

Item: 8

Policy and Resources Committee: 28 November 2023.

People Plan – Progress Update.

Report by Corporate Director for Strategy, Performance and Business Solutions

1. Purpose of Report

To provide an update on progress with the priorities agreed in the Council's People Plan 2022-26.

2. Recommendations

The Committee is invited to scrutinise:

2.1.

Progress to date against the priorities set out in the People Plan 2022-26 and associated Delivery Plan, as detailed in Appendices 1 and 2 to this report, in order to obtain assurance.

3. Background

3.1.

On 21 June 2022, the Policy and Resources Committee recommended:

- That the [People Plan 2022-26](#) be approved.
- 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.

3.2.

This report is the first such update report and aligns with the reporting on the new Directorate Delivery Plans and Council Plan.

4. Overall Progress summary

4.1.

The progress against the Delivery Plan actions and detailed commentary is provided in Appendices 1 and 2 to this report and available to the Committee to scrutinise.

4.2.

In total across the 4 thematic areas under which actions are grouped within the Delivery Plan, there were a total of 16 actions due to be completed in 2022-23 as outlined in Appendix 1. Out of these 16 actions, 13 are complete, and 3 are partially complete or in progress.

4.3.

Similarly for those actions in year 2023-24 outlined in Appendix 2, there were 21 actions due to be complete within the current financial year. Out of these, 3 actions are fully complete, 17 are in progress and 1 is yet to commence. This is accurate as of 31 October 2023.

4.4.

In terms of future forecasting, it is estimated that 4 of these actions will potentially roll forward into 2024-25 and require some re-profiling or re-assessment of the actions themselves. Further updates will continue regularly in line with the 6 monthly performance reporting schedule.

5. Trade Union Engagement

Trade Unions were consulted during the formation of the People Plan 2022-26 and contributed to its creation. This update report has also been provided to them.

6. Human Resource Implications

The HR and workforce implications are covered throughout the body of this report and its appendices.

7. Corporate Governance

Although this report relates to the Council complying with governance and scrutiny, the People Plan supports the priorities set out within the Council Plan under the thematic area of 'Transforming Our Council'.

8. Financial Implications

There are no direct financial implications as a result of this progress report.

9. Legal Aspects

There are no direct legal implications as a result of this report.

10. Contact Officers

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11. Appendices

Appendix 1: Progress against Delivery Plan actions for 2022-23.

Appendix 2: Progress against Delivery Plan actions for 2023-24.

APPENDIX 1 – Progress Against 2022-2023 Actions

Orkney Islands Council – People Strategy 2022-2026: Draft Delivery Plan Strategic Priority / Actions	2022-23 Actions	Status	Commentary
<p>Creating a Shared Leadership Culture that underpins our Agenda for Change and Organisational Growth</p>	<p>Align leadership focus with the new operating model principles.</p>	<p>Complete</p>	<p>A wide range of communications were undertaken around the ‘Our People, Our Plan’ initiative; the Leadership Forum and Lunch and Learns were set up to help embed the principles of the new operating model and focus on leadership.</p>
	<p>Develop and deliver leadership/management orientation programme.</p>	<p>Complete</p>	<p>A leadership and management development programme has been designed to add to the events already delivered.</p>
	<p>Forward plan the programme development for the Leadership Forum aligned to organisational priorities.</p>	<p>Complete</p>	<p>8 Leadership Forum events have been delivered up to September 2023 with different organisational priority topics and we continue to plan further sessions for next year and beyond.</p>
	<p>Develop Elected Member development programme with relevant partner.</p>	<p>Complete</p>	<p>In April 2023 the Council agreed to adopt the Political Skills Framework, a self-assessment process for supporting the identification of learning and development needs for Elected Members.</p>

