
Report to:	Policy & Resources Committee	Date:	20 September 2022
Report By:	Head of Organisational Development, Policy and Communications	Report No:	HR/15/22/AH/BM
Contact Officer:	Barbara McQuarrie	Contact No:	01475 712845
Subject:	People and Organisational Development Strategy 2020-2023 Action Plan 2022/23		

1.0 PURPOSE AND SUMMARY

- 1.1 For Decision For Information/Noting
- 1.2 The purpose of this report is to seek agreement from the Policy and Resources Committee on the key actions and initiatives being progressed for 2022/23 to support the Council's People and Organisational Development Strategy 2020-2023.
- 1.3 The People & Organisational Development (OD) Strategy 2020-2023 was formally approved by the Policy and Resources Committee on 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. An annual update on the strategy is reported to Committee, the latest updates being submitted to the Policy and Resources Committee in March 2022 which outlined key actions and initiatives progressed over 2021-2022.
- 1.4 The priorities contained in the 2020-23 People & OD strategy remain highly relevant and have influenced the development of the action plan for 2022/23 which members are asked to agree (see Appendix 1). The actions outlined will support workforce planning arrangements, the Council's ability to deliver effective services and its significant programme of change (Our Delivering Differently Programme).
- 1.5 This report sets out key actions and initiatives for 2022/23 which focus on managing the HR implications of the projected budget gap (£15.2 million over next two years), leading and managing change, succession planning, employee wellbeing and new ways of working. Work will commence on the new Organisational Development Strategy for Jan 2024 – 2026 during 2023 once the Council's and Partnership Plans are agreed.
- 1.6 The Committee is asked to note the intention to redirect directorate resources as outlined in paragraph 5.7 in order to address additional demands placed on the HR/OD team and to support the delivery of the People & OD Action plan.

2.0 RECOMMENDATIONS

- 2.1 That the Policy & Resources Committee agree the key actions and initiatives for 2022/23 outlined in Appendix 1 of this report; and
- 2.2 Note the intention to redirect resources as outlined in paragraph 5.7 which will support the Council to manage the workforce implications required to address budget savings and also to support our employees through the next period of significant change.

Steven McNab
Head of Organisational Development,
Human Resources and Communication

3.0 BACKGROUND AND CONTEXT

- 3.1 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.
- 3.2 The Council has recognised the importance of supporting employees through periods of sustained change and this has been demonstrated through the delivery of our 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.
- 3.3 The impact of the pandemic on the public sector has seen significant changes being introduced and offered opportunities for the Council to think how services are delivered now and in the future. It is important that the Council has a strategy and workforce plans in place which drive and deliver change across services while ensuring the workforce continues to be, sufficiently trained, qualified and experienced to deliver quality services which meet current and anticipated service needs.
- 3.4 The Council is pursuing an ambitious and wide ranging agenda through the Corporate Directorate Improvement Plans (CDIPs) and IJB Strategic Plan. One of the greatest challenges in the coming years is to continue to deliver high quality services to customers in extremely challenging financial circumstances. The delivery of the objectives within council plans will require the commitment and hard work of the Council's workforce.
- 3.5 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 affect 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 respond to these challenges and enable the Council to continue to work corporately and effectively to deliver on its policy ambitions.

4.0 PROPOSALS FOR PEOPLE & OD PLAN

- 4.1 The proposed key actions and initiatives for 2022/23 focus on managing the HR implications of the projected budget gap (£15.2 million over next two years), leading and managing change, succession planning, employee wellbeing and new ways of working. There are four agreed themes contained within the strategy. The key actions and initiatives for the year ahead are highlighted below and are shown against the relevant theme from the People and Organisational Development Strategy. A more detailed action plan is attached at Appendix 1.

Theme 1 – Organisational Development (Planning for the Future)

- Managing HR Impact of the projected budget gap
- Implementation of Hybrid Working Strategy
- Supporting New Ways of Working Project
- Supporting Recruitment and Retention initiatives
- Implementation of Inverclyde Jobs Recovery Plan- Workforce Refresh

Theme 2 – Employee Skills Development, Leadership, Succession Planning (Employees our most Valuable Resource)

- Deliver leadership development events

- Review succession planning arrangements
- Provide relevant training and qualifications opportunities

Theme 3 – Employer of Choice (Continuous Improvement) Outcomes – What we plan to achieve

- Undertake employee satisfaction survey (Running from 19th Aug 2022 to 16th Sept 2022)
- Review key HR policies
- Improve occupational health services and employee wellbeing initiatives

Theme 4 – Fairness & Equality (Promoting Equality, Dignity and Respect) Outcomes – What we plan to achieve

- Implement British Sign Language Action Plan
- Maintain Disability Confident Leader Status
- Refresh and deliver equality awareness and diversity training
- Achieve Equally Safe at Work Accreditation

4.2 The delivery of the key actions and initiatives 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.

5.0 PROPOSED MANAGEMENT ARRANGEMENTS AND RESOURCES

5.1 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 and the challenging financial environment. Accordingly, it is vital that detailed workforce plans reflect the planned workforce implications of the projected Budget gap and the Council’s ability to deliver services and its significant programme of change

5.2 It is proposed that resources within the directorate are redirected to extend the contracts of two temporary officers within the HR/OD team in order to address additional demands currently placed on the team and to support the delivery of the People & OD Action plan. In general there have been additional demands placed upon HR/OD team over the past couple of years to the extent that work has required to be reprioritised leading to some tasks and projects taking longer to complete.

