
Report to Council

Date of Meeting: 24 October 2013

Subject: People Strategy 2013-17

**Report by: Head of Strategy & Customer Services and Senior Support
Services Manager**

1.0 Purpose

- 1.1. The purpose of this report is to present to Council the People Strategy for the period 2013-17.

2.0 Recommendations

- 2.1. It is recommended that Council:
- a) approves the People Strategy 2013-2017

3.0 Considerations

- 3.1. The Council approved the current People Strategy in December 2009 as part of a suite of organisational development strategies supporting the organisational change programme.
- 3.2. The current strategy has realised significant benefits for the Council, including increased organisational efficiency and improved staff satisfaction in many key areas. The strategy underpinned a period of significant change, including Single Status and the establishment of shared services, and has supported the shift towards a more efficient, corporate culture.
- 3.3. There is a requirement however to refresh our corporate people management strategy to ensure it remains fit for purpose and relevant. The reasons include:
- recognition within our Budget Strategy that looking at service resources in isolation is not a sustainable approach to delivering the levels of saving that will be required over the short to medium term. The Council approved our new organisational change programme, *Making Clackmannanshire Better*, our People Strategy therefore needs to ensure that our staff have the right skills, and are sufficiently flexible and resilient to enable sustainable public services of the future.

- the implementation of shared services has resulted in a unique council structure, significantly different from 2009. As it continues to develop, the way we support, develop and manage our staff needs to be accordingly flexible and responsive;
 - developments in community planning and Single Outcome Agreements, and particularly the need to bring about transformational change that will see closer integration of public services, with the need to migrate resources decisively towards prevention and early intervention;
- 3.4. The strategy has been drafted to underpin the vision and objectives of *Making Clackmannanshire Better*. In supporting the programme its underlying principles are:
- Alignment
 - Communication
 - Customer Focus
 - Inclusion
 - Partnership
 - Sustainability
- 3.5. To ensure the Council can deliver *Making Clackmannanshire Better*, the strategy's aims are centred around three elements:
- Make our organisation sustainable
 - Make our workforce resilient
 - Make our culture inclusive and positive
- 3.6. A detailed action plan is being developed to support implementation of the People Strategy and this will be monitored by CMT. Supporting projects are also being progressed as part of *Workstream 5: Making Our Organisation Stronger* within Making Clackmannanshire Better.
- 3.7. Trade Unions and the senior managers forum have also been consulted on the strategy.
- 3.8. There will likely be financial implications arising from the detailed action plan, e.g. the development of a leadership development programme, however any such initiatives will be contained within the existing approved budget or subject to a robust business case process.

Conclusions

- 3.9. The last few years has seen significant developments and improvements in our workforce planning and management, however, the significant challenges that lie ahead require us to look at our people approaches afresh. *Making Clackmannanshire Better* will require a resilient and sustainable workforce, underpinned by an inclusive and positive culture.

4.0 Sustainability Implications

- 4.1. Sustainability is an inherent principle of the strategy (discussed on page 7 of the draft).

5.0 Resource Implications

5.1. Financial Details

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes ☒

- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes ☒

- 5.4. *Staffing - given its nature, the strategy will have significant implications for staff - as such, it has been subject to consultation with trade union colleagues and senior managers across the council. Staff and their union representatives will also have an ongoing role involvement in the implementation of the Strategy and people projects within Making Clackmannanshire Better.*

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities** (Please double click on the check box ☒)

The area has a positive image and attracts people and businesses	<input type="checkbox"/>
Our communities are more cohesive and inclusive	<input type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input type="checkbox"/>
Our communities are safer	<input type="checkbox"/>
Vulnerable people and families are supported	<input type="checkbox"/>
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	<input type="checkbox"/>
The environment is protected and enhanced for all	<input type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

8.0 Equalities Impact

- 8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes ☒ No ☐ - see appendix 2

9.0 Legality

- 9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

10.0 Appendices

- 10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix 1 - Draft People Strategy

11.0 Background Papers

- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

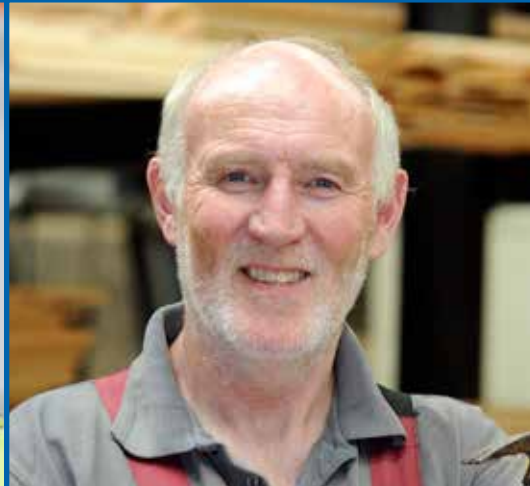
Yes ☐ (please list the documents below) No ☒

