

Agenda Item 12

Executive Board Meeting
3 June 2015

Memo No 15/15

'New' People Strategy

Purpose

1. To explore options with the Executive Board to develop a new People Strategy.

Background

2. The current People Strategy "Fit for our Future" covered the five-year period from 2011 to 2016 and is now due for revision.
3. The "Fit for Our Future" strategy built on the FC's first People Strategy (2009-2011) which had the overarching theme of "Building Management Capability" and supported the FC's commitment to manage its employees fairly, consistently and professionally.
4. The "Fit for Our Future" People Strategy had the overarching theme of "Equipping Staff to Manage Change" and focused on five key areas – Deployment of People; Employee Skills; Equality and Diversity; Employee Safety, Health and Wellbeing; and Pay and Recognition
5. A new People Strategy will be needed in April 2016.
6. However, the FC is currently going through a period of significant and possibly prolonged change which will likely fundamentally impact the way that it is structured and operates.

The Recommended Approach

7. There are several options regarding the parameters of a new People Strategy
8. The HRMB has identified three options for consideration:
 - A single People Strategy –this could cover a three year period rather than five years and would signal that we are still one unified staff group;
 - A tailored, specific People Strategy for each country, FR and Shared Services;
 - An umbrella People Strategy which promotes a shared approach to the management of our people across the countries but sets out country specific local initiatives and action.

Executive Board Paper

9. The HRMB recommends the formulation of an umbrella People Strategy which will ensure a degree of consistency to people management across the organisation whilst enabling the countries, FR and Shared Services to retain flexibility on delivery of the strategy at a local level.

Impact on Resources

10. An umbrella strategy will require a higher level of involvement of local HR teams and country/FR Boards.

Risk Assessment

11. The risk associated with not having a People Strategy in place for 2016 is that staff may view this negatively.
12. Work needs to start now to ensure we have a new strategy in place for 2016.

Communication Issues

13. None at present.

Implementation and Evaluation

14. Project managed by HR Management Board.

Actions

15. The Board is asked to consider:
 - Whether they want a new People Strategy?
 - If so, do they agree an umbrella Strategy is the best approach?

Jean Lindsay
Director, Central Services
June 2015