities, will exist to ensure that our culture and our values are embedded in the continued

development of our organisation and our people - this investment will strengthen our success in the longer term.

We will make the development of ideas, people, leaders, and communities our business.

The reasons are simple:

For Orkney Islands Council - the faster we learn, the quicker we adapt and the better we serve our customers and service users.

For our people – the greater our investment, the deeper their commitment, and the more motivated to excel they become.

For our communities - the more they learn, the greater their skills, the higher their aspirations and the more independent they become.

For our stakeholders – the wider our contribution, the more we influence, the more significant our impact, the stronger our success.

We want to learn from leadership and change approaches across the public, private and third sector and work collaboratively with our partners. Our ambition is to leverage our influence and achievements for the benefit of Orkney, our communities and Scotland.

We will achieve this by:

- Creating a truly agile working environment that supports innovation and change across the organisation by bringing people, technology, knowledge, time and place together creating stimulating environments for a diverse range of learning, engagement and discovery activity that benefits the organisation.
- Establishing clear development pathways for people that enrich their working lives creating value that directly translates to outstanding services for our customers and service users
- Modernising our pay and reward arrangements by designing flexible reward packages that reflect the changing market, the diversity of our workforce and are sufficiently flexible to accommodate the jobs and people of the future.
- Finding new ways of linking reward and recognition to organisation, team and individual performance.

- Utilising technology to transform our learning environment and practice, making learning dynamic and collaborative by creating a 24/7 learning eco system which will support our people in a lifetime commitment to learning where all will achieve their potential.
- Partnering with colleges and universities to support project-based internship programmes that will deliver fresh ideas, new thinking and support innovation across our organisation as well as providing a pipeline of new talent
- Developing OIC leadership and learning programmes in partnership with leading institutions and industry bodies
- Growing a vibrant network of talent and communities of interest across our organisation, communities and stakeholders that will become the stimulus for service development

STRATEGIC PRIORITIES

These aims have been developed into 4 strategic priorities:

- Creating a shared leadership culture that underpins our agenda for change and organisational growth
- Building a talented, confident and resilient workforce with the capabilities to adapt to our changing environment
- Establishing a new people and learning infrastructure to drive transformational change and enable growth in key areas that will support income generation.
- Valuing everyone's contribution through creating modern, flexible employment packages

The guiding principles of our future operating model were established and agreed by the Council in December 2021.

These guiding principles are designed to help leaders to act collectively, consistently and with clarity to navigate the Council's improvement journey.

Operating Model – Guiding Principles

Customer Service	<ul style="list-style-type: none"> • Modern services to better meet customer/service users' lifestyles • Customers/Service Users have access to services whenever they choose from wherever they are • Services are kept affordable by delivering them more efficiently across our diverse communities • Customers/Service Users are digitally enabled to draw down services directly • Customers/Service Users will increasingly shape the services and drive outcomes through co-creation
Core Processes	<ul style="list-style-type: none"> • Simplified and streamlined core processes automated end to end where possible with an emphasis on empowering the customer/service user • Cross-functional processes that re-design and support the desired customer/service user journey
Leadership	<ul style="list-style-type: none"> • Shared leadership culture • Leaders serve the Team • Staff empowered to act in the interests of the customers/service users • Collaboration and effective inter/intra organisational relationships a given • Supports creativity and innovation
Balance of Resources	<ul style="list-style-type: none"> • Balance of resources focussed on front line delivery & continuous improvement
Employee Experience	<ul style="list-style-type: none"> • Create a values led employee experience at each stage of the employee life cycle • Establish OIC as an employer of choice • Reward and recognition arrangements that reflect drive for excellence • Highly engaged workforce where outstanding performance, improvement and change are the norm

By 2026 we will have evolved to more adaptive service models that are dynamic and respond to the changing needs of customers, communities and the changing external environment.

Change at the pace and scale outlined must be managed effectively to ensure sustained success. Our strategies therefore acknowledge the capacity, commitment and energy that will be required by leaders, staff and elected members to support this transition strategically and operationally.

The ability to establish and maintain a cohesive corporate leadership culture will be a vital factor in securing success. Aligning culture in this way holds the potential to unlock capacity and resource across the organisation.

Leadership Environment

Leaders are operating in a volatile, uncertain, complex and ambiguous environment and they require the skills that help them navigate and lead with confidence in addressing current and future challenges.

