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<b>Report To:</b>	<b>Policy and Resources Committee</b>	<b>Date:</b>	<b>5 February 2019</b>
<b>Report By:</b>	<b>Head of Organisational Development, Policy &amp; Communications</b>	<b>Report No:</b>	<b>HR/01/19/AW</b>
<b>Contact Officer:</b>	<b>Alex Hughes</b>	<b>Contact No:</b>	<b>Ext 2014</b>
<b>Subject:</b>	<b>People and Organisational Development Strategy 2017-2020 - Update</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to update Members on the key actions completed during 2018 and to set out targets for 2019 to support the Council's People and Organisational Development Strategy 2017-2020.

## 2.0 SUMMARY

- 2.1 The Organisational Development Strategy 2017-2020 was formally approved by the Policy and Resources Committee in September 2016. 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 the required savings.
- 2.2 It has been recognised that the period 2017-2020 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.
- 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 few years may be greater than previously required. Accordingly, it is vital that detailed workforce plans reflect the planned workforce implications of any budget decisions ensuring that any loss of skills does not have a negative impact on the Council's ability to deliver services and its significant programme of change.
- 2.4 Delivery of the key actions over the next few months will be taken forward in consultation with the Trades Unions through the Joint Budget Group 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.

## 3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Policy and Resources Committee:
- notes the key workforce planning actions outlined in section 5 of this report which will support the Council to manage the workforce implications required to address the projected funding gap and also to support our employees through the next period of significant change.

**Steven McNab**  
**Head of Organisational Development,**  
**Human Resources and Communications**

## 4.0 BACKGROUND

- 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 two Organisational Development Strategies from 2009 and the current People and Organisational Development Strategy for 2017-2020. It recognises that in order to deliver on the Council's policy ambitions in a climate of reducing resources, the Council will need a workforce that is developed appropriately and remains engaged, and motivated.
- 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 2009-2012 strategy was followed by our second OD strategy 2013-2016 which continued to ensure that positive people management and workforce planning initiatives were supported, introduced and recognised as playing a valuable role in achieving key Council priorities and objectives and securing high service delivery standards.
- 4.3 The 2017-2020 strategy which was formally agreed by the Committee in September 2016 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 2015 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.
- 4.4 Although the Council has successfully managed workforce changes in recent years it is recognised that the scale of workforce changes over the couple of years may be greater than previously required. Accordingly, it is vital that detailed workforce plans reflect the planned workforce implications of any budget decisions ensuring that any loss of skills does not have a negative impact on the Council's ability to deliver services and its significant programme of change.
- 4.5 The Council is pursuing an ambitious and wide-ranging agenda through the Delivering Differently Programme and 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.
- 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 which 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.
- 4.7 The key actions which have been progressed during 2018 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 through the Joint Budget Group 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 KEY WORKFORCE PLANNING ACTIONS

5.1 The priority workforce planning actions progressed during 2018 focused on addressing the significant workforce implications arising out of the projected funding gap 2017 – 2020 and the Delivering Differently Programme projects. The key actions progressed during 2018 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 2019 and these, as well as other planned workforce planning activity are highlighted below.

### 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:-**

##### a) Workforce Profiling of Potential Saving Areas

Throughout 2018 detailed workforce profiling was undertaken in key areas across the Council to identify the potential employee impact of any proposed savings and how best to plan and manage the implementation should savings in these areas be agreed. Workforce profiling included looking at the age profile, skills, vacancies, number of temporary employees, potential interest in voluntary severance/early retirement 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 was critical in assisting discussions with the Trades Unions at the regular Joint Budget Group meetings when considering areas where savings may be agreed. This exercise also identified a number of vacancies which, following agreement with the Trade Unions and the Policy and Resources Committee in November, will be deleted and contribute to savings for the 2019/20 budget.

During 2019 detailed workforce profiling will continue to be undertaken relating to projects outlined in the Delivering Differently programme and any potential proposed budget saving areas relating to the 2019/2020 funding gap. This information will continue to be shared with the Trade Unions at the regular Joint Budget Group meetings.