Author(s)

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Approved by

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Better Services

Better Opportunities

Better Communities

**People Strategy
2013-2017**



CONTENTS	Page
Foreword	3
Introduction	4
Purpose	4
Vision and Mission	5
Principles	5
Aims and Objectives	7
Taking our People Strategy forward	9
Appendix 1 - Our People Outcomes	10
Appendix 2 - Overview of Aims and Objectives	11



Foreword

The Council's previous *People Strategy 2009-2014* set out an ambitious development programme supporting organisational change. A significant number of achievements have taken place since that strategy was introduced, including the implementation of the Single Status Agreement; a significant restructuring of some services to ensure consistency in staffing numbers and to deliver efficiencies; the introduction of flexible and alternative ways of working; the annual measuring of staff perceptions via the Employee Survey; introduction of a Core Competency Framework and Performance Review and Development (PRD) process; significant improvements in communication with our people; the successful introduction of the Clackmannanshire Improvement Model (CIM); as well as the on-going pursuit of national Customer Service Excellence accreditation and embedding of Investors in People standards.

The Council continues to face significant financial pressures and challenges as a result of public sector reform, welfare reform and the challenging economic outlook. As a result, the way in which services are delivered in Clackmannanshire in the future will have a very different look and feel from the present; at the heart of this will be a 'whole systems'¹ approach designed around our customers and communities. It is vital, therefore we ensure we have the workforce we need to deliver services, both now and in the future.

The context for delivering change in Clackmannanshire is complex and unprecedented. At the same time as facing reductions in funding, the Council is also contending with challenges presented by increasing demand for certain services as a result of significant demographic changes. This will change the way in which customers interact with the Council and the way in which customers will expect services to be delivered. The use of modern and innovative digital systems is enabling customers to access services in new, more efficient ways, resulting in the need for new approaches to how our people work. Delivering integrated services in partnership with other public sector organisations will also require new and innovative working practices supported by a flexible and resilient workforce.

To deliver Clackmannanshire's vision over the next five years, we are embarking on a significant and ambitious programme of transformation. The Council recognises through this **People Strategy 2013-2017** that the successful implementation of this programme of change relies fully on the continued efforts of our people. This strategy therefore sets out the 'people journey' we need to embark on if we are to ensure our people have the skills, behaviours and competencies required to *Make Clackmannanshire Better*.

Elaine McPherson
Chief Executive
October 2013

¹ The systems approach considers the organisation (and its partners) as a complete entity rather than disparate parts, taking a holistic approach to planning for change; viewing the entity as a system composed of a set of inter-related - and thus mutually dependent - sub-systems, consisting of components, linking processes and shared goals.

In view of constant organisational change in technology, business processes, job descriptions and skill sets, organisations that properly deploy a systems approach can adjust quickly to these changes and remain viable.



Introduction

Through the Corporate Plan and the Single Outcome Agreement (SOA), the Council is committed to improving the long-term outcomes for our communities in Clackmannanshire. Both plans recognise that a step change is required in order to break the cycle of deprivation that creates inequalities in Clackmannanshire, and to manage the demand for sustainable services essential for the most vulnerable individuals in our communities.

It is through our people that we will realise our Vision, by enabling:

- Better services
- Better opportunities
- Better communities

The Council has a number of key corporate strategies in place to guide how we will achieve these aims, objectives and priorities. These strategies complement one another and promote a strategic, organisation-wide approach for delivering positive outcomes for our customers and our communities. This People Strategy is therefore closely aligned with the Council's other corporate strategies, and is integral to the Council's significant and ambitious programme of transformation, '*Making Clackmannanshire Better*'.

Underpinning everything we do lies the Council's Governance Strategy. This defines the key principles of good and effective governance.

Purpose

The overall purpose of our People Strategy is to:

- enable the Council to achieve its Vision through effective relationships with its people, customers, partners and stakeholders;
- encapsulate how that Vision will be achieved through an unambiguous People Mission;
- identify the principles which underpin the People Strategy and its implementation; and,
- set out the key aims and objectives of our People Strategy.

The key components of the People Strategy are illustrated in **Appendix 1**.



Our Vision

Our Vision is *Making Clackmannanshire Better*, through supporting Better Services, Better Opportunities, Better Communities.