This means developing leaders who are:

- Anticipating and reacting to the speed of change
- Acting decisively without always having clear direction and certainty
- Navigating through complexity, chaos and confusion; and
- Maintaining effectiveness and business performance despite constant surprises and a lack of predictability

It is acknowledged that our leadership approach needs to evolve to meet this challenge. Leaders must become much more corporate in their mindset and their actions, be highly visible, with leaders expected to operate both operationally and strategically, understanding the landscape and shaping the environment to allow staff to deliver outstanding services.

Confident, Corporate, Collaborative Leadership

Leadership at all levels, in all geographies and across all functional areas needs sustained investment due to changing workforce expectations and emerging challenges including the speed and extent of technological change.

For leadership development to create real impact and success it requires an explicit link between the corporate strategy and the future leadership capabilities to deliver strategic outcomes.

We will develop:

- Core programmes for emerging or new first-time managers – ensuring that we develop the essential people management practice and core managerial skills that are necessary foundations for every manager and leader
- Bespoke and tailored programmes for senior leaders and those that may be identified as potential future leaders through our talent management initiatives.
- Corporate Leadership Programme

Core development programmes will range in complexity and content that will bring together a balanced combination of formal and experiential learning to meet the needs of the organisation and the individual. Learning journeys will be integrated into our leadership and development programmes to expand the horizons of our leaders, building networks of value with high performing organisations.

Critically key elements will be delivered on a cross functional basis to encourage collaboration and strengthen organisational cohesion and commitment.

Equally important is the creation of collaborative forums where leaders regularly come together to:

- share learning and experiences,
- provide mutual support
- consider complex organisational challenges,
- create shared understanding of our performance and where/how we need to improve,
- reinforce our culture and values
- celebrate success; and
- contribute more widely to the development of OIC.

We will build on the success of the OIC Leadership Forum which was established in December 2021. While still in its infancy we already see evidence of improving relationships across the organisation, leaders engaged with each other discussing and contributing to solutions on shared challenges and an appetite for continuing development. In this environment leaders will be encouraged to come together and focus on cross cutting issues, reinforcing their role as corporate leaders for the whole organisation.

The Leadership Forum will become the primary channel through which cross organisational leadership engagement will be facilitated. It will become the engine room for creating pace and focus on our change agenda. At the same time, it will build the confidence and capacity of leaders, support consistency and cohesion and reinforce the importance of living our values through our collective behaviour.

Political Leaders

The Council has already acknowledged the importance of collaborative leadership between elected members and officers – each with their respective roles to play. For this to be effective there requires to be adequate strength and depth in both political and executive leadership.

Development for Elected Members will be included within the learning programmes recognising their unique role as part of the wider strategic leadership partnership. This will be facilitated through leading industry or professional organisations specialising in developing political leaders, successful governance and supporting the effectiveness of collaborative working with executive leaders.

WE WILL DEMONSTRATE SUCCESS THROUGH

- 100% of managers have participated in a preliminary core leadership programme by the end of 2022
- Staff satisfaction with our leadership style and culture exceeding 80% by 2026
- Performance demonstrably improved across all core services

- 90% satisfaction with access to leadership development programmes
- OIC achieving IIP Platinum status by 2026
- Staff engagement being over 80% in every service across the Council by 2026 with a focus on underlying measures related to job, satisfaction, leadership and satisfaction with development opportunities.
- Sustained good governance and effective political and executive leadership

BUILDING A TALENTED, CONFIDENT & RESILIENT WORKFORCE

The evolution of our service model provides the opportunity to reaffirm our commitment to all our staff through actively engaging them in setting the agenda for change and its delivery.

Our staff represent approximately 10% of our total population. Of the 10,500 households in Orkney almost all will know or be related to someone who works for the Council or one of our partners in providing vital local services, to local people.

We want our staff to be proud of the organisation, proud of their team and proud of the personal role they play providing vital local services – looking forward, everyone will be a positive advocate for the organisation, their colleagues and our services.

Our ambition is to enhance the connection between the work that our employees do and the positive effect it has for our communities no matter what their role in the organisation; creating an experience of working with OIC that celebrates the best of Orkney – community, trust, connection, quality of life and value.

But we face some challenges in the immediate future which we acknowledge must be addressed to allow us to move forward positively and with the trust and commitment of all our staff.

These include:

- **Implementing the Phase 1 & Phase 2 structure changes** – this will support us in building capacity in critical areas.
- **Consolidation of Living Wage/Review of Pay and Grading model** – this is critical for many of our front-line staff, and we are committed to deliver phase 1 of this by December 2022, with phase 2 following by autumn 2023/24.
- Implementation of 3rd edition of **Job Evaluation Scheme / new Job Evaluation Policy and arrangements**
- Ensuring that we can be responsive to the needs of our workforce and support their health and wellbeing is important to us and to do this we will **re-examine our Occupational Health Service provision** ensuring that it is fit for the future.