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Orkney Islands Council – People Strategy 2022-2026: Draft Delivery Plan Strategic Priority / Actions	2022-23 Actions	Status	Commentary
<p>Building a Talented, Confident and Resilient Workforce with the capabilities to adapt to our changing environment</p>	<p>Effective implementation of Phase 1 & 2 structure change.</p>	<p>Complete</p>	<p>Following the agreement of the Phase 1 and 2 structure change, an extensive period of matching existing employees into relevant roles and recruitment to additional roles was undertaken.</p>
	<p>Address grade compression issues linked to Living Wage.</p>	<p>Complete</p>	<p>A new pay and grading model to fully consolidate the Living Wage and address pay compression in the lower grades was agreed by the Council in December 2022 and implemented in the first quarter of 2023.</p>
	<p>Implementation of 3rd edition JE scheme.</p>	<p>Partially complete</p>	<p>This work has been completed in so far as it can at local level with drafting of new associated policies and agreements via a working group and delivery of training. There has however been a delay at national level in terms of final SJC agreement on revised wording within the scheme.</p>
	<p>Future proof Occupational Health provision.</p>	<p>In Progress</p>	<p>The service specification required for a more comprehensive Occupational Health Service has been</p>

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Orkney Islands Council – People Strategy 2022-2026: Draft Delivery Plan Strategic Priority / Actions	2022-23 Actions	Status	Commentary
	Design the refreshed induction, orientation and support arrangements for apprentices / trainees.	Complete	drafted and provider options are being explored. A first tranche of apprentice and trainee opportunities were successfully advertised and recruited to in 2023.
Establishing a new People and Learning Infrastructure to drive transformations change and enable growth in key areas	<p>Create one source of trusted employee data.</p> <p>Improve utilisation of HR system & identify areas for development.</p> <p>Design “Our People Our Plan” Engagement Roadshows linked to Corporate Plan Development.</p>	<p>In Progress</p> <p>Complete</p> <p>Complete via Leadership Forum sessions</p>	<p>ResourceLink the HR/Payroll System continues to be developed as the primary source of employee information.</p> <p>ResourceLink is now being used for costing the staff budget and providing management information and reporting tools to managers as well as absence reporting through the MyView Module. There will continue to be ongoing development but as far as this initial action is concerned we can mark complete.</p> <p>The new Council Plan was approved and agreed and engagement took place through the Leadership Forum events.</p>

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<p>Valuing everyone’s contribution through creating modern, flexible employment packages</p>	<p>Experiment with blended working options.</p>	<p>Complete</p>	<p>Hybrid Working guidance was developed and launched and has been in operation with staff in 2023. A further review of the position is currently being undertaken.</p>
	<p>Develop proposals for the OIC recognition scheme/event.</p>	<p>Complete</p>	<p>The proposals for the Councils ‘VIP’ Staff Awards and recognition scheme were approved by CLT for implementation in 2023-24.</p>
	<p>Explore options to enhance employee benefits.</p>	<p>Complete</p>	<p>Exploration of options was completed in 2022-23 with implementation moving forward in 2023-24.</p>
	<p>IIP Journey begins – staff survey, insight (baseline data) and health check to inform priorities.</p>	<p>Complete</p>	<p>Staff Survey and initial IIP assessment was undertaken in late 2022 with the Council awarded Investors in People Accredited status in January 2023.</p>

APPENDIX 2 – Progress Against 2023-24 Actions

Orkney Islands Council – People Strategy 2022-2026: Draft Delivery Plan Strategic Priority / Actions	2023-24 Actions	Status	Commentary
<p>Creating a Shared Leadership Culture that underpins our Agenda for Change and Organisational Growth</p>	<p>Develop comprehensive leadership offer:</p> <ul style="list-style-type: none"> ○ New Leaders and Managers ○ Aspiring Leaders ○ Senior/Executive Leaders <p>Evolve the role of the Leadership Forum.</p>	In Progress	<p>A leadership development programme has been designed and approved by CLT with rollout due to commence in January 2024.</p>
	<p>Develop a toolkit for People Managers.</p>	Complete	<p>8 Leadership Forum events have been delivered and have been evolved to cover sessions on leadership development with external speakers and collaborative workshops on priority themes. Attendees are asked for feedback on the events and ideas for future.</p>
	<p>Introduce PDP for Elected Members.</p>	In Progress	<p>Development of a Toolkit is underway.</p> <p>Following adoption of the Political Skills Framework, a survey of Elected members is currently taking place to help inform the development programme and individual PDP's.</p>
<p>Building a Talented, Confident and Resilient Workforce with the capabilities to adapt to our changing environment</p>	<p>New pay & grading model.</p>	In Progress	<p>A new pay and grading model was introduced to address pay compression in the lower grades. Consideration of further work in this area is ongoing taking cognisance of</p>

