

OUR PEOPLE STRATEGY 2017-2020



HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
EACHDRAIDHEIL
ALBA



INTRODUCTION

The Historic Environment Scotland (HES) Corporate Plan sets out our ambition to be the lead Public Body for the historic environment in Scotland. As HES grows and continues, our people remain our most important asset and resource

Our People Strategy recognises the role that our people play in driving both our success and growing our organisation. Using the five key themes set out in the Corporate Plan our People Strategy articulates how our staff will contribute to achieving our visions, what our expectations are of them and our commitment to all across HES.

HES will continue to develop our culture and create an environment to attract and retain the best people we can. Our ambition is to have Scotland's historic environment cherished, understood, shared and enjoyed with pride by everyone and our staff want to ensure the success of this. We will seek to deliver excellence through inspiring all to achieve

their objectives in a collaborative and healthy working environment. We will only succeed if we all:

- understand our vision and values
- are well led and managed
- are motivated to contribute to building a positive and healthy working environment
- accept responsibility and accountability for our roles
- understand and value how our roles fits in
- have the right skills and continually develop these to create and meet change
- are flexible, adaptable and responsive
- engage in driving continuous improvement in how we work.



STRATEGIC AIM

Our People Strategy is directly aligned with the strategic plan for HES and is intended to provide an immediate, ongoing and longer-term framework with focus for engaging, developing and managing our people in supporting and driving HES to fulfil its aspirations as set out within the Corporate Plan

Our five strategic themes provide the framework for our strategic outcomes, our objectives and our performance:

- **Lead:** We will fulfil a leading and enabling role in the historic environment sector through our activities and by supporting, empowering and collaborating with others to secure the most sustainable future for our nation's historic environment.
- **Understand:** We will increase knowledge and understanding of the historic environment through investigation, research and recording activities across our work.
- **Protect:** We will enhance protection of the historic environment through regulation, conservation, collection and investment activities.
- **Value:** We will promote the value of the historic environment through education, learning, outreach and skill-sharing activities.
- **Perform:** We will create a high-performing organisation that is well equipped to meet day-to-day and future challenges, and to improve the way we work and the quality of service we provide.



LEAD

Managers and leaders who are mutually supportive and empowered to help create an environment that encourages staff, stakeholders and partners to achieve success

WHERE WE WANT TO BE

- high-quality and performing leaders and managers who are aware of their key responsibilities, have the capacity to fulfil them, identify the value to HES, and have their performance reviewed and recognised
- empowered leaders and managers who become influential in their areas of the business and beyond, and who have a clear vision for the future workforce shape and skills and how to achieve it
- supportive managers who are role models for leadership, teamwork and knowledge sharing both inside HES and across the historic environment sector
- encouragement and opportunity for all to develop their leadership qualities and capabilities, both when operating internally and representing HES as the lead body, all of which strengthens stakeholder relations and our brand identity
- managers who work in partnership with our trade unions and across the historic environment sector to continue to develop and evolve our engagement and communication to deliver results
- leaders who advocate the values and behaviours of HES and have the confidence to challenge and address issues where these values are not being demonstrated.

MEASURES OF SUCCESS

- excellent leadership recognised both internally (staff survey) and externally (awards)
- Investors in People accreditation by year two
- Investors in Young People accreditation by year three
- percentage of managers successfully completing a Leadership programme
- formal and effective partnership arrangements with the unions.



UNDERSTAND

An organisation that listens to and communicates with our people, working collaboratively with internal and external stakeholders to further develop our knowledge and understanding of the sector, both now and in the future



WHERE WE WANT TO BE

- operating within a culture of transparency and trust
- effective and meaningful communication, engagement and teamworking across HES and with external stakeholders
- staff have a strong sense of purpose, pride and ownership working for HES
- strong collaborative relationships with other professional organisations to further our knowledge sharing and development opportunities for mutual benefit and enhancement of the historic environment sector
- technology that is appropriate to foster better collaborative pathways for working both internally and externally.

MEASURES OF SUCCESS

- staff commitment and engagement recorded within staff survey
- management information on turnover, internal career pathways, volunteering, external engagement and collaborative initiatives, performance against FOI requests
- TNS survey of the HE sector and general public on the role and purpose of HES.

PROTECT

An organisation that people want to work for, where we attract and retain high calibre staff and all see their contribution is valued

WHERE WE WANT TO BE

- recognised as an employer of choice that puts staff at the heart of its success
- flexible two-way engagement ensuring our people can get the right information, at the right time, in the right format to maximise the true value for both HES and its people
- staff who feel motivated and valued in the work they contribute to support HES and the wider historic environment
- working in partnership with staff and the unions to ensure a transparent, fair and inclusive approach to decision making both internally and for the people of Scotland
- a working culture that promotes the importance of work/life balance and personal wellbeing through proactive management, flexible working practices and celebrating success.

