

*Organisational Development, Human Resources &
Communications*

Inverclyde Council People and Organisational Development Strategy 2017 - 2020

1 Introduction

- 1.1 This is the third Organisational Development Strategy and covers the period 2017 – 2020. It has been developed to meet the challenges that the Council will face over the next 3 years and aims to ensure that our workforce is positive, motivated, and well managed.
- 1.2 The 2017-2020 strategy has been developed in consultation with all services which has helped to provide a baseline assessment against the key objectives within Corporate Directorate Improvement Plans. Stakeholder engagement has included workshops with the Extended Corporate Management Team, Heads of Educational Establishments, Service Managers and feedback from the recent Employee Opinion Survey. Consultation on the development of this strategy has also taken place with the Trade Unions and the recently formed Workforce Planning and Development Group which has representation from all Directorates of the Council.
- 1.3 The People and Organisational Development Strategy is a key element in focussing on our key priorities and delivering our CDIP objectives. It recognises that in order to deliver on the Council's policy ambition in a climate of reducing resources, the Council will need a workforce that remains engaged, and motivated.
- 1.4 Recent estimates highlight a significant funding gap for the period 2017/20. The mid-range estimate of £22.5 million represents over 11% of the current revenue budget. To address a funding gap of this scale requires a fundamental review of many of the Council's services and extensive consultation. The Council is committed to investing in and supporting staff through these changes with an integrated range of activities which consult, engage, inform and develop our staff to ensure we meet the challenges ahead.
- 1.5 The people who deliver public services in Inverclyde are at the heart of what we aim to achieve in our Corporate Statement. The expertise, energy and creativity of the workforce will be essential if we are to succeed in pursuing our ambitious and wide ranging agenda aimed at improving public services. Public sector spending constraints have placed substantial pressure on local public services, and it is important that all partner organisations work jointly to build multi-agency capacity, share ideas, promote learning and deliver results.
- 1.6 The People and Organisational Development Strategy 2017-2020 sets out a number of key workforce and organisational development priorities across the following four key themes:-
 - Organisational Development (Planning for the Future)
 - Employee Skills Development, Leadership, Succession Planning (Employees our most Valuable Resource)
 - Employer of Choice (Continuous Improvement)
 - Fairness & Equality (Promoting Equality, Dignity & Respect)
- 1.7 These themes will be supported by key HR Policies and an action plan which will be developed in consultation with services and Trade Unions to ensure it supports the delivery and achievement of key service priorities and outcomes.

2 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.

Actions – The key areas we will focus on over the next three years:-

- Reviewing our employee performance appraisal process with the aim of achieving a consistent approach across key employee groups;
- Consider the introduction of a 360 degree performance appraisal process;
- Modernise and maximise the use of ICT in our people management and communication processes;
- Further develop workplace data reports for managers to better inform key workforce planning and development decisions and actions;
- Identifying future skill requirements and work with partners to address potential gaps;
- Explore partnership working opportunities with our partners and establish closer links in relation to organisational development activity;
- Ensuring the efficient management of change to ensure service models and structures are in place which address current budget reductions and service priorities.
- Maximising employee attendance through the implementation of revised policy and procedure;
- Continue to work in partnership with the trade unions to identify and address the challenges ahead.

- 2.1 This theme will focus on organisational arrangements, processes and policies which aim to maximise the performance of our people, ensure resources are deployed in the right areas and ensure efficient and effective structures are in place across the council.
- 2.2 As the Council continues to tackle legislative changes, public sector reform and financial constraints, there will be significant workforce challenges ahead which will affect how services are delivered in the future. These include health and social care integration, the Community Empowerment Act, welfare reform and the potential impact of 'Brexit' on local government. The Council is also committed to maximising the use of ICT which will change the way we do business across the council.
- 2.3 The Council will continue to investigate all creative, flexible and sustainable employment models. It is expected that further restructuring of services will be necessary in the future given the financial challenges ahead.
- 2.4 Effective HR policy development and implementation will play a key role in improving the performance of our people. For example supporting employee attendance is a major focus for the Council and will continue to be so in future years to ensure acceptable levels of service delivery and minimise the impact of absenteeism on other employees. In times of economic constraint, managing the costs of absence becomes even more important. Similarly good health and safety management arrangements must be in place across the Council.