- Improving how we secure vital temporary resources for key services through ***redesigning our approach to employing Relief/Casual workforce***

Realising Potential

All our employees will be supported to reach their potential, be well rewarded for their contribution and will be equipped with the skills and tools required to change and grow with us.

To retain and attract talent in an increasingly competitive environment our transformed recruitment approaches which will be more efficient, exploiting a wider range of channels and mechanisms to gain the attention of prospective candidates, will also create a bespoke candidate interaction designed for each post which is personal, engaging & effective with the aim of improving employee experience in the pre-employment phase and improving our success in a competitive market.

The wider issues of adequate high-quality housing for those that have a desire to relocate to Orkney connected to their employment either with the Council or in other sectors is an important consideration. We will work collaboratively with the business community to develop solutions that will support the inward migration of skilled people. In the short term will revisit our relocation offer to make it more attractive and supportive

We will develop leading edge talent programmes and skills development practice.

This will span:

- **Our approach to recruiting new talent.**
The roles of the future are likely to be ever more fluid and flexible in skills requirements but also in where, when and how people will work. Recruiting for talented individuals who have strong alignment with our values, ambition, are flexible, have a positive attitude to learning and growth as well as an emotional connection to delivering the highest quality public services will be the priorities that shape our future approach. Skills can and will be successfully developed on these foundations and we believe that this shift will bring us success in building our workforce for the future.
- **Creating “Orkney Opportunities”**
Our comprehensive and engaging induction, orientation, skills and leadership programmes will be designed to integrate staff quickly and accelerate their alignment with organisational values, promoting core skills, and the attitudes and behaviours that are critical and will underpin our future success
- **Investing in the skills of our front-line staff**
We are clear that high performing core front line services are vital for our communities across Orkney and for building our reputation. To ensure we build strength, depth and sustainability in these key service areas. We will re-energise our teams, investing to refresh existing skills, encouraging

accredited learning that helps individual build their personal skills portfolio and supporting our people to move across functions and specialisms, developing their career as well as enabling us to use these skills flexibly across the organisation. Our commitment to every one of our staff is that we will create equal access to growth and learning opportunities. In addition to their mandatory learning commitment, every employee will have a minimum of 5 days per annum to invest in other organisational, team or personal learning – acknowledging that learning can be gained in a wide range of ways e.g. job shadowing, coaching, experiential learning or participation in structured learning courses etc.

We will enhance our commitment to our employees through strengthening personal development discussions via a new and streamlined framework linked to our values. Managers and leaders will be committed to ensuring that every employee and team are meaningfully engaged through this approach and that they are supported to optimise the opportunities available. In doing so we will enhance our skills as well as personal and organisational resilience aligned to performance objectives.

We will create future capacity and agility, allowing us to scale and resource quickly to manage issues as they arise and minimise the risk of single points of failure. As well as the financial benefits that we will achieve through more efficient deployment of people resources, we will also put in place a range of measures to ensure our talent management processes are delivering for every part of the organisation.

Nurturing Talent from Our Communities

Young people are the future of our organisation and our communities. In recognition of this we will develop specific pathways for young people helping them to achieve their ambitions within a supportive environment and to secure sustainable employment opportunities either within the Council, with our partners or our supply chain. Our aim will be to establish them in a recognised career path in social care, learning, asset management, environmental services, regulatory services, customer service or business support such as IT, HR, Communications or Finance.

As a first step in April 2022 the Council committed to almost double the current number of trainees within the Council to over 20, spanning modern apprentices and graduates in a range of disciplines. This is just the beginning; our ambition is to cement our partnership with Skills Development Scotland and other agencies, and we plan to create an additional 50 apprenticeship or training opportunities over the coming 3 years with a particular focus on ensuring that care experienced young people are offered opportunities that will support them to realise their potential.

We acknowledge that our overall rate of employment is high, but much of that work is part time and low paid. Consequently, many in our communities struggle financially with the related impact on their daily lives. Our ambition is to use our influence positively with the business community and other partners to increase the opportunities for growth and development of all those across our communities, young people and mature adults alike who are impacted by poverty. We will help to

support those who need it to realise their full potential, secure better paid work and as a consequence improve their lives. We will explore the opportunities to do this through developing an apprenticeship and employability offer with the overall aim of doubling the number of available opportunities across our Islands of approximately 200 to 400.

This approach will bring employability opportunities to families and young people, but its primary purpose will be to introduce new employees who will develop to become our public service talent pipeline for the future.