5.3 Additional workload and demands on the team have arisen through significant increase in recruitment activity and additional staffing numbers being recruited, particularly within HSCP and teaching staff in schools. The increase in recruitment activity over the past few years is shown in the table below:

	2019	2020	2021	2022 (year to date)
Recruitment Adverts	450	247	507	562 (Full Yr Projection 1124)

The main reasons for the increase in recruitment activity during this time is due to new temporary posts being created a result of the pandemic, the workforce refresh programme and we have seen a significant increase in posts being re-advertised due to recruitment difficulties.

- 5.4 The overall staffing complement of the Council has increased by approximately 300 employees since 2020 which has increased demands on the HR team around employee relations activity. The key areas where employee numbers have increased during this time are shown below:

Service Area	Approx. Increase
Teaching Staff	150
Early Years	80
HSCP	50

There are also significant HR implications to manage the reduction in staffing linked to Attainment and Covid funding.

- 5.5 Additional temporary resources have been agreed for the team since 2019 mainly to support change management activity associated with the budget. An extension to these resources was agreed in 2021 with the focus shifting towards supporting employee wellbeing and relations issues arising from Covid as well as supporting the workforce refresh programme. A HR Adviser and an Administrative Assistant post were created on a temporary basis with funding up to March 2023 (Admin post) and August 2023 (HR Adviser post).
- 5.6 There will continue to be significant resource implications for the team in supporting managers, employees and services in implementing the attached People and OD action plan. In particular, support will be required around change management, service reviews and the development and implementation of budget savings including workforce profiling, VER Trawls, pension calculations and service redesign and restructures.
- 5.7 It is proposed that £75k of earmarked reserve funding is redirected from the £40k unallocated Workforce Refresh Balance and £35k from Discover Inverclyde Project (Covid Recovery Funding) to extend the additional resources of one HR Adviser and one Administrative Assistant up to March 2024. This temporary additional resource will assist in the smooth reduction in workforce numbers over the next 18 months.
- 5.8 The Council's Workforce Planning & Development group will contribute to the development and monitoring of the key actions outlined in the attached plan and within the wider strategy. Progress reports will continue to be brought to the Corporate Management Team and the Policy and Resources Committee. Work will commence on the new Organisational Development Strategy for Jan 2024 – 2026 during 2023 once the Council's and Partnership Plans are agreed.

6.0 IMPLICATIONS

- 6.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO	N/A
Financial	X		
Legal/Risk		X	
Human Resources	X		
Strategic (LOIP/Corporate Plan)	X		
Equalities & Fairer Scotland Duty	X		
Children & Young People's Rights & Wellbeing		X	
Environmental & Sustainability		X	
Data Protection		X	

Finance

6.2 N/A

Financial Implications:

Costs associated with learning & development of employees will be contained within existing training budgets.

It is proposed that £75k of earmarked reserve funding is redirected from the £40k unallocated Workforce Refresh Balance and £35k from Discover Inverclyde Project (Covid Recovery Funding) to extend the additional resources of one HR Adviser and one Administrative Assistant up to March 2024.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
EMR	Workforce Refresh	23/24	£40		
EMR	Discover Inverclyde Covid Recovery	23/24	£35		

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (if Applicable)	Other Comments
N/A					

6.3 Legal/Risk

None - agreed themes and work streams will continue with due regard to legal requirements. Full consultation with Legal Services will be sought as required.

6.4 Human Resources

The actions outlined in this report will support workforce planning arrangements and the development of the workforce. The report proposes the extension of 2 temporary posts within the HR/OD Team.

6.5 Strategic

The actions outlined in this report will support the Council's ability to deliver effective services and meet its' key objectives in LOIP and Corporate Plan. This report helps deliver Corporate Plan Organisational Priority 10 – To develop motivated, trained and qualified employees that deliver quality services that meet current and anticipated service needs.

6.6 Equalities and Fairer Scotland Duty

a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

X	YES – Assessed as relevant and an EqlA is required and will be made available on the Council website: https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments
	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqlA is required. Provide any other relevant reasons why an EqlA is not necessary/screening statement.

b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO – Assessed as not relevant under the Fairer Scotland Duty for the following reasons: Provide reasons why the report has been assessed as not relevant.

