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|  |  | | **AGENDA ITEM NO:** | |  |  |
|  | **Report to:** | **Corporate Management Team** | **Date:** | **13 May 2021** | |  |
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|  | Report By: | Head of Organisational Development, Policy and Communications | Report No: | HR/09/21/SM/AH | |  |
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|  | Contact Officer: | **Alex Hughes/Barbara McQuarrie** | Contact No: | Ext 2014/2845 | |  |
|  | **Subject:** | **People and Organisational Development Strategy 2020-2023 - Update** | | | |  |
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| **1.0** | **PURPOSE** | | | | |  |
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| 1.1 | The purpose of this report is to update CMT on the key actions completed during 2020 and to set out targets for 2021 to support the Council’s People and Organisational Development Strategy 2020-2023. | | | | |  |
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| **2.0** | **SUMMARY** | | | | |  |
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| 2.1 | The Organisational Development Strategy 2020-2023 was formally approved by the Policy and Resources Committee in 4th February 2020. The Strategy was designed to support the range of planned transformation and change management projects and to ensure the required skills are in place to deliver these and any required savings. | | | | |  |
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| 2.2 | It is recognised that up to 2023 will be extremely challenging for the Council and it is therefore more important than ever to ensure that we have a strategy and workforce plans in place, which will drive and deliver change across services while ensuring our employees continue to be motivated, sufficiently trained, qualified and experienced to deliver quality services which meet current and anticipated service needs. | | | | |  |
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| 2.3 | Although the Council has successfully managed workforce changes in recent years it is recognised that the scale of workforce changes over the next two years may be greater than previously required. The impact of the COVID Pandemic has had a significant impact on: how the Council delivers it Services; its priorities; and working practices. It was necessary to pause while we understood the new circumstances that Inverclyde was faced with in responding to and recovering from the pandemic. Many of the priorities that were in the 20-23 strategy remain highly relevant and have influenced the development of the 2021 targets. It is vital that detailed workforce plans reflect the planned workforce implications of Covid and the Council’s ability to deliver services and its significant programme of change. | | | | |  |
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| 2.4 | Delivery of the key actions over the next few months will be taken forward in consultation with the Trades Unions and with the workforce. The Corporate Workforce Planning and Development Group will have a key role in monitoring workforce plans ensuring a consistent implementation of the People and Organisational Development Strategy and key actions across the Council. | | | | |  |
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| **3.0** | **RECOMMENDATIONS** | | | | |  |
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| 3.1 | It is recommended that the CMT:   * Note the key actions outlined in section 5 of this report which will support the Council to manage the workforce implications required to address the impact of Covid and also to support our employees through the next period of significant change and recovery. * Agree that this report is submitted to Policy & Resources Committee for noting by elected members. A paragraph will be added to the Covid 19 Update Report with a link to this paper. | | | | |  |

**Steven McNab**

**Head of Organisational Development,**

**Human Resources and Communications**

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| **4.0** | BACKGROUND | |  |
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| 4.1 | The Council has recognised the importance of supporting employees through periods of sustained change and this has been demonstrated through the delivery of three Organisational Development Strategies from 2009 and the current People and Organisational Development Strategy for 2020-2023.  It recognises that in order to deliver on the Council’s policy ambitions during Covid and in the recovery period, in a national climate of reducing resources, the Council will need a workforce that is developed appropriately and remains engaged, and motivated. | |  |
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| 4.2 | In order to support the large range of transformation and change management projects, Inverclyde Council formally introduced an Organisational Development Strategy in 2009, shortly after the successful introduction of Single Status.  Since then the Council has continued to give Organisational Development (OD) a prominent role, placing a high value on OD and workforce planning activity.  The strategies continue to ensure that positive people management and workforce planning initiatives are supported, introduced and recognised as playing a valuable role in achieving key Council priorities and objectives and securing high service delivery standards. | |  |