Digitisation, Technology and Developing Insight

Our staff must be equipped with the best tools to do their job effectively and efficiently within a rapidly changing environment. The opportunities created by the effective development of digital skills combined with mobile technology have the capacity to positively impact organisational culture through further supporting empowerment, increasing motivation and productivity as well as our ability to retain and attract talent.

Specifically, our technology investment must support new ways of working and new services, creating a paperless environment and access to information wherever, whenever it is needed and taking services to the customer in their own homes minimising waste and unnecessary travel.

Exploiting Our Investment - Reimagined People Services

We also need to focus on the future and to do this well we need to understand much more about our employees and prospective employees. What they think about important issues that affects them, how we can improve their environment and what's important to them now and for the future.

We have invested in our people management systems and while there is more yet to do, we now need to exploit the benefits of that data across the organisation providing real time, accessible dashboard information to leaders and managers that informs strategic decision making and operational performance.

We aim to establish:

- an outstanding employee experience with every employee having a personal account and the ability to maintain personal information, report changes, and draw down a range of services including learning opportunities
- deeper and more easily accessible insight across the business in relation to workforce matters supporting dynamic workforce planning
- Employee relations and key core HR processes underpinned by automated workflow reducing administration and freeing up HR to focus on more value-add activities.

WE WILL DEMONSTRATE SUCCESS THROUGH

- Introducing and embedding a refreshed pay and grading model that is simple, clearly understood and places value on what is important.
- Evolving a modernised approach to recruitment of new talent that improves our profile, impact and is more efficient.
- Investing in occupational health services that promote wellbeing as well as support those with ill-health.
- Creating a learning culture and providing equality of access to accredited and wider learning opportunities that enhance personal and team performance as well as resilience
- Introducing transparent career development pathways to facilitate targeted growth for those who desire it
- Extending our apprenticeship programme to develop young talent from SVQ level 2 through to SVQ level 5 and beyond
- Working with SDS, Orkney college and universities to build our capacity to deliver a broader range of accredited learning and establish a reputation as a provider of the highest quality career development programmes on our Islands
- Creating an additional 50 apprenticeship/trainee opportunities over the coming 3 years; with at least 10% of these targeted at supporting care experienced young people
- Engaging and influencing partners to double the overall number of apprenticeships/trainee opportunities on our Islands to 400 by 2026
- Establishing and embedding management and leadership programmes for first time managers and those joining OIC as well as bespoke and tailored programmes for senior managers, elected members and aspiring future leaders
- Maintaining our commitment to avoiding compulsory redundancies

CREATING A NEW LEARNING INFRASTRUCTURE TO SUPPORT INNOVATION

If we are to achieve our ambitions, it is imperative that we are a learning organisation with a growth mindset. Driving innovation, ensuring continuous improvement and ensuring that all our people are supported to develop their full capability aligned with our organisational goals will be our aim.

Our talent management processes will be aligned with clear strategic learning priorities, and we will develop learning plans for each of our Service Directorates.

Recognising that the primary role in leading people sits with Service Managers and Heads of Service we are developing our integrated HR technology solution. This will underpin our new HR service model and must support both HR specialists and people managers across the organisation allowing us to establish a common suite of people metrics to measure performance in key areas.

This will mean that we can:

- Model our workforce creatively and confidently
- Deploy resources dynamically
- Capture and share information effectively
- Provide a platform for learning and development planning
- Allow staff and leaders to “self-serve” remotely; and
- Track our workforce performance across a full spectrum of metrics

Workforce Planning

In late 2021 we began the challenging process of developing our workforce planning approach identifying where we needed to invest in our workforce, align resources effectively and build the skills we need for the future.

This was the first time we widely engaged all leaders in this discussion and while it was undoubtedly productive, we have learned that we need to improve the quality, range and reliability of our people data to inform the future.

Leaders talked confidently about immediate resourcing challenges while asking them to consider the future meaningfully was new and demanding, reinforcing the need for leaders to operate in a different space, with quality support for them to fulfil their role effectively.

Our future workforce plans will be informed by quality core data, insight from our employees and leaders as well as the outcomes and priorities identified as a result of personal development planning discussions.

We will build our evidence base for learning needs through a skills analysis of our main job populations. This will establish a picture of existing skills, potential gaps and in particular gaps against future need. Our commitment is that staff will have initial and “energiser” training in their core role but as they progress through development routes, they would have access to a broader range of experiences linked to our talent framework.

This will mean targeted development built around the needs of the individual and the organisation. To support this, we will change the way we prioritise, organise and deliver learning and development over this period creating a new learning environment that will allow us to equip all our people – wherever they are based and whatever their role to fulfil their current role and prepare for the next.