In order to provide flexibility to deliver savings, it was agreed in 2016 that vacancies should be filled on a temporary basis unless agreed otherwise by the Corporate Management Team. During 2019 a review of temporary employees across the Council will be undertaken to ensure we have an appropriate balance of permanent and temporary staff which supports the recruitment and retention of skilled and experienced employees.

##### b) Service Workforce Plans

A Service Workforce Plan template was designed to assist Services in identifying potential workforce gaps and develop actions for their individual Service Workforce Plan. The template encourages Services to consider key strategic documents, including workforce profiling data, and to work through a questionnaire which assists them in identifying key workforce issues that may require action under the four themes of the Council's People and Organisational Development Strategy 2017-2020. Identified workforce issues were then outlined in the Service Workforce Plan along with the required action. The key purpose of the individual Service Workforce Plan is to maximise strengths and opportunities and ensure plans are put in place at service level to address the workforce challenges ahead.

All Service Workforce Plans were completed and submitted to the Corporate Management Team in early 2018. Service Workforce Plans are considered live documents and will be reviewed and monitored by the Change Management Directorate Groups and members of the Corporate Workforce Planning and Development Group.

#### c) Targeted Voluntary Severance Trawl

In order to gain an understanding of employee intentions and to support workforce planning around potential savings areas, progression of projects under the Delivering Differently programme and the management restructure agreed in February 2017, formal voluntary severance trawls were undertaken in appropriate areas during 2017 and 2018.

Voluntary severance activity has been progressed throughout 2018 relating to savings agreed by Inverclyde Council at its meeting on 15 March 2018. Once the overall funding gap for 2019/2020 is known there may be a requirement for further voluntary severance trawls during 2019 in relation to proposed budget savings.

In addition further voluntary severance trawls may be required in 2019 which are linked to specific projects outlined in the Delivering Differently programme. At its meeting on 13 November 2018, the Policy and Resources Committee agreed delegated powers be given to the Chief Executive to conduct voluntary severance trawls but on the proviso that no decisions are taken without a report to the relevant Committee.

#### d) Effective HR Policy Development & Implementation

Effective HR policy development and implementation play a key role in improving the performance of our people. In 2017 we reviewed our Supporting Employee Attendance Policy with the trade unions and a refreshed policy was agreed by the Policy and Resources Committee in June 2017. Supporting employee attendance is a major focus for the Council and continues to be so to ensure acceptable levels of service delivery and minimise the impact of absenteeism on other employees. A number of initiatives have been introduced in 2018 in specific areas where special interventions with services have been arranged to target areas of concern. In times of economic constraint, managing the costs of absence becomes even more important and the effectiveness of the new policy and procedures will continue to be monitored and reviewed.

At the Policy & Resources Committee on 6 February 2018, the new Dignity & Respect at Work Policy was approved (replacing the Bullying, Harassment & Victimisation Policy) which reinforces the Council's adoption of a zero tolerance approach to bullying, discrimination, harassment and victimisation and explains how employees can raise any concerns either informally or formally and /or receive guidance and support.

At the Policy & Resources Committee on 6 February 2018, the new Equality & Diversity Policy was approved which covers the Council's commitment towards the promotion of equality and diversity and the creation of a work environment which is inclusive of everyone and protects people from discrimination on the basis of protected characteristics e.g. race, disability, age, religion, gender etc. The Policy also covers unacceptable action and behaviour motivated by homophobia/ transphobia e.g. threats of outing, marginalising, and abuse.

At the Policy & Resources Committee on 13 November 2018, the updated severe weather policy was approved after consultation with the trade unions and the Council Resilience Management Team. The policy has been modernised to reference family friendly provisions and equality and also to ensure essential services are maintained during periods of severe weather.