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	<p>Redesign recruitment approaches to optimise impact and personalisation.</p> <p>Identify other key “moments that matter” and build a framework for enhancing employee experience.</p> <p>Launch wider apprenticeship / trainee programme.</p> <p>Redesign the approach to casual / relief staffing.</p>	<p>In Progress</p> <p>In Progress</p> <p>In progress</p> <p>In Progress</p>	<p>the budget pressures the Council faces.</p> <p>A short life recruitment taskforce was convened comprising officers from across the Council. The outcomes of this and actions already taken are due to be reported to CLT imminently and a seminar for Members will take place.</p> <p>There are a number of interlinked priorities that contribute to the progress against this action including reviewing the onboarding and induction processes and guidance, recruitment improvements and revised ERD scheme.</p> <p>Following the onboarding and induction of apprentices and trainees the OD team are currently designing wider corporate programmes to enhance their experience.</p> <p>Discussions have taken place with services who have high volumes of relief staffing to explore different models, however progress has been</p>

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			somewhat delayed due to management and service pressures. This action is therefore likely to continue into 2024-25.
<p>Establishing a new People and Learning Infrastructure to drive transformations change and enable growth in key areas</p>	<p>Skills analysis of main job populations; build skills profiles for job families.</p> <p>Develop Integrated workforce plans.</p> <p>Build “Orkney Opportunities” Brand & Products.</p> <p>Launch Growth Groups.</p>	<p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p>	<p>This work will be considered as part of the development of workforce planning below.</p> <p>Planning is currently underway within HR and OD with a report to CLT being formed on approach. Leadership Forum 9 in early 2024 will be focussing on this as a key priority and linking to the Best Value thematic work outlined by the Accounts Commission.</p> <p>A number of the actions being progressed potentially fit under this overarching offer to staff; however branding and presentation needs to be reviewed.</p> <p>As part of the Leadership Development Programme, cross service learning groups are planned to provide opportunities for peer support</p>

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	<p>Develop the design principles for integrated learning & innovation network.</p> <p>Redesign and launch new ERD framework aligned to values.</p> <p>Design approach to technology access for all.</p>	<p>Not Started</p> <p>In Progress</p> <p>In Progress</p>	<p>and putting learning into practice. Other key themes for wider groups are being reviewed.</p> <p>It's likely this work will need to be rolled forward into 2024-25.</p> <p>A new ERD process titled 'Good Conversations' has been trialled and is being presented to HR Sub-Committee in November 2023 for approval.</p> <p>A survey of staff has been undertaken and the OD team are reviewing the results and will map out requirements.</p>
Valuing everyone's contribution through creating modern, flexible employment packages	Launch the recognition programme.	Complete	The Council's VIP Staff Awards Scheme has been launched.
	First annual recognition event.	In Progress	The first annual staff awards and recognition event is scheduled for June 2024.
	Develop flexible working frameworks.	In Progress	Review of the Council's suite of policies around flexible working is underway.
	Launch employee benefits scheme.	In Progress	An employee benefits package incorporating provision of an Employee Assistance

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			Programme is currently out to tender.
	IIP Assessment.	Complete	Full IIP re-assessment only takes place 3 years after the initial assessment so this will commence in late 2025. An Improvement Plan based on the initial assessment is ongoing and further pulse surveys for staff are being developed to monitor progress against themes.