Our learning philosophy and the platforms that we build will become employee centred, more accessible and mobile. Employees and managers will be able to personalise their experience, constructing individualised programmes based on career plans and performance goals.

Stimulating, flexible and accessible learning

We will create a learning culture with a clear sense of brand and develop physical learning environments which will be designed as high-quality learning, innovation and collaborative spaces to strongly signal our commitment to creating engaging experiences for all our staff. This will be complemented by continued development of our iLearn platform and other e-learning opportunities. This will ensure access to online learning designed to make learning more accessible to our staff at a time and place that best suits them.

Combined they will become a vibrant centre of activity that are sufficiently flexible to meet the diverse needs of our workforce. This resource should also be exploited as a community resource, support learning for our communities and providing the potential for routes into work as well as engagement, social and community activity.

By 2026 we expect many of our learning interventions to be delivered through this network with quality programmes delivered in partnership with organisations in Orkney and beyond who are experts in their field.

Orkney College is our flagship further education resource, and we intend to leverage the skills and expertise of the college team more actively in partnership with others across the Council to deliver our vision of truly becoming a learning organisation.

The College will become one of the key channels for developing learning interventions as well as curating content for our virtual learning environment. In addition, the college will become the vehicle through which we will support our apprentices and trainees, designing and deploying supportive arrangements for both the workplace and academic elements of programmes that will optimise individual performance.

The college will be integral to our plans in the short and long term and like our Human Resource and Organisational Development Service will adapt to meet our growing needs.

Growth Groups

Innovation and continuous improvement in all core service will be delivered by Growth Groups as we learn from each other across the organisation. These networks will be established to become the heart of our organisation wide ecosystem of innovation, generating ideas and learning from other sectors. We expect these groups to drive new ideas for every part of the organisation from frontline though to business support services.

The Groups will put the insight of staff at the forefront of development with the aim of improving employee engagement and satisfaction which is also a key driver of customer satisfaction.

Supported by senior leaders this network will be drawn from across the organisation and will come together utilising creative methodologies to explore real issues from a range of perspectives, develop ideas, test solutions and operationalise progressive change. They will also provide a unique opportunity for our young talent to be exposed to and contribute directly to the whole organisation, developing their knowledge, skills and understanding and gaining a wider perspective on public services beyond the boundary of their service environment. This should increase the pace at which they are job ready to fulfil emerging opportunities.

Four groups will be developed in the first instance to progress our ambitions in:

- Customer Experience
- Employee Experience
- Digital Service Development; and
- Improving Service Performance

Collaborative technologies will make it possible for teams to work and share across remote locations, easily access experts within and outside the organisation. We will explore other industries and cultures through building productive relationships translating our findings to fit the unique requirements of OIC. The aim will be to establish a truly agile environment that creates momentum and drives the pace of change across the organisation.

Collaboration to Drive Innovation

We also recognise the value of learning opportunities created outwith formal learning environments. How we organise ourselves, plan and structure work facilitates how we plan for the whole organisation. Key to this is effective engagement and our commitment is to establish a range of diverse engagement opportunities for leaders, staff and elected members.

These environments will create valuable opportunities that will ensure effective learning and importantly collaboration across organisational and professional boundaries that is essential to stimulate innovation, overcoming barriers and fusing ideas from different sectors of our workforce in new contexts.

To support the ambition to share, innovate and learn in addition to the Leadership Forum and Growth Groups, opportunities will be created through:

- **Annual “Our People Our Plan” Roadshows:** staff from across the organisation coming together as one team to provide an opportunity for them to hear from and provide feedback to the CEO and the CLT.
- **Young Employees Conference:** to support the growing apprentice and graduate cohort and other young people across the organisation as they grow their ambition and careers with OIC
- **Pop Up events** to support innovation and improvement around cross-cutting themes hosted by the OD and Improvement Teams

Output from staff engagement activity is vital to inform our future actions as well as cementing our culture and values. It is anticipated the breadth and depth of our engagement activity will grow organically.

WE WILL DEMONSTRATE SUCCESS THROUGH

- Developing our HR systems to ensure high quality accessible people data that provides insight to inform our planning, decision making, action and helps us to understand performance
- Establishing integrated workforce plans for the organisation by the end of 2023/24
- Managing the HR service transition from transactional to transformational and in doing so building the capabilities of all people managers across the organisation
- Undertaking a skills analysis of our main job populations to inform the development of a model skills framework by spring 2023.
- Developing our network of bespoke learning & innovation space(s) and technology infrastructure as a clear commitment to our staff and their development.
- Growth Groups are embedded as collaborative forums and demonstrably support engagement and drive innovation and change
- Our People Our Plan Roadshows are effective and involve all staff across the organisation – employee voice is heard and acted upon
- Young Employees Conference provides a focus for tailored, sustained, engagement with young people across the organisation aged 16-28.
- Employee connection with OIC **is** strengthened by building relationships of trust and confidence, promoting our reputation as an employer of choice

- Knowledge transfer partnerships are developed with at least 2 academic institutions
- Enhanced use of collaborative technologies across OIC to support cross organisational team working and learning.