Evaluation – How will we know we are succeeding:-

- Our employee performance appraisal process will be reviewed and implemented consistently across key employee groups (Chief officers & Local Government Employee);
- Option appraisal analysis will be undertaken on the merits of introducing a 360 degree assessment process;
- Our HR & Communication processes will be reviewed to maximise the use of ICT resulting in our people management and communication processes being more streamlined and efficient;
- More effective workforce data will be made available to managers on a regular basis to better inform decision making;
- Better joint working arrangements with our partners will be achieved improving the delivery of organisational development initiatives;
- A revised and modernised supporting attendance policy will be implemented improving attendance levels across the Council;
- Service models and structures will be in place which address current budget reductions and service priorities;
- Positive and effective relationships will be maintained with the Trade Unions.

3 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.

Actions – The key areas we will focus on over the next two years:-

- Developing learning and development programmes and opportunities which support employees to deliver service and council objectives;
- Reviewing our core competency framework for employees, managers and chief officers linked to the Councils priorities and objectives;
- Arrange Leadership Development Events for senior managers across the Council;
- Continue to support employees with opportunities to attend accredited courses and attain accredited qualification;
- Reviewing our Talent Management and Succession Planning programmes;
- Ensuring Training Needs Analysis and the creation of individual development plans are a key part and out performance appraisal process;
- Continuing to promote and develop our eLearning modules and ensure their availability to all council employees;
- Aiming to increase employment and training opportunities in various occupational areas across the Council and its' partners i.e. Modern Apprenticeships;
- Reviewing and ensuring implementation of the Core Training & Development matrix for managers.

- 3.1 The key to our success as a modern local authority will be heavily dependent on our capacity to match the skills and abilities of our workforce to meet the needs determined by our changing service demands.

- 3.2 This theme focuses on the development of our employees and improving leadership, management capacity and skills across the Council. Performance appraisal, talent management and succession planning will be critical if we are to continue to meet current and future demands of service users.
- 3.3 Modern Apprenticeships will continue to assist our young people finding a way into the world of work following school. A creative and innovative approach will ensure we continue to get the very best out of what we have.
- 3.4 Managers are regularly required to undertake new and challenging things, often with less time or resources than before. It is important that managers are able to receive the learning and development opportunities they need to be effective leaders who can motivate, inspire and empower staff to deliver what is required.
- 3.5 The Council will continue to work in partnership with the Clyde Valley Learning and Development Consortium and the wider public sector to research, develop and implement a range of shared and enhanced learning and development provisions benefitting all employees.

Evaluation – How will we know we are succeeding:-

- Suitable Learning and development programmes will be available and taken up by increased numbers of employees with evaluation of courses being improved;
- Our core competency framework for employees, managers and chief officers will be reviewed to ensure it continues to be fit for purpose and meets the Councils priorities and objectives;
- Regular Leadership Development Events for senior managers will take place addressing key learning needs with positive feedback from participants;
- Employees will have individual development plans in place based on learning needs linked to service priorities,
- Access to our eLearning modules will be increased and available to all employees leading to an increase in learning & development activity for our employees;
- Improve results in our next employee opinion survey in the area of employee learning and development;
- There will be increased employment and training opportunities in various occupational areas across the Council and its' partners.

4 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.

Actions – The key areas we will focus on over the next two years:-

- Develop and implement a new Recruitment Policy ensuring we attract and appoint the right people with the right skills to posts;
- Review and improve the councils induction programme for new starts joining the Council;

- Develop pathways for employees which support career progression and employee retention;
- Demonstrate the Councils long term commitment to the health and wellbeing of employees by retaining the 'Healthy Working Lives' Gold Award;
- Continue to introduce Modern & Innovative HR Policies which support new, more efficient ways of working;
- Improve data gathered from employees leaving the council and report on reasons for leaving;
- Review and improve employee engagement, communication and recognition arrangements;

- 4.1 The Council is in the process of developing a new 'Recruitment and Selection' policy which will aim to ensure the Council can attract and appoint highly skilled, flexible and motivated employees who can meet future needs of the community of Inverclyde.
- 4.2 Evidence of our success in the implementation of key organisational development initiatives can be seen with reference to the encouraging results coming out of the recent Employee Opinion Survey, the Bloomberg Business Best Government Services Employer award for 2016 and from our latest attendance management statistic which follows a positive downward trend. The Council seeks to build on this success over the next three years.