Also agreed at the Policy & Resources Committee on 13 November 2018 was the British Sign Language Plan. The British Sign Language (Scotland) Act 2015 promotes the use of British Sign Language (BSL) in Scotland and requires the Council to develop a BSL Plan for the period 2018/24; this was developed through extensive engagement with D/deaf and Deafblind BSL users. There are a number of employee implications arising from this plan and Services across the Council have their own actions to undertake covering areas such as Early Learning and Childcare, Education, Customer Service, and the employee learning and development.

Other HR policies and procedures are scheduled to be reviewed over the coming year including Agile Working which is linked to the Council's Digital Strategy.

e) 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 by 2020 for all three and four year olds and eligible two year olds. A sub-group of the over-arching steering group charged with organising the expansion is looking at workforce implications and finalised a Workforce Plan. There will be a focus in the year ahead in implementing plans to recruit and re-train the workforce to meet the demands of the increased child care entitlement. In 2018 we started a bespoke college course to train 25 staff as Early Year Practitioners. We will be starting a second bespoke college course with West College Scotland to train another 25 existing staff to become Early Years Practitioners in January 2019. Later in 2019, we will be interviewing staff and students from West College Scotland for vacancies that will start in August 2019 and August 2020. The workforce plan has also identified other work streams including Modern Apprentices, redeployment of staff (some already qualified) and working with employees to review / increase working hours where appropriate.

f) Local Negotiating Council for Teachers (LNCT)

A report was agreed by the Policy and Resources Committee in March 2017 which revised the composition and operation of the Local Negotiating Committee for Teaching Staff (LNCT). This effectively modernised the workings of the Committee making it more streamlined and effective. The LNCT is charged with considering the Inverclyde approach to certain devolved matters associated with the terms and conditions of teachers. The Annual General Meeting of the newly formatted LNCT took place in December 2018 and formally agreed a number of LNCT Agreements which support the Council's People and OD Strategy.

Informal LNCT meetings will continue in 2019 with the teaching trade unions to review and modernise key agreements which support the Council's key strategies and objectives.

g) National Recruitment Portal

The National Recruitment Portal also known as 'My Job Scotland' had another refresh and introduced seamlessly into our operating procedures, which remain fully inclusive. Revised guidelines for managers and local recruitment panels have been rolled out making the process efficient and effective.

There are plans to review the Equal Opportunity Form questions during 2019 in consultation with Equality Officers from the Scottish Councils Equality Network. Any changes to questions will be mirrored on our HR/Payroll system Chris21. This is connected to our British Sign Language Action Plan 2018/24 to ensure we collect accurate data of sign language users.

h) Brexit Planning

The employee implications of Brexit are considered in our Risk Register and risks are assessed on a regular basis in line advice from government bodies. Inverclyde has a low ratio of EU nationals but has identified the services across the Council where our EU nationals work. We have posted general information on our intranet to inform relevant staff of the expected effect of Brexit on EU nationals and are committed to keep them informed of developments.

Implications in relation to legislative changes at a UK level are currently being monitored. Officers have attended government conferences and participate in webinars to receive updates on Brexit and the EU Settlement Scheme. We will continue to raise awareness on the pilot EU Settlement Scheme open to staff in the Health and Social Care sectors.

## 5.1.2 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:-

#### a) Performance Appraisal Process & Future Skills Requirement

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. 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.

#### b) Identification of Skills Gaps and Meeting Learning & Development Needs

Information continues to be gathered centrally on the key learning and development needs identified through the performance appraisal process and service workforce plans. 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. Technological skills was a key learning need identified and in 2018 relevant courses were available to staff and to attend college.

#### c) Leadership Development Events

The Leadership Development Event held last year focused on service workforce planning and how best the Council can address the workforce challenges ahead. The next leadership development event will be arranged in early 2019 in conjunction with the Improvement Service which will focus on leading change. This was identified as one of our top three development needs in the Council for leaders/managers as part of Service Workforce Plans and agreed by the Corporate Management Team.