VALUING EVERYONE'S CONTRIBUTION - CREATING MODERN, FLEXIBLE EMPLOYMENT PACKAGES

We have established a clear agenda for change through the principles of our new operating model – signalling a shift in what, when and how services will be delivered to our customers/service users with an emphasis on greater choice and control for our communities which we believe will strengthen their relationship with us.

The past 2 years have fundamentally shifted how our communities have used technology, changing the way in which they engage and draw down services from us and that momentum for change will continue to grow. It is equally important that our staff can become more agile in their ability to respond to needs and expectations.

This, combined with the imperative to deliver better value for our communities, the wider fiscal position and a rapidly changing and competitive employment market creates a duty for us to recognise and embrace more flexible approaches to employment, reward and recognition arrangements for staff which will be vital if we are to be successful.

Over the life of this plan, we will respond positively to this, establishing more flexible and adaptable employment options, as well as reward and recognition approaches that reflect:

- The changing needs of people/communities and our requirement to respond in new ways
- The aspirations of our existing and future employees
- Our place in diverse employment markets
- Our ambition to attract the best talent

Key to attracting and retaining outstanding people is the design and flexibility of our reward packages. We will endeavour to set the bar in our overall reward package for staff, including supporting wellbeing, in the sectors that we operate in.

This will include increasingly differentiated packages that fit the market and what is affordable but acknowledge our position as part of the wider Local Government network and the commitments that exist.

We reaffirm our principle of delivering the living wage for all our staff though we recognise that this may mean changes in working practices to allow us to deliver this. We will also address the issue of grade compression that this inevitably generates.

We will explore the opportunity for co-designing modern employment terms and conditions and working practices that appeal to our evolving workforce and ensure maximum flexibility to meet changing needs.

Flexibility is important for staff across all generations not only those with young families. Reflecting societal trends more staff have caring responsibilities for family members and as an employer, it is important that we provide support and ways of working that allow staff to balance the needs of their family with their work particularly in the current employment market if we are to retain talent.

We are aware that there are some areas of our organisation where traditionally the culture has not supported flexibility in this way, and we are committed to design new models of work and job roles that enable flexibility. Our aim is to move to more generic job roles where possible, that reflect skills that work across our operational environment.

This will be supported by the move to more digital ways of working for many and will be underpinned by our new approach to skills planning integrated with workforce planning. Reflecting this, by 2026 we will reduce the number of job roles to reflect the agility and flexibility of our staff.

Our reward package will also be enhanced by the development of a suite of employee benefit options that will generate saving for our staff effectively putting more money in their pockets – these will include, but not be limited to, sacrifice schemes for green travel, health and wellbeing services as well as leveraging high street and local savings schemes in partnership with a leading provider.

We will continue to look for new, innovative ways to celebrate success and consider how to link reward and recognition to organisational, team and individual performance.

In order that staff see and feel the full range of benefits they receive, they will receive an annual statement of benefits from the Council including pay, pension, wellbeing and training.

New Ways of Working

We have and will continue to invest heavily in technology and infrastructure.

This investment now needs to be leveraged to optimise its benefit for our customers/ service users through more flexible, effective service models and importantly for our employees in supporting:

- new ways of working and new services including hybrid and blended work patterns
- creating a paperless environment and access to information wherever, whenever it is needed
- taking services to the people in their own home,
- minimising waste & unnecessary travel

- optimising deployment of resources,
- the better integration of home and work life,
- improved wellbeing,
- better control of the work environment [by the individual]; and
- increased job satisfaction

Our staff must be equipped with the best tools to do their job effectively and efficiently within a rapidly changing environment. The opportunities created by the effective development of digital skills combined with mobile technology have the capacity to positively impact organisation culture through further supporting empowerment, increasing motivation and productivity as well as our ability to retain and attract talent.

To exploit the full potential of mobile/smart technology for our communities and our employees we will develop a clear, integrated strategy for the introduction of such technologies including:

- our wider approach to customer service
- the cultural implications of change; and
- the potential impact on the existing/future asset portfolio

Recognition

This People Strategy, its delivery and impact will be underpinned by the internationally recognised Investors in People (IIP) Framework.