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| 4.3 | The 2020-2023 strategy which was formally agreed by the Committee in 4th February 2020 was developed in consultation with all services which has helped to provide a baseline assessment against the key objectives within the Corporate Statement and Corporate Directorate Improvement Plans.  Stakeholder engagement included workshops with the Extended Corporate Management Team, Heads of Educational Establishments, Service Managers and feedback from the Employee Opinion Survey.  Consultation on the development of this strategy has also taken place with the Trade Unions and the Corporate Workforce Planning and Development Group which has representation from all Directorates of the Council. | |  |
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| 4.4 | Although the Council has successfully managed workforce changes in recent years it is recognised that the scale of workforce changes over the next two years may be greater than previously required due to the impact of the Covid pandemic. Accordingly, it is vital that detailed workforce plans reflect the planned workforce implications of Covid and the Council’s ability to deliver services and its significant programme of change during the recovery period. | |  |
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| 4.5 | The Council is pursuing an ambitious and wide ranging agenda through the Corporate Directorate Improvement Plans (CDIP). One of the greatest challenges in the coming years is to continue to deliver high quality services to our customers in extremely challenging financial circumstances. The delivery of the objectives within our CDIPs will require the commitment and hard work of the Council’s workforce. | |  |
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| 4.6 | In addition, the Council and its partners are operating in an environment dominated by a public sector reform agenda, involving anticipated changes in legislation and policy which directly affects the way the Council services are delivered in the future and will make new demands on the skills and capabilities of our workforce. It is essential therefore that the People and Organisational Development Strategy and workforce plans for the next three - five years respond to these challenges, equip its managers and workforce to enable the Council to continue to work corporately and effectively to deliver on its policy ambitions. | |  |
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| 4.7 | The key actions which have been progressed during 2020 are highlighted in section 5 of this report together with further workforce planning activity planned over the year ahead. The delivery of the key actions over the next year will be taken forward in consultation with the Trades Unions and with the workforce. The Corporate Workforce Planning and Development Group will continue to have a key role in monitoring the consistent implementation of the People and Organisational Development Strategy across the Council. | |  |
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| **5.0** | **Key Workforce Planning Actions – Progressed in 2020** | |  |
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| 5.1 | The priority workforce planning actions progressed during 2020 focussed on addressing the significant workforce implications arising out of the Covid Pandemic and the national financial climate. The key actions progressed during 2020 are set out below against the four key themes of the People and Organisational Development Strategy. A number of the actions highlighted will continue to be progressed during 2021 and these, as well as other planned workforce planning activity is also highlighted below. Section 5.2 highlights work undertaken during and in response to Covid-19 and 5.3 highlights the pre-planned activity for the People and Organisational Development Strategy. | |  |
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| 5.2  5.2.1  5.2.2  5.2.3  5.2.4 | **Response to COVID19**  During the Covid-19 pandemic a number of operational actions were required to support both the service and Council. OD, Policy & Communications has been working with Services, Trade Unions, other organisations e.g. COSLA, S.P.D.S., other Council HR Departments etc. to address the challenges brought by COVID-19. We have pooled information, responded to new problems and developed innovate solutions over the period and will continue to do so, in some areas on an ongoing basis.  The People and Organisational Development Strategy Action Plan was reviewed to ensure it was fit for purpose in light of COVID-19 impact. This included incorporating information and guidance from the Scottish Government, Disclosure Scotland, SSSC, GTCS, Care Inspectorate etc. This resulted in some Workforce Plans being amended. Further work is planned in 2021 to evaluate the workforce implications of long covid.  Key actions which were progressed during 2020 are detailed below. The delivery of the key actions over the next year will be taken forward in consultation with the Trades Unions and with the workforce. The Corporate Workforce Planning and Development Group will continue to have a key role in monitoring the consistent implementation of the People and Organisational Development Strategy across the Council.  **OD/HR response Covid-19**  5.1.1  **Theme 1 – Organisational Development (Planning for the Future)**  **Outcomes – What we plan to achieve**  *Excellence in people & performance management and organisational design. To continue to identify current and future workforce challenges and solutions.