#### d) Uplifting Leadership Course

The Council has introduced a new leadership development course. This course was open to all employees within Inverclyde Council and HSCP for up to 30 people and was aimed at those who are in or wish to take on leadership roles. The 6 professional learning sessions, running over 6 months, were designed to support leadership development at all levels and was based on Andy Hargreaves "Uplifting Leadership" book which explores the nature of "uplift" and its impact on an organisation.

#### e) Mentoring Programme

Inverclyde joined a Cross-organisational Mentoring Programme organised by Renfrewshire Council in November 2018 which runs for a year. The mentoring programme involves six partner organisations – Renfrewshire Council, Glasgow City Council, NHS Greater Glasgow and Clyde, West Dunbartonshire Council, South Lanarkshire Council and Inverclyde Council. Participating Managers from each of the six organisations will have a one-to-one mentoring relationship with a manager from a different organisation.

#### f) Succession Planning

A succession planning programme was agreed by the Corporate Management Team in the summer of 2017 and was rolled out across the Council. All Directorates completed their plans in 2018 and services will review their updated plans in 2019 to reflect any changes.

#### g) Senior Officer Training Matrix

The matrix shows essential and desirable training for senior officers across the Council (Team Leader and above). This assists in the compilation of individual development plans and the activity created is reported quarterly in the Workforce Information and Activity Report. This will be reviewed in 2019 to ensure content is still relevant.

#### g) Flexible Workforce Development Fund (FWDF)

The FWDF is available to all employers who pay the apprentice levy in Scotland and is led by employer demand. In 2018 we had funding totalling £10,000 allocated to use before June 2018 at the local West College Scotland for training which has been identified through performance appraisals training requests. In 2019, the amount should increase to £15,000 and it is proposed that appropriate learning and development initiatives are explored including awareness training in British Sign Language as part of our 2018/24 BSL action plan and other training priorities identified as part of the performance appraisal process and service workforce plans.

- E-Learning – development

Inverclyde is a founder member of the Clyde Valley Learning and Development Consortium which provides the Council with an e-learning platform called Brightwave. In 2019 the system is scheduled to be upgraded providing a more modern look and be responsive for mobiles, have better Council branding and better support and search facilities for users. In addition, officers continue to work with Clyde Valley colleagues to explore the other shared platforms to improve our e-learning package offer for employees.

### 5.1.3 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:-**

##### a) Recruitment & Selection Policy and Employee Induction

A new and improved induction programme for new starts joining the Council was developed and rolled out during 2018 which has mandatory training for new starts. A survey for new starts has also been developed to assess the experience of new employees to the Council. Survey results thus far have been positive and will continue to be monitored in 2019.

##### b) Healthy Working Lives Gold Award

The Council successfully maintained the Healthy Working Lives Gold Award in 2018 jointly with the HSCP, showing our long term commitment to the health and wellbeing of our employees by retaining the 'Healthy Working Lives' Gold Award. The Council and HSCP will continue to implement health initiatives for employees and will be assessed again in 2019.

##### c) Modern & Innovative HR Policies

During 2019 the Council will continue to review and introduce Modern & Innovative HR Policies which support new, more efficient ways of working. The aim will be to build on the encouraging results coming out of the last Employee Opinion Survey and the one undertaken recently at the end of 2018. The Employee Opinion Survey is programmed for every three years. The results from the survey will be released in 2019 and will be analysed afterwards with an action plan if required.

#### d) Defence Employer Recognition Scheme

We obtained a gold level award for the Defence Employer Recognition Scheme (ERS) in 2017, this encourages employers to support defence ex-employees and inspire others to do the same.

We are engaged with Career Transition Partnership (CTP) in the recruitment of service leavers and will continue to advertise suitable vacancies on their website. We will be reviewing this in 2019 to continue to advocate support to defence and the armed forces community.