6.7 **Children and Young People**

Has a Children's Rights and Wellbeing Impact Assessment been carried out?

	YES – Assessed as relevant and a CRWIA is required.
X	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children's rights.

6.8 **Environmental/Sustainability**

Summarise any environmental / climate change impacts which relate to this report.

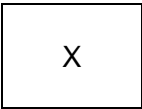
Has a Strategic Environmental Assessment been carried out?

	YES – assessed as relevant and a Strategic Environmental Assessment is required.
X	NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

6.9 **Data Protection**

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
--	---



NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

7.0 CONSULTATION

7.1 This people and OD strategy and key actions and initiatives has been developed following consultation with the full Extended Corporate Management Team (ECMT) and Trades Unions Colleagues

8.0 BACKGROUND PAPERS

8.1 People & Organisational Development Strategy 2022/23 (approved by the Policy and Resources Committee on 4th February 2020)

People and Organisational Development Strategy 2020-2023

2022/23 Action Plan

Theme 1 – Organisational Development (Planning for the Future)

Excellence in people & performance management and organisational design. To continue to identify current and future workforce challenges and solutions.

Area of activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Progress	Theme	RAG Status	Lead Officer
Manage the HR implications of the projected £15.2m budget gap over the next two years.	Successfully manage the reduction in workforce numbers as part of budget savings, service reviews and change management projects	<p>Advice and support will be provided throughout 2022 to CMT, ECMT and Service Managers.</p> <p>Key areas of work will include: workforce profiling, redeployment of employees, targeted voluntary severance trawls, service redesign and restructures.</p> <p>Working closely with trade union colleagues to progress the above areas of work</p>	The HR impact of Budget savings, service reviews and change management projects will be successfully implemented in consultation with our trade union colleagues	Budget savings, service reviews and change management projects are now being developed in consultation with trade unions and elected members for implementation in 2023 and beyond.	Theme 1 – Organisational Development (Planning for the Future)	Green	Head or Organisational Development, Policy and Communication

Area of activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Progress	Theme	RAG Status	Lead Officer
Hybrid Working Strategy	Pilot of hybrid working evaluated.	A phased introduction of the Pilot Hybrid Working Strategy began from the beginning of March 2022 to May 2022.	The pilot will run for 12 months and will be reviewed in Summer 2023.	Project started in March 2022	Theme 1 – Organisational Development (Planning for the Future)	Green	Head or Organisational Development, Policy and Communication
New Ways of Working Project	The project will focus on the development and implementation of new modern ways of working within the Council and explore the rationalisation of office space	HR will have a key partnership role in progressing the Council's New Ways of Working Project which commenced in January 2022.	Taking account of property and technological requirements as well as enhancing opportunities to work remotely.	Project started in January 2022	Theme 1 – Organisational Development (Planning for the Future)	Green	Corporate Director Education, Communities and Organisational Development

Area of activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Progress	Theme	RAG Status	Lead Officer
Recruitment and Retention.	<p>Have appropriate balance of Temp/Perm employees which enables the Council to be an employer of choice and attract and retain skilled and experienced employees</p> <p>Streamline recruitment processes utilising digital technology to improve timescales</p>	<p>Improve statistical analysis of temps and link with Heads of Service. To monitor position and make decisions on permanent and temporary status of employees.</p> <p>Introduce electronic processes to support recruitment process</p>	<p>We will improve the recruitment and retention of key skills and experience across the Council.</p> <p>Improve recruitment timescales</p>	Project started in January 2022 and runs throughout year	Theme 1 – Organisational Development (Planning for the Future)	Green	Head or Organisational Development, Policy and Communication
Area of activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Progress	Theme	RAG Status	Lead Officer
Inverclyde Job Recovery Plan-Workforce Refresh	Recruitment initiatives to support the Inverclyde Job Recovery Plan focusing on our local community.	Project on-going throughout 2022/23	By developing the Council's recruitment web page; support our modern apprentices into vacancies; maintain strong links	On-going up to Summer 2023	Theme 1 – Organisational Development (Planning for the Future)	Green	Head or Organisational Development, Policy and Communication

			with our local external partner agencies (Skills Development Scotland; Inverclyde Community Development Trust; local Department of Work and Pensions office)					
--	--	--	--	--	--	--	--	--

Theme 2 – Employee Skills Development, Leadership, Succession Planning (Employees our most Valuable Resource)

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.