*    **Key Actions:-**   * Processes were amended in the areas of recruitment and redeployment in key areas in relation to the response to the COVID-19 pandemic in order to allow the council to react quickly to ensure the continued provision of essential services and allow emergency recruitment and selection to continue in the areas identified as critical i.e. homecare, cleaning, residential units and early years etc. 181 employees were redeployed from their normal jobs to support the organisational response to the Pandemic. * A range of alternative working arrangements were put in place and the Service developed guidance and provided advice on working from home, and assisting employees in making this transition. * Workforce statistics were developed on illness due to covid, self isolating, shielding, etc. to inform discussions regarding the impact of COVID-19 on service provision, and the key staffing issues that required some form of national consideration. * Employee attendance Information was collated on a daily basis to assess resource implications for delivering essential services and also to maintain contact and support those unable to attend work. * Payroll procedures & Audit processes were reviewed and changed to an electronic process (rather than paper) where required * A casual worker retention payment was put in place to support casual workers whose monthly pay had ceased or diminished as a consequence of some services being scaled back or closed. Similar payments were calculated and paid to Supply Teachers. The Service put in place the Government Furlough Scheme for Inverclyde Leisure   **Theme 2 – Employee Skills Development, Leadership, Succession Planning (Employees our most Valuable Resource)**  **Outcomes – What we plan to achieve**  Ensuring our employees are sufficiently trained, qualified and experienced and our leaders are developed to lead, motivate and inspire to deliver quality services which meet service demands.  **Key Actions:-**   * National Government & NHS advice was followed and processes amended to protect our employees during the pandemic in respect of adapting to delivering only essential services and utilising technology to embrace home working as the default position. * Recruitment & Selection – employees were redeployed and retrained to carry out essential key remits in front line services. * Skills Development/Succession Planning – the response to the pandemic allowed us to identify skills gaps and areas where succession planning needed developed when remits had to be covered due to staff self- isolating/shielding * A range of terms and conditions including child care arrangements, annual leave, special leave, working patterns were reviewed to allow more flexibility and keep employees from suffering detriment during the pandemic * The Service developed guidance, tools and links on a range of resources that helped with health and wellbeing. The health and wellbeing of our employees has always been a priority for the Council. This is evident from our previous People and Organisational Development Strategies as well as the current Strategy for 2020-2023 and our long term commitment to retaining the ‘Healthy Working Lives’ Gold Award. * In 2020 additional resources were allocated to assist with health & wellbeing based projects; covid related policy and procedure review; promote staff engagement and resilience:- Outcomes included:: Completion of Access to Work Guidance for both managers and employees for Staff Disability Forum; production of comprehensive health and wellbeing resource list currently held on ICON and e-learning platform; Creation and maintenance of Health and Wellbeing Guide for managers; in conjunction with Healthy Working Lives champions programmed initiatives throughout the year * Health & Safety   The ongoing Covid-19 Pandemic had a significant impact on the work of the health and safety section within Inverclyde Council with a significant mobilisation to support council services to safely meet the challenges faced during these unprecedented times.  The section:   * contributed to the work of the CRMT, LRMT and directorate management teams in relation to pandemic planning and in partnership with corporate communications implemented specific Covid-19 communication pages on the Council’s internet and intranet ; * produced homeworking guidance and assessment materials for staff to ensure that they could work from home safely; * developed risk assessments & guidance on Covid safe procedures for return to work; * worked closely with Education Services and procurement to ensure that the correct personal protective equipment was purchased and a procedure for this was established.; * coordinate access to priority covid testing for Council employees in key service areas; * produced guidance and processes to be followed in the event of a positive diagnosis of Covid-19 in a council employee, pupil or service user; * put in place procedures to move to a paper based system of surveillance monitoring rather than face to face appointments due to covid limitations   The Service will continue to provide advice and guidance based on the most up to date government guidelines and will ensure that risk assessments and guidance documentation are reviewed and updated as required. The section will remain responsive and adaptable to the needs of the Council, management and employees.  **Theme 3 – Employer of Choice (Continuous Improvement) Outcomes – What we plan to achieve**  *To enhance our reputation as an employer of choice and as a Local Leader on innovative and modern employment practices, attract future and retain existing employees by promoting Inverclyde Council as a great place to live and work.