MEASURES OF SUCCESS

- accreditation from Investors in People, Health Working Lives and Scottish Living Wage Employer
- recognition through national award schemes, such as 'Not for profit top 100', 'best apprenticeship programme' etc
- performance report against the Corporate KPIs
- reduction in average working days lost.



VALUE

Supporting our people in developing their skills, knowledge and careers in a way that assists HES meeting its corporate priorities

WHERE WE WANT TO BE

- understanding our own talent base and fostering ongoing investment in the further development of our staff and the services they provide against recognised national standards for the benefit of HES and the wider historic environment sector
- strategically aligned individual performance objectives that ensure staff are clear about what is expected of them and are supported through effective development reviews and career planning
- engaging, empowering and motivating staff through effective internal communication, making use of a wide range of channels available to create and maintain a progressive, collaborative and healthy working environment
- individual staff development plans and career aspirations that, through effective talent management and succession planning, can be linked to positively driving forward HES' effectiveness and efficiency
- a workplace culture where equality of opportunity and the appreciation of diversity and dignity at work are embedded values
- a culture that promotes a working environment free from bullying, harassment and discrimination
- an organisational culture that celebrates the success and achievements of our staff.

MEASURES OF SUCCESS

- staff are clear about what is expected of them (as evidenced through the development reviews and staff survey)
- growth of internal staff mentoring and future employability opportunities for HES staff
- development of a HES-wide competency framework that is suitably flexible, applicable to all our staff and is consistently applied across HES
- report on the numbers of days staff have undertaken and delivered learning activities
- positive reporting against progress and performance against Equality KPIs and legal requirements
- management information on complaints raised by staff.



PERFORM

Strive to be a high-performing organisation that engages effectively both internally and externally, equips our staff to be empowered and to work collaboratively across HES and across the historic environment sector, to drive up standards and be recognised as a leading body in the sector

WHERE WE WANT TO BE

- a culture of shared values, innovation, learning and continuous improvement
- highly motivated and accountable staff who feel valued and strive for excellence
- establishing HES as a learning organisation, with ambition to make education and training accessible and delivered to the highest quality and benchmarked against national standards and recognised accreditation
- a vision that puts our staff skills, knowledge and specialisms as the key driver in becoming a high-performing organisation and valued as the lead body for the historic environment sector in Scotland
- in all our actions, we demonstrate positive behaviours and encourage empowerment
- inclusive leadership that supports growth in our staff and successfully engages the historic environment sector.

MEASURES OF SUCCESS

- staff commitment and engagement recorded within the staff survey
- management information on turnover
- TNS survey of the HE sector and general public on the role and purpose of HES
- recognised as the lead body for the historic environment and benchmarked as a high performer within the sector
- visitor contact through footfall, financial income and customer feedback.



DELIVERING THE STRATEGY

Our People Strategy is owned and delivered across HES by and through our people. Annual operational plans and priorities will be developed to set specific objectives which will be measurable against targets.

The successes from the People Strategy will be celebrated and this work will continue to develop, reflect and understand how they impact on and feed into the wider organisational objectives of the HES Corporate Plan.

Within HR, our resources and priorities will also be aligned to support all areas with delivery of the People Strategy outcomes. Alongside delivery of the strategy, HR will continue to work in partnership with the business areas to ensure that we get the basics right across the range of services we deliver and

offer timely support, guidance and training to staff, managers and leaders of HES.

HES will underpin this work and outcomes with the development of three key HR strategic frameworks that will set out the standards:

- Health & Wellbeing
- Learning and Development
- Resourcing.

The three HR frameworks will be focused on enabling delivery of HES' People Strategy through a simplified and coherent approach to the various interventions used across HES. They will focus on bridging the gap between our ambitions and practical solutions and approaches to support HES and its people in meeting outcomes.

HEALTH & WELLBEING

- Healthy Working Lives accreditation
- Investors in People award
- Investors in Young People award
- wellbeing targets and priorities for HES
- continued development of the Health and Wellbeing group and staff initiatives
- Scottish Living Wage
- employee benefits.

LEARNING & DEVELOPMENT

- leadership development competency framework
- performance management system
- framework for staff development
- talent management initiatives
- apprenticeship / Modern Apprenticeship
- continuous improvement programme.

RESOURCING

- establishment of workforce planning
- robust succession planning
- recruitment principles
- framework for flexible resourcing
- pay and grading audit /review
- resource assessment.



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