To achieve this we will need to ensure:

1. Our leaders are effective; they value our people, and promote a positive organisational culture;
2. We communicate, consult and engage with our people and their representative groups in an open, transparent and responsible way.
3. Our workforce is sustainable, by implementing a consistent corporate approach to people management and planning based upon robust and accurate workforce information;
4. We demonstrate best practice and strong governance, comply with statutory and legislative requirements, and control and manage risk to protect both the organisation and our people;
5. Our people are clear what is expected of them to deliver our Vision and objectives; we know how well they are performing, and proactively develop and support them to meet both the Council's and their own objectives;
6. We have an inclusive and positive organisational culture, based upon shared values, fairness and equality of opportunity.

Our People Mission

Our mission is to ensure that we have the right people with the right skills and behaviours, in the right places to enable sustainable, high quality services for the communities of Clackmannanshire.
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Principles

The People Strategy acknowledges that in the current climate of uncertainty, organisational change is inevitable. If we are to continue meeting the needs and expectations of the communities we serve, we need to be open to working in new ways, whether that be in terms of internal structures, or externally, in partnership with other agencies and stakeholders. Workforce planning and development, resource management and good governance are all crucial to achieving effective organisational transformation.

Organisational culture is a major influence on people's behaviour and performance, particularly in a period of significant change. To optimise positive behaviours and performance consistently throughout the organisation, it is important that priorities and objectives are clearly identified and understood by all our people, that there are shared values underpinning all decision-making and actions, and that our people are sufficiently resilient and supported.



The People Strategy recognises the importance of shared values and principles in developing and embedding a corporate culture that values our people, drives their performance and holds them to account.

Accordingly, our decision-making and actions in relation to our people will be underpinned by the following People Strategy Principles:

- Alignment
- Communication
- Customer Focus
- Inclusion
- Partnership
- Sustainability

Alignment:

It is important that all of our corporate resources are aligned to our business objectives. In terms of our people, we will ensure that everyone is clear what is expected of them; we have consistency of jobs, structures and pay across the organisation; we will also ensure that we have sufficient and appropriate skills, knowledge and experience within our workforce to achieve our aims and objectives; skills, knowledge and experience will then be deployed effectively to optimise performance and service delivery.

Communication:

Excellent communication is vital to help our people, customers, stakeholders and partners understand what the Council does and why. In terms of internal communication, we know from feedback that our approaches need to be better planned and co-ordinated, honest and consistent, timely and relevant.

Successful delivery of our Corporate Priorities relies on a strong, embedded culture of excellent communication and effective engagement at all levels throughout the organisation and with our customers, stakeholders and partners.

Customer Focus:

Excellent customer service requires a proactive approach to identifying and anticipating customer needs. This will enable the organisation to align our people more effectively, manage customer expectations and plan the delivery of targeted and cost efficient services.

Inclusion:

It is important that our people feel valued, respected and are socially accepted and fairly treated irrespective of origin, age, race and ethnicity, culture, religion, beliefs, gender, sexual orientation and identity or disability. An inclusive organisational culture will motivate individuals to better perform and contribute to achieving our aims and objectives.

Partnership:

Strong collaborative and partnership working enables us to develop and shape services around communities and improve outcomes for the people of Clackmannanshire. Partnership working ensures that our collective resources



are focused and targeted on the most vulnerable communities. Working together allows vital information and intelligence to be shared, reducing duplication and increasing efficiency and effectiveness. Engaging with our communities is also essential in improving how we shape and deliver public services.

Sustainability:

Our sustainability as an organisation is defined by our resilience. Resilience is determined by our ability to respond to change, anticipated or otherwise. An integral aim of *Making Clackmannanshire Better* is to build organisational resilience and our people will be key to the successful delivery of this. To ensure that we have the right people with the right skills in the right place, we need to have effective workforce planning and performance management mechanisms, and learning and development programmes in place.

Our People Aims and Objectives

To enable us to implement our Vision, we have identified the following overarching aims. These are based on the underpinning principles of Alignment, Communication, Customer Focus, Inclusion, Partnership and Sustainability.

Our Aims:

- 1 Make our organisation sustainable
- 2 Make our workforce resilient
- 3 Make our culture inclusive and positive

Aim 1 - Make our organisation sustainable

To make our organisation sustainable, we must be able to respond to continuing, as well as changing, customer needs, set against a backdrop of increasing financial constraints. To achieve this, we must ensure that our resources are aligned to our Corporate Priorities and are managed effectively and consistently.

Objectives:

- Ensure our organisational design is fit for purpose now and is flexible enough to meet future needs and demands.
- Ensure that our workforce planning is aligned with our Corporate Priorities.
- Pursue initiatives that facilitate joint working or partnership opportunities, where appropriate.