Evaluation – How will we know we are succeeding:-

- Inverclyde will be recognised as a good employer, locally, regionally and nationally;
- Refreshed recruitment policy and procedures will be implemented addressing recruitment challenges;
- Key skill, experience and knowledge will be retained by improving employee retention;
- Employees will be engaged, motivated and this will be reflected in the results of our next employee opinion survey;
- New starts joining Inverclyde will feel more positive and better equipped to undertake their role by going through our refreshed induction programme;
- The Council will retain the 'Healthy Working Lives' Gold Award demonstrating our long term commitment to the health and wellbeing of employees;
- A range of Modern & Innovative HR Policies will be reviewed and implemented which support new, more efficient ways of working;
- We will have efficient internal communications that reach all employees
- Staff engagement is improved and their feedback is used to support further improvement.

5 Theme 4 – Fairness & Equality

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.

Actions – The key areas we will focus on over the next two years:-

- Conduct a full review of existing grading and pay model ensuring equality requirements are met;
- Implement the 3rd Edition of the Scottish Councils Job Evaluation Scheme in partnership with the Trade Unions;
- Take steps to further gather and improve equality data held on the composition of the workforce;
- Review and strengthen the Councils Equal Opportunities policy demonstrating the Councils commitment to fairness and equality;
- Introduce Respect at Work policy for our employees;
- Take steps to improve pay gaps between male and female, people with disabilities and people without, and people from minority racial groups and people who are not;
- Ensure full equality impact assessments are undertaken where necessary;
- Deliver equality and diversity training to employees and managers including eLearning where appropriate;
- Work with Trade Unions and partners to eliminate discrimination, advance equality and foster good relations.

- 5.1 Equality and Diversity issues continue to be a high priority for the Council so all employees, customers and partners are treated fairly and with respect at all times. It is essential, during any period of significant change, 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.
- 5.2 Specific Equality and Diversity training is available to all employees of the Council in both a classroom style environment and through e-learning. Equality and Diversity is also mainstreamed throughout the Councils learning and development programmes.
- 5.3 Equality is embedded in all Council policies and procedures. The Council will continue to ensure that following the introduction of the equality legislation, relevant policies, processes and training will be reviewed and amended to ensure compliance.

Evaluation – How will we know we are succeeding:-

- Our grading and pay structure will be reviewed and independently assessed as meeting equality requirements;
- The 3rd Edition of the Scottish Councils Job Evaluation Scheme will be implemented and managed in partnership with the Trade Unions;
- We will increase the equality data held on the composition of the workforce;
- The Councils Equal Opportunities policy will be reviewed, modernised and implemented demonstrating the Councils commitment to fairness and equality;
- A Respect at Work policy will be introduced for our employees;
- There will be improvements in pay gaps between male and female, people with disabilities and people without, and people from minority racial groups and people who are not;
- Full equality impact assessments will be undertaken and published where necessary;

- Training and development programmes will be evaluated and in place to raise awareness and address equality issues effectively;
- There will be evidence of positive partnership working with the Trade Unions and other partners to eliminate discrimination, advance equality and foster good relations.

6. Progress Review

- 6.1 The four key themes within the People and Organisational Development Strategy demonstrate the councils continued commitment to investing in and supporting employees with a range of activities which consult, inform and develop individuals and teams to meet the anticipated challenges of the next three years.
- 6.2 It is important that senior managers are accountable and take responsibility for the implementation of key actions which will be developed from this strategy. The strategy and the underpinning action plan will both be live documents subject to regular review to ensure that the most important actions are addressed. Adjustments may be made in response to changing service delivery priorities and/or external pressures.
- 6.3 The Councils Workforce Planning & Development group will contribute to the development and monitoring of the key components and actions of the plan. It will ensure greater awareness of specific initiatives and plans and also inform policy development. Progress reports will also be brought to the Corporate Management Team.