### 5.1.4 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.*

#### **Key Actions:-**

##### a) Job Evaluation

The Council fully implemented the 3<sup>rd</sup> Edition of the Scottish Councils Job Evaluation Scheme in partnership with the Trades Unions. All job evaluations and historical data are stored electronically. The ongoing maintenance of the Job Evaluation Scheme will continue to be monitored in partnership with the Trades Unions to ensure all equality requirements are met.

##### b) Equality, Diversity and Respect at Work

Every three years we ask staff to update their equality statistics; this was last undertaken in 2018. Approximately two thirds of our employees have completed the form which will assist the Council in equality monitoring.

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 have been reviewed and amended to ensure compliance.

##### c) Equality Impact Assessments

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 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.

Training for managers on Equality Impact Assessments was delivered by Clyde & Co Solicitors in November 2018. The training focused on the Council's obligations to conduct Equality Impact Assessments in terms of the Equality Act 2010, together with an overview of and guidance on the Equality Impact Assessment process, with particular reference to the Council's budget setting and decision making processes.

Our Equality Impact Assessment template and process have been reviewed and now include



the Fairer Scotland Duty and links to our Corporate Plan objectives.

d) Equality and Diversity Training

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 are also mainstreamed throughout the Council's learning and development programmes which will continue to be promoted throughout 2019.

e) Carer Positive Scotland Award

The Council has received this award at level 1 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 encouraging employees who are also carers to make themselves known via the equal opportunity exercise. In 2019 we will review the requirements to apply for level 2.

f) Disability Confident (Leader)

Inverclyde Council has become the largest employer in Inverclyde to sign up to a scheme to support disabled people in employment. There are only 9 organisations in Scotland that have this level of award including one other Scottish Council. 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.

We will be introducing a Disabled Staff Forum via the Corporate Equality Group (CEG) in 2019 which will be open to disabled employees and staff who have an interest in disabilities. The scope and remit of the group will be confirmed at the next CEG meeting in early 2019.

g) Grading and Pay – Review and Impact Assessment

The erosion of pay differentials at the bottom end of the Council's current Pay and Grading structure is one of the key impacts of the Scottish local Government Living Wage rate. This means that in the existing pay structure large number of employees are paid the same rate of pay although jobs have been evaluated differently under the Job Evaluation Scheme. Officers have been working with the trade unions throughout 2018 to review the pay structure and address this issue.

On 13th November 2018, the Policy and Resources Committee approved the implementation of a revised pay and grading structure, subject to agreement being reached with the recognised trade unions. Implementation arrangements are currently being finalised with the trade unions. The Committee noted the independent Equality Impact Assessment on the revised structure which was positive and highlighted that the revised structure virtually eradicates the gender pay gap in terms of basic pay for the 3 lowest grades and strikes an appropriate balance between equalities obligations, operational requirements and affordability.

## **6.0 COMMUNICATION STRATEGY**

- 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.
- 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.

## 7.0 PROGRESS REVIEW

- 7.1 The Best Value Assurance Audit in 2017/2018 recognised the good workforce planning activity taking place across the Council and the aim is to continue this work into 2019 and beyond. This report outlines some key actions for 2018 which supported the Council to manage the workforce implications required to address the projected funding gap 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 in 2019. The strategy and the underpinning actions will continue to be subject to regular review to ensure that the most important actions are addressed.
- 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.

## 8.0 PROPOSALS

- 8.1 It is proposed that the Policy and Resources Committee notes the key actions progressed during 2018 and the planned activity for 2019 which will focus on the workforce implications arising out of the projected funding gap for 2019 – 2020 and our Delivering Differently Programme.

## 9.0 IMPLICATIONS

### Finance

- 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					

### Legal

- 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.

### Human Resources

- 9.3 As outlined in the report.

## **Equalities**

9.4 Has an Equality Impact Assessment been carried out?

YES (see attached appendix)

NO - will be completed as required for specific topics

## **Repopulation**

9.5 The actions under the “Employer of Choice” Theme (paragraph 5.1.3) support the Council’s repopulation agenda.

## **10.0 CONSULTATIONS**

10.1 This People and OD strategy and key actions have 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