Importantly, as well as the framework supporting our understanding of the inter-relationship between great people and great organisational performance, IIP will provide us with regular insight and independent assessment of our progress towards achieving the objectives we have set for our organisation and our people. It will help to provide the confidence and certainty that our actions are effective in helping us to move closer to achieving our goals and assist us in making necessary adjustments where the insight we gain suggests that we need to be more sharply focused in specific areas or specific segments of the workforce.


This external assessment and recognition will also be vital for us in building confidence in our achievements across the organisation, promoting our reputation for excellence and as an employer of choice, as well as recognising the contribution of our staff to making OIC an organisation our people are proud of.

We will explore ways to link our progress with individual and team contribution to delivering our vision. We will take time to acknowledge the success of our people through developing an annual organisation wide recognition scheme that will celebrate excellence, innovation and exceptional achievements of our people. As part of our wider approach to reward and recognition this will reinforce positive behaviour that will improve individual and team performance, contribute to wider employee engagement which will in turn support higher levels of performance, a more positive culture and raise morale.


WE WILL DEMONSTRATE SUCCESS THROUGH


- Addressing grade compression as a consequence of our continued commitment to support the Living Wage for employees across the organisation by December 2022
- We have a suite of work styles and terms & conditions that meet the needs of the organisation, our customers/service users and provide the flexibility our employee's desire.
- Enhancing employee benefits for all staff through a range of initiatives
- Providing every employee with an annual benefits statement including pay, pension, wellbeing and learning from 2024
- From 2022, **introducing** an annual organisation wide recognition scheme that celebrates excellence and innovation
- By 2026, reduction in the number of job roles by 30% to reflect the agility & flexibility of our staff
- Developing a clear integrated strategy setting out how we will exploit the full benefits of mobile/smart technology for the benefit of our service users and our employees
- 80% of staff satisfaction with their overall reward and recognition package

APPENDIX 1 – CURRENT WORKFORCE PROFILE




Age and Service







Age	No.	%
Staff aged over 70	68	1.8
Staff aged 66- 70	119	3.2
Staff aged 61- 65	355	9.4
Staff aged 56- 60	509	13.5
Staff aged 50- 55	748	19.9
Staff aged 40- 49	835	22.2
Staff aged 31- 39	607	16.1
Staff aged 21- 30	471	12.5
Staff aged under 21	52	1.4




Stage of Career	No.	%
Employees who will reach their normal retirement age in the next 5 years	444	11.8
Percentage of staff with 10 or more years service	1741	46.3
Percentage of staff with 1 to 9 years service	1757	46.7
Percentage of staff with less than 1 years service	266	7.1


- Around half of our staff are aged over 50.
- We need to plan for significant natural turnover in next 10-15 years.
- Greater investment in apprenticeships, trainees, engaging with young people, and developing career pathways needed now.
- We must attract new people to Orkney to live and work.






Type of Contract





Type	No.
Number of employees with permanent contracts	2076
The number of people on temp contracts	323
The number of staff in specific apprenticeship posts	4
Number of casual/supply workers	1365
Number of employees on a fixed term contract for longer than 2 years	126
Number of fulltime employees	939
Number of parttime/job share employees	1376

- Huge number of relief and casual positions relative to size of organisation.
- Over reliance on relief work in Care sector.
- Too many temporary roles.
- Need to consider new and more flexible ways of employing people to reduce reliance on zero hours contracts and to aid retention
- Significant numbers of staff hold more than one role with the Council.



Grading overview



Grade	No.	%	Grade	No.	%
G1	265	7.0	Lecturer	99	2.6
G2	447	11.9	Head Teacher	17	0.5
G3	432	11.5	Depute Head Teacher	8	0.2
G4	797	21.2	Principal Teacher	53	1.4
G5	267	7.1	Chartered Teacher	6	0.2
G6	344	9.1	Teacher	373	9.9
G7	147	3.9	Instructor	15	0.4
G8	131	3.5	Principal Psychologist	1	0.0
G9	70	1.9	Educational Psychologist	1	0.0
G10	76	2.0	Service Improvement Officer	4	0.1
G11	51	1.4	AP5 Point 1	6	0.2
G12-14	43	1.1	Technical 1	14	0.4
Chief Executive	1	0.0	Ad Hoc	23	0.6
Chief Officers	15	0.4	College SMT	1	0.0

- Grades 1-6 represent 68% of our workforce.
- These are entry level jobs or require some experience and vocational quals.
- Volume of applicants for such roles is decreasing
- Unlikely to be any short or medium term decrease for service demand.
- Need to revise approach— JD's, person specs, development approach, career pathways.