Aim 2 - Make our workforce resilient

As business needs change, we must ensure that our people are sufficiently skilled, supported and developed to enable effective delivery of their agreed business objectives. We must make sure we can identify and retain the best talent within the organisation and attract new talent in the future.

Objectives:

- Ensure consistent, effective leadership and management across the organisation.
- Ensure our people are appropriately skilled to meet their business objectives.
- Ensure our people are accountable, effective and efficient in the performance of their role.
- Ensure our people are motivated and have clear direction in the delivery of services to our customers

Aim 3 - Make our culture inclusive and positive

As well as being key to organisational sustainability and resilience, our people will also determine our culture. Every individual - elected members, senior managers, staff and stakeholders - will influence and shape our identity as a large scale service provider and employer.

We want Clackmannanshire Council to be recognised for excellent customer service. We want to be identified as an excellent service provider and employer who recognises achievement and celebrates success, values diversity and ensures equality of opportunity for all. Our organisational culture will be a significant factor in terms of attracting and retaining skilled and talented staff to enable us to deliver the best possible services to our communities.

The behaviours of all of our people will set the cultural tone for our organisation. We all have an obligation to treat people fairly and with respect; to value the skills, knowledge, talent and opinions of others; and, to strive for improvement, as well as to embrace personal and professional development in order to achieve our Corporate Priorities.

Objectives:

- Ensure our core values reflect the current aspirations of the organisation and support an inclusive, positive organisational culture.
- Ensure that our people practices are fair and consistent, value diversity and afford equality of opportunity.
- Align our training and development programme with our Corporate Priorities and ensure that it supports our people to develop the technical knowledge and skills, as well as the behavioural competencies required to perform in their respective roles.



Taking our People Strategy forward

The landscape within which the Council operates is constantly changing. In delivering the People Strategy, we will fully consider the impact of developments such as the Council's Corporate Plan 2012-2017, the new Single Outcome Agreement 2013-2023, including initiatives being delivered under the umbrella of Making Clackmannanshire Better. We will also consider the increasing and changing demand for services, and the challenging context in which we find ourselves, to develop priority actions for delivering our People Strategy.

Everyone, regardless of their role within the organisation, has a responsibility to ensure that our People Strategy works in practice.

The People Strategy will be reviewed annually to ensure it remains fit for purpose and is having a positive impact towards achieving our overall Corporate Vision. This will include an evaluation based on our People Results by the senior management teams, as well as working closely with our people and Trade Unions to consider its ongoing effectiveness.





Appendix 2

People Mission

Our mission is to ensure that we have the right people with the right skills and behaviours, in the right places to enable sustainable, high quality services for the communities of Clackmannanshire

Make our organisation sustainable	Make our workforce resilient	Make our culture inclusive and positive
<ul style="list-style-type: none"> ensure our organisational design is fit for purpose now, and flexible enough to meet future needs and demands; maintain consistency in the respective roles and competencies of our employees; proactively plan for and develop our workforce to meet future needs; pursue initiatives that create joint working opportunities to benefit the area, while always recognising the need for a strong, independent Clackmannanshire Council; implement a culture of succession planning, identifying existing ability and talent in the workforce, including liaison with schools and colleges; implement self-service in relation to certain routine administrative HR tasks to embed accountability and optimise professional HR support for employees and managers. 	<ul style="list-style-type: none"> plan strategically for future workforce requirements; align plans and strategies with the workforce profile, therefore optimising the skills and capacity of the workforce; develop leadership and management skills and capacity; ensure robust and accurate workforce information is available to aid business planning, performance management, decision-making and service delivery; ensure proactive forward-looking workforce planning becomes an integral part of the business planning and decision-making process; create opportunities for flexible personal development for all our people; work with partners to develop an integrated and co-ordinated approach to planning our workforces to best deliver services to the communities we serve; ensure our people are clear what is expected of them, with accountabilities clearly defined and managed. 	<ul style="list-style-type: none"> ensure our core values reflect the current aspirations of the organisation and support a positive, inclusive organisational culture; Ensure our people are recognised for their achievements; centralise our recruitment process as well as increase the online recruitment process; ensure our people policies and procedures are robust, reviewed regularly and implemented effectively; work towards embedding the Investors in People (IiP) standards; review our competency based PRD process ensuring our people are included and have access to relevant training and development opportunities; use PRD process to reflect performance, encourage open and honest dialogue and drive continuous improvement; listen to and act upon employee feedback; review the competency framework to develop further behavioural, technical and managerial competencies.