*  **Key Actions:-**   * Promoted culture change and better worklife balance through maximisation of home working, flexible start and finish times, better use of technology e.g. webex, jabber, whats app groups. During 2021 will be reviewing agile working practices and the flexible working scheme to ensure fit for purpose post covid; * Promoted staff wellbeing – both mentally & physically with guidance to managers on keeping in contact with teams during homeworking; * Leadership training provided virtually focused on staff wellbeing; * HR issues / Terms and Conditions –reviewed based on cosla/national guidance and further to consultations with the trade unions covering: employees booked annual leave, employees working from home, paid special leave, term time etc. * Casual/Sessional Workers Pay – average payment put in place to avoid detriment where work not being offered due to reduced service provision because of covid; * Route map to phased re-opening- health & safety and wellbeing central focus in planning for Scottish Government possible announcement on phased progression of the Route Map and to restore, within social distancing and health restriction criteria, safe access to all operational locations to relevant staff and the public.   **Theme 4 – Fairness & Equality (Promoting Equality, Dignity and Respect)**  **Outcomes – What we plan to achieve**  *Continue to work with our community partners to promote equality, dignity and respect and ensure our employees, customers and partners are treated fairly and with respect at all times. Ensure equality requirements are met through our grading and pay model and job evaluation processes.*  **Key Actions:-**   * Ensured Government and NHS guidance on employment were adhered to during covid and developed local guidance and processes to ensure employees were treated fairly and did not suffer detriment – e.g risk assessments for pregnant employees and homeworking or special leave during self- isolation; similarly staff with underlying health conditions or who were shielding were risk assesses and every attempt made to facilitate homeworking or given paid special leave: * Daily Covid 19 briefings were established and publicised on Inverclyde Internet to ensure all employees had access to the same source of information; * Covid-19 Absence Register was designed for services to send data in on a weekly basis detailing the number of employees self -isolating, shielders, key workers, carers etc to allow the Council to produce statistics required both locally and nationally to inform local and national decision making to assist councils benchmark data and to ensure employees were treated as equally as possible; * Health & Wellbeing Surveys:   In response to Covid-19 Health and Wellbeing Surveys were conducted for all employees and results reported to the Corporate Management Team in October 2020. The purpose of the surveys was to understand how our all our employees were feeling, what was working well; and what could be improved to enable them to work effectively, stay safe and maintain their wellbeing.  Around half (51.8% - General Survey) and two thirds (64.3% - Term-Time Staff and Teachers) of respondents said that their current stress levels were higher than normal. Concerns included being exposed to Covid-19 and concerns about spreading Covid-19 to their family. A high proportion of staff said that they know who to contact or where to access resources regarding their health and wellbeing.  The outcomes from this survey will also be used to tailor Healthy Working Lives activity to reach as many employees as possible and to assist the Council/HSCP retain the Healthy Working Lives’ Gold Award. | |  |
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| 5.3  5.3.1 | **Pre-planned activity for the People and Organisational Development Strategy.**  **Theme 1 – Organisational Development (Planning for the Future)**  **Outcomes – What we plan to achieve**  *Excellence in people & performance management and organisational design. To continue to identify current and future workforce challenges and solutions.*    **Key Actions:-**   * **Workforce Profiling of Potential Efficiency Areas / Service Reviews**-   On-going workforce profiling is being undertaken in key areas across the Council to identify the potential employee impact of any reviews and how best to plan and manage the implementation efficiencies in these areas be agreed. Workforce profiling included looking at the age profile, skills, vacancies, number of temporary employees etc. Some of this data is currently available through the workforce information and activity reports which are issued to managers on a quarterly basis. This information has been critical in assisting discussions with the Trades Unions at the regular Joint Budget Group meetings;   * **Service Workforce Planning**:   Working with the Change Management Directorate Groups and members of the Corporate Workforce Planning and Development Group a service workforce plan template has been developed to support services in the key areas of organisational development, change management, leadership & employee skills development, recruitment & retention and pay & benefits. The key purpose will be to maximise strengths and opportunities and ensure plans are put in place at service level to address workforce challenges ahead.  Service workforce plans were introduced in early 2018 and have since been updated in line with our People and Organisational Development Strategy 2020-2023. Plans have taken account for the potential impact of COVID-19 and Brexit on service workforce planning. The Corporate Workforce Planning and Development Group will continue to support our Heads of Service in the regular monitoring of their service workforce plans throughout the period.   * **Effective HR Policy Development & Implementation**:   This plays a key role in improving the performance of our people. A number of Policies and Procedures are under review e.g The Drug & Alcohol Policy has been updated and amended to include gambling addiction and other changes and is currently at final consultation with trade unions; currently looking at benefits of introducing a shared cost AVC scheme; reviewing recruitment process, Health &Wellbeing Strategy.   * **Early Learning and Child Care expansion:**   The Scottish Government is delivering a change in early years and child care provision by almost doubling the current free entitlement to 1140 hours per year for all three and four – year olds and eligible two-year olds. The expansion of funded Early Learning and Child Care, originally intended for August 2020, was paused in April 2020 to give local authorities the flexibility to focus on responding to the COVID-19 pandemic. The Scottish Government will pass legislation in early 2021 so that this duty will come into force from August 2021. However, Inverclyde Council delivered the expansion on schedule for August 2020. Inverclyde Council were one of only six Councils in Scotland who delivered the expansion on the original date.  A sub-group of the over-arching steering group charged with organising the expansion is looking at workforce implications finalised a Workforce Plan. There focus was implementing plans to recruit and re-train the workforce to meet the demands of the increased child care entitlement.   * **Brexit**:   Research employee implications with advice from government bodies. Communications issued to all staff and employees who are EU nationals who now require to apply to the EU Settlement Scheme to confirm their post Brexit immigration status. Communications were shared on social media and HSCP/CLD to reach local communities. With the EU UK Brexit deal HR will review the new immigration scheme and the impact this will have on existing and new foreign nationals working for the Council.   * **Review the temporary / permanent contract ratio**:   Aimed at improving our workforce planning and retention of our skilled and experienced workforce, a detailed review of our temporary / permanent contract ratio has been undertaken. There will be ongoing analysis in this key area as part of the assessment of the Workforce Information and Activity Reports.   * **Inverclyde Job Recovery Plan- Workforce Refresh:**   The policy and resources committee in November 2020 gave the go-ahead for a raft of proposals to support residents into work and boost the local economy at a time of crisis. The plan will spend £6 million to create 200 jobs.  The first phase of the Council’s Refresh Programme, which aims to create around 60 permanent posts by allowing eligible employees in certain jobs to leave the council with up to three years’ service added and early access to their pension, commenced in November 2019. An assessment on the implications of potential employee releases, costs, and proposed retirement dates on service delivery and workforce planning is underway with the next phase of the Programme considering recruitment.  A further 34 posts will be supported through the local authority’s successful modern apprentice and graduate programmes and 30 roles will be made available specifically for those aged 16-24 and who are receiving Universal Credit through the ‘Kickstart’ scheme. The remainder will be delivered through local employers through the council’s various wage subsidy and business support grant initiatives to support firms in taking on staff.   * **Inverclyde Performs**:   Training on the Inverclyde Performs system is provided on request and written guidance is also available. We attended CMT, DMTs and met with other staff where this was requested by DMTs. We control access to users as there are only 48 user licences (for the whole Council) that allow people to edit or update the information that is held on it and the current users are up to speed with it and licences usually only transfer when someone leaves employment with the Council.   * **Workforce Information Analysis Report:**   Reviewed the Workforce Information Analysis Report to further develop workplace data reports for managers to better inform key workforce planning and development decisions and actions. | |  |
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| 5.3.2 | **Theme 2 – Employee Skills Development, Leadership, Succession Planning (Employees our most Valuable Resource)**  **Outcomes – What we plan to achieve**  Ensuring our employees are sufficiently trained, qualified and experienced and our leaders are developed to lead, motivate and inspire to deliver quality services which meet service demands.  **Key Actions:-**   * **Performance Appraisal Process & Future Skills Requirement:**   Refresher training is available for employees and managers and guidance has been issued and promoted to ensure our performance appraisal process is as effective as possible and supports succession planning across the Council. A key part of the performance appraisal process is identifying training needs now and for the future and the creation of individual development plans to meet these needs. The training will be delivered via WebEx due to the Covid-19 pandemic till face to face training can resume.   * **Identification of Skills Gaps and Meeting Learning & Development Need**s:   Information is now being gathered centrally on the key learning and development needs identified through the performance appraisal process. This information will be analysed by the Council’s Organisational Development Team and used to develop and deliver Corporate Learning & Development events, support service workforce plans and make enhancements to our e-Learning programmes;   * **Leadership Development Events:**   A Leadership Development Event was held last year which was attended by over one hundred and twenty managers. The focus of the event was health and wellbeing to support managers and for managers to support their staff. By understanding why wellbeing is important for performance, and how to assess the wellbeing of team members, managers can provide the right kind of support and can ultimately enhance the performance of their team members by prioritizing wellbeing. Due to the success of the online platform other leadership development events will be delivered online in a similar method where possible;   * **Succession Planning:**   The succession planning programme which was rolled out across the Council in 2018 will be reviewed and updated during the 20-23 period as required;   * **Flexible Workforce Development Fund (FWDF)**   The FWDF is available to all employers who pay apprentice levy in Scotland and is led by employer demand. Following a successful bid, funding totalling £15,000 has been allocated to Inverclyde Council to use before June 2021 at the local West College Scotland for training which has been identified through performance appraisals training requests.   * **Recruitment & Selection (Homecare and other groups);**   Developed the use of recruitment days to attract and promote homecare staff and other groups where there are recruitment and retention difficulties;   * **E-learning development;**   Inverclyde is a founder member of the Clyde Valley Consortium which provides the Council with an e-learning platform called Brightwave. This has served us well for a number of years. The front-end which staff access has been updated. The consortium will be exploring other shared platforms which will give access to more modern e-learning packages for our employees and across the public sector in 2021.  Adobe has switched off flash which allowed training content to be more interesting by using videos, animations etc. This has required courses with flash content to be identified and moved over to another platform to keep course content interactive. | |  |
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| 5.3.3 | **Theme 3 – Employer of Choice (Continuous Improvement)**  **Outcomes – What we plan to achieve**  *To enhance our reputation as an employer of choice and as a Local Leader on innovative and modern employment practices, attract future and retain existing employees by promoting Inverclyde Council as a great place to live and work.*  **Key Actions:-**   * **Healthy Working Lives Gold Award:**   The Council successfully maintained the Healthy Working Lives Gold Award in 2017 and was due to be reassessed in 2020 however due to the Covid-19 pandemic renewals were put on hold and we will apply once the scheme is re-opened. The Council aims to continue to demonstrate its long term commitment to the health and wellbeing of employees by retaining the ‘Healthy Working Lives’ Gold Award;   * **Modern & Innovative HR Policies:**   During 2021 the Council will continue to review and introduce Modern & Innovative HR Policies which support new, more efficient ways of working e.g Agile Working Policy, Health & Wellbeing Strategy. The aim will be to build on the encouraging results coming out of the last Employee Opinion Survey. The last Employee Opinion Survey was carried out in 2018 and they are programmed for every three years. A further Employee Opinion Survey is scheduled for later in 2021. | |  |
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| 5.3.4 | **Theme 4 – Fairness & Equality (Promoting Equality, Dignity and Respect)**  **Outcomes – What we plan to achieve**  *Continue to work with our community partners to promote equality, dignity and respect and ensure our employees, customers and partners are treated fairly and with respect at all times. Ensure equality requirements are met through our grading and pay model and job evaluation processes.*  **Key Actions:-**  **Equality Impact Assessments:**  Equality and Diversity remains a high priority for the Council to ensure that all employees, customers and partners are treated fairly and with respect at all times. It is essential, during the period of significant change ahead, that we maintain a focus on our commitments and have processes in place to meet our responsibilities and to monitor the impact on our staff and our workforce profile.  An Equality Impact Assessment template, and supporting guidance, are available to all services and should be used to assess the impact on any proposal/change / policy on both citizens and employees.   * **Equality and Diversity Training:**   Specific Equality and Diversity training is available to all employees of the Council. Equality and Diversity is also mainstreamed throughout the Council’s learning and development programmes which will continue to be promoted throughout 2021.   * **Carer Positive Scotland Award:**   The council have received this award in recognition of existing good practice, policies and procedures in this area. The Council will continue to monitor and introduce initiatives which support our employees who are carers. This includes continuing to encourage employees who are also carers to make themselves known via the equal opportunity exercise which is currently on going.   * **Disability Confident (Leader):**   Inverclyde Council has become the largest employer in Inverclyde to sign up to a scheme to support disabled people in employment. Disability Confident employers are those who have identified and removed barriers in the recruitment of disabled people, tapped into the support available, and successfully offered an opportunity to or hired local disabled job seekers. As part of this a Staff Disability Forum was setup and will be promoted to staff once their section in ICON goes live. Due to the Covid-19 pandemic the Department of Work and Pensions stopped renewals but have now re-opened and the Council will apply for renewal by March 2021.   * **Grading and Pay – review and impact assessment:**   The original grading and pay model dated back to 2007 and was reviewed to ensure it remains fit for purpose. In addition, the impact of the living wage required to be considered with a view to considering how best to continue to apply it and at the same time how best to align it into grading and pay. A number of pay and grading models were considered and the Council implemented a new grading and pay model from April 2019.   * **British Sign Language:**   The Staff Disability Forum designed a survey in the later part of 2020 asking employees if they use sign language in a professional or personal capacity, what qualification they hold and if they wish to obtain further qualifications in sign language. The survey was also approved by the Corporate Equality Group and will be issued to employees in the first half of 2021. This is required as part of our British Sign Language Action Plan.  We will also sign-up to the contact SCOTLAND-BSL video relay service in the later part of 2021 this will allow employees/customers who use sign language to contact services with queries through the interpreting relay service. | |  |
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| **6.0** | **COMMUNICATION STRATEGY** | |  |
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| 6.1 | To embed the People and Organisational Development Strategy a key development is the ongoing communications of the strategy.  The ‘Insider’ publication is produced after each full Council meeting to highlight some key decisions from the meeting. It has also been used as a regular update sent to all employees to highlight people and organisational development issues and subjects highlighted in the strategy. | |  |
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| 6.2 | Insider Council Update is published and distributed online through email and ICON, the Council intranet.  It is also sent to Heads of Service to arrange direct distribution to employees without access to email or PCs to further encourage direct communications to employees outside of the desk-based services. | |  |
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| **7.0** | **PROGRESS REVIEW** | |  |
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| 7.1 | The 2018 Best Value Audit recognised the good workforce planning activity taking place across the Council and the aim is to continue this work into 2021 and beyond. This report outlines some key actions which will support the Council to manage the workforce implications required to address the covid recovery period and national financial position and also to support our employees through the next period of significant change. It is important that senior managers continue to be accountable and take responsibility for their role in implementing the key actions. The strategy and the underpinning actions will continue to be subject to regular review to ensure that the most important actions are addressed. | |  |
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| 7.2 | The Council’s Workforce Planning & Development group will contribute to the development and monitoring of the key actions outlined above and within the wider strategy. Progress reports will continue to be brought to the Corporate Management Team and the Policy and Resources Committee. | |  |
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| **8.0** | **PROPOSALS** | |  |
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| 8.1 | It is proposed that:   * the CMT note the key actions progressed during 2020 and the planned activity for 2021 * Agree that this report is submitted to Policy & Resources Committee for noting by elected members. A paragraph will be added to the Covid 19 Update Report with a link to this paper. | |  |
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| **9.0** | IMPLICATIONS | |  |
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|  | **Finance** | |  |
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| 9.1 | N/A | |  |
|  | Financial Implications:  Costs associated with learning & development of employees will be contained within existing training budgets.  One off Costs   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | **Cost Centre** | **Budget Heading** | **Budget**  **Years** | **Proposed Spend this Report £000** | **Virement From** | **Other Comments** | | N/A |  |  |  |  |  |   Annually Recurring Costs/ (Savings)   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | **Cost Centre** | **Budget Heading** | **With Effect from** | **Annual Net Impact £000** | **Virement From (If Applicable)** | **Other Comments** | | N/A |  |  |  |  |  | | |  |
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|  | Legal | |  |
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| 9.2 | None - agreed themes and work streams will continue with due regard to legal requirements. Full consultation with Legal Services will be sought as required. | |  |
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|  | Human Resources | |  |
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| 9.3 | As outlined in the report. | |  |
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|  | Equalities | |  |
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| 9.4 | Has an Equality Impact Assessment been carried out? | |  |
|  |  | |  |
|  | |  | | --- | |  | | YES (see attached appendix) |  |
|  | |  | | --- | | x | | NO - will be completed as required for specific topics |  |
|  |  | |  |
|  | Repopulation | |  |
|  |  | |  |
| 9.5 | The actions under the “Employer of Choice” Theme (paragraph 5.2.3) support the Councils repopulation agenda. | |  |
|  |  | |  |
| **10.0** | CONSULTATIONS | |  |
|  |  | |  |
| 10.1 | This People and OD strategy and key actions has been developed following consultation with the full Extended Corporate Management Team (ECMT) and Trades Union colleagues. | |  |
|  |  | |  |
| **11.0** | **LIST OF BACKGROUND PAPERS** | |  |
|  |  | |  |
| 11.1 | N/A | |  |