Area of activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Progress	Theme	RAG Status	Lead Officer
Continue to arrange Leadership Development Events for senior managers across the Council	Supporting managers with relevant leadership events	Focusing on outcomes which matter to staff as both an employee and manager in Inverclyde Council. Next event to be arranged for autumn. Completion: December 2023	HR to link with the Improvement Service to explore/review what they can offer on leadership sessions on change and project management and delivering results.	Ongoing from autumn 2022 to December 2023	Theme 2 – Employee Skills Development, Leadership, Succession Planning (Employees our most Valuable Resource)	Green	Head or Organisational Development, Policy and Communication
Succession Planning	Refresh our current succession planning process and ensure an effective process is in place going forward.	Participated in national workforce planning in liaison with the Improvement Service. Review other councils succession planning software with a view to implementation in Inverclyde	Having improved workforce information which will help with succession planning, quick and easy access	CMT report planned for Autumn 2022.	Theme 2 – Employee Skills Development, Leadership, Succession Planning (Employees our most Valuable Resource)	Green	Head or Organisational Development, Policy and Communication

Area of activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Progress	Theme	RAG Status	Lead Officer
		Completion: March 2023	to real time staff reports and demographics				

Theme 3 – Employer of Choice (Continuous Improvement)

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.

Area of activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Progress	Theme	RAG Status	Lead Officer
Employee Survey	3 yearly survey has been answered by employees and a self assessment exercise has been undertaken on the theme of 'workforce'	Questions updated after consultation and CMT report approved in May 2022 and survey will be sent out by end of August 2022	Survey results analysed and any working groups setup to respond.	Ready to send in August 2022 after school break.	Theme 3 – Employer of Choice (Continuous Improvement)	Green	Head or Organisational Development, Policy and Communication
HR policies	Modern & Innovative HR Policies which support new, more efficient ways of working will be implemented	Research and benchmark similar policies across the public sector and consult with appropriate stakeholders.	A range of Modern & Innovative HR Policies will be reviewed and implemented which support	Programme of review is underway focusing on employee wellbeing policies, new ways	Theme 3 – Employer of Choice (Continuous Improvement)	Green	Head or Organisational Development, Policy and Communication

Area of activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Progress	Theme	RAG Status	Lead Officer
		Completion: Dec 2023.	new, more efficient ways of working	of working and flexible working.			
Occupational Health and Employee Wellbeing	An occupational health service fit for purpose which supports our employees mental and physical wellbeing	A tendering process is underway to procure a new Occupational Health service.	Supplier awarded and meeting the Councils occupational health needs	New Contract to take effect from October 2023	Theme 3 – Employer of Choice (Continuous Improvement)	Green	Head or Organisational Development, Policy and Communication

Theme 4 – Fairness & Equality (Promoting Equality, Dignity and Respect)

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.

Area of activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Progress	Theme	RAG Status	Lead Officer
British Sign Language	British Sign Language Action Plan in Place	<p>Action plan will be progressed including offering staff training and further qualifications in sign language.</p> <p>Sign-up to the contact SCOTLAND-BSL video relay service in the later part of 2022 which will allow customers who use sign language to contact services with queries</p>	<p>Pilot is being prepared and once successfully taken place plan to roll out the video relay services to all services.</p>	<p>Work on-going to start pilot during autumn 2022.</p> <p>Other actions on-going required for BSL Action Plan</p>	Theme 4 – Fairness & Equality (Promoting	Green	Head or Organisational Development, Policy and Communication

Area of activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Progress	Theme	RAG Status	Lead Officer
Continue to maintain Disability Confident Leader status and promote and support other organisations within Inverclyde to achieve this status	To have retained Disability Confident Leader status for the next three years by passing the new assessment standards for validation that apply	To have passed the external assessment and retained Leader status at renewal in 2023. Data capture during 2022/23 to apply for renewal in 2024	Obtain accreditation by September 2024	Project started in January 2022	Theme 4 – Fairness & Equality (Promoting Equality, Dignity & Respect)	Green	Head or Organisational Development, Policy and Communication
Area of activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Progress	Theme	RAG Status	Lead Officer
Equality Awareness and Training	Training delivered to staff on Equality Awareness, Equality Impact assessments and trauma.	Promote Equality and Diversity E-Learning modules to all employees. Further training for employees will be developed and implemented around Equality impact Assessments and Trauma.	Training delivered	E-learning being promoted with EQIA training and guidance will be issued in Autumn Discussions started with Education service re Trauma training.	Theme 4 – Fairness & Equality (Promoting Equality, Dignity & Respect)	Green	Head or Organisational Development, Policy and Communication

Area of activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Progress	Theme	RAG Status	Lead Officer
Equally Safe at Work Award	To have achieved equally safe at work status by passing the assessment standards for validation that apply. Equally Safe is a National Strategy to take action on all forms of violence against women and girls.	To have passed the external assessment in 2023.	Obtain accreditation by October 2023	Project started in July 2022. Working group and action plan with timeline agreed.	Theme 4 – Fairness & Equality (Promoting Equality, Dignity & Respect)	Green	Head or Organisational Development, Policy and Communication