ORKNEY ISLANDS COUNCIL – PEOPLE STRATEGY 2022- 2026: DRAFT DELIVERY PLAN

STRATEGIC PRIORITY/ACTIONS	CURRENT YEAR	2023/24	2024/25	2025/26
<p>CREATING A SHARED LEADERSHIP CULTURE THAT UNDERPINS OUR AGENDA FOR CHANGE AND ORGANISATIONAL GROWTH</p>	<ul style="list-style-type: none"> Align leadership focus with the new operating model principles Develop & deliver leadership/management orientation programme Forward plan the programme development for the Leadership Forum aligned to organisational priorities Develop Elected Member development programme with relevant partner 	<ul style="list-style-type: none"> Develop comprehensive leadership offer: <ul style="list-style-type: none"> New Leaders & Managers Aspiring Leaders Senior/Executive Leaders Evolve the role of the Leadership Forum Develop a toolkit for “People Managers” Introduce PDP for Elected Members 	<ul style="list-style-type: none"> Measure emerging outcomes/impact of new leadership arrangements and refine as appropriate 	<ul style="list-style-type: none"> Refresh senior leadership structure linked to changing local and national context
<p>BUILDING A TALENTED, CONFIDENT & RESILIENT WORKFORCE WITH THE CAPABILITIES TO ADAPT TO OUR CHANGING ENVIRONMENT</p>	<ul style="list-style-type: none"> Effective implementation of Phase1 & 2 structure change Address grade compression issues linked to living wage Implementation of 3rd edition JE scheme Future proof Occupational Health provision Design the refreshed induction, orientation & support arrangements for apprentices/trainees 	<ul style="list-style-type: none"> New pay & grading model Redesign recruitment approaches to optimise impact and personalisation Identify other key “moments that matter” and build a framework for enhancing employee experience Launch wider apprenticeship/trainee programme Redesign the approach to casual/relief staffing 	<ul style="list-style-type: none"> Develop partnerships with business to further grow opportunities young people and mature adults to enhance Redesign key employee interactions/transactions based on Employee Experience framework 	<ul style="list-style-type: none"> By 2026, reduction in the number of job roles by 30% to reflect the agility & flexibility of our staff
<p>ESTABLISHING A NEW PEOPLE & LEARNING INFRASTRUCTURE TO DRIVE TRANSFORMATIONAL CHANGE & ENABLE GROWTH IN KEY AREAS</p>	<ul style="list-style-type: none"> Create one source of trusted employee data Improve utilisation of HR system & identify areas for development Design “Our People Our Plan” Engagement Roadshows linked to Corporate Plan Development 	<ul style="list-style-type: none"> Skills analysis of main job populations; build skills profiles for job families Develop Integrated workforce plans Build “Orkney Opportunities” Brand & Products Launch Growth Groups Develop the design principles for integrated learning & innovation network Redesign and launch new ERD framework aligned to values Design approach to technology access for all 	<ul style="list-style-type: none"> Develop learning platform and curate content Deliver Technology access for all Digital skills programme for all staff Design career pathways Design and deliver Young Employees Conference (1) Establish knowledge partnerships with at least 2 academic institutions Launch Pop Up events 	<ul style="list-style-type: none"> Launch integrated learning & innovation network sites Young Employee’s Conference (2) Implement career & talent pathways aligned to organisational need

STRATEGIC PRIORITY/ACTIONS	CURRENT YEAR	2023/24	2024/25	2025/26
VALUING EVERYONE'S CONTRIBUTION THROUGH CREATING MODERN, FLEXIBLE EMPLOYMENT PACKAGES	<ul style="list-style-type: none"> • Experiment with blended working options • Develop proposals for the OIC recognition scheme/event • Explore options to enhance employee benefits • IIP Journey begins – staff survey, insight (baseline data) and health check to inform priorities 	<ul style="list-style-type: none"> • Launch the recognition programme • First annual recognition event • Develop flexible working frameworks • Launch employee benefits scheme • IIP Assessment 	<ul style="list-style-type: none"> • Enhance employee benefits scheme further • IIP Review • Second annual recognition event • Explore options to modernise Terms & Conditions • Redesign job roles where practicable to enhance adaptability & flexibility 	<ul style="list-style-type: none"> • Provide annual statement of reward and benefits for every employee • IIP Assessment (2) • Third annual recognition event • Review & refine recognition approach • By 2026, reduction in the number of job roles by 30% to reflect the agility & flexibility of our staff