
Report To	Policy and Resources Committee	Date:	4 February 2020
Report By:	Head of Organisational Development, Policy and Communications	Report No:	HR/01/20/SMcN
Contact Officer:	Alex Hughes	Contact No:	712014
Subject:	People and Organisational Development Strategy 2020-2023		

1.0 PURPOSE

- 1.1 The purpose of this report is to update Members on the delivery of the existing Organisational Development Strategy 2017-2020 and seek approval of the 4th edition of the People and Organisational Development Strategy for 2020-2023.

2.0 SUMMARY

- 2.1 The Organisational Development Strategy 2017-2020 has continued to make considerable progress Council wide and Section 5 of this report outlines some of the key achievements over the past three years. Looking forward, the period 2020-2023 will continue to be challenging for the Council and it is therefore more important than ever to ensure that we have a strategy in place which ensures our employees will be motivated, sufficiently trained, qualified and experienced to deliver quality services which meet current and anticipated service needs.
- 2.2 The 2020-2023 strategy has been developed in consultation with all services and reflects the key objectives within the Corporate Plan and Corporate Directorate Improvement Plans. Stakeholder engagement has included workshops with the Extended Corporate Management Team, Heads of Educational Establishments and feedback from Senior Managers at a recent Leadership Development event. Consultation on the development of this strategy has also taken place with the Trades Unions, the Workforce Planning and Development Group which has representation from all Directorates and the Women's and Staff Disability Forums. The feedback from the recent Employee Opinion Survey has also been taken into account in the development of this strategy.
- 2.3 The key themes of the strategy have also been reviewed and views sought in terms of their continued relevance to the challenges ahead. The overall feedback is that the existing themes continue to be appropriate going forward. The proposed key themes of the People and Organisational Development Strategy 2020-2023 are:

1. *Organisational Development (Planning for the Future)*
2. *Employee Skills Development, Leadership, Succession Planning (Employees our most Valuable Resource)*
3. *Employer of Choice (Continuous Improvement)*
4. *Fairness & Equality (Promoting Equality, Dignity & Respect)*

The Best Value Audit report in 2017 recognised the good workforce planning activity taking place across the Council and the aim is to continue this work into 2020 and beyond.

- 2.4 The themes are designed to continue with the objectives of having a skilled, motivated, flexible and diverse workforce, aiming to develop a modern, innovative organisation which will develop and sustain a positive and recognisable Inverclyde Council culture. Each theme will be supported by a range of work streams.

2.5 Delivery of the actions associated with the proposed strategy will be taken forward in consultation with the Trades Unions and the workforce. The Corporate Workforce Planning and Development Group will have a key role in monitoring and ensuring a consistent implementation of the strategy across the Council.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

- a) notes the progress made in the delivery of the Council's Organisational Development Strategy 2017-2020;
- b) approves the People and Organisational Development Strategy 2020-2023 attached at Appendix 1; and
- c) notes that following agreement the Council will start the process of communicating the key messages of the strategy to Council employees and managers to raise awareness.

Steven McNab
Head of Organisational Development,
Policy and Communications

4.0 BACKGROUND

- 4.1 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 activity. The 2009-2012 strategy was followed by our second and third OD strategies of 2013-2016 and 2017-2020 which continued to ensure that positive people management initiatives were supported, introduced and recognised as playing a valuable role in achieving high service delivery standards across the Council. The lifespan of our third organisational development strategy is about to end and this report seeks the approval of a refreshed and revised strategy for the period 2020-2023.
- 4.2 The People and Organisational Development Strategy 2020-2023 has been developed in consultation with all services and reflects the key objectives within the Corporate Plan and Corporate Directorate Improvement Plans. Stakeholder engagement has included workshops with the Extended Corporate Management Team, Heads of Educational Establishments and feedback from Senior Managers at a recent Leadership Development event. Consultation on the development of this strategy has also taken place with the Trades Unions, the Workforce Planning and Development Group which has representation from all Directorates and the Women's and Staff Disability Forums. The feedback from the recent Employee Opinion Survey has also been taken into account in the development of this strategy.
- 4.3 The key themes of the strategy have also been reviewed and views sought in terms of their continued relevance to the challenges ahead. The overall feedback is that the existing themes continue to be appropriate going forward. The proposed key themes of the People and Organisational Development Strategy 2020-2023 are:
1. *Organisational Development (Planning for the Future)*
 2. *Employee Skills Development, Leadership, Succession Planning (Employees our most Valuable Resource)*
 3. *Employer of Choice (Continuous Improvement)*
 4. *Fairness & Equality (Promoting Equality, Dignity & Respect)*
- 4.4 The themes are designed to continue with the objectives of having a skilled, motivated, flexible and diverse workforce, aiming to develop a modern, innovative organisation which will develop and sustain a positive and recognisable Inverclyde Council culture. Each theme once again is supported by a range of work streams.
- 4.5 The proposed People and Organisational Development Strategy 2020-2023 is attached at Appendix 1 for approval. Delivery of the actions associated with the proposed strategy will be taken forward in consultation with the Trades Unions and the workforce. The Corporate Workforce Planning and Development Group will have a key role in monitoring and ensuring a consistent implementation of the strategy across the Council.
- 4.6 The main purpose of the Council's People and Organisational Development strategy is to ensure that the Council can continue to deliver its core business and service objectives, with an engaged and motivated workforce, in a climate of financial and resource constraints. The Council has reduced its workforce as a direct result of the financial pressures it has faced. It is anticipated that the workforce will continue to decrease in many areas over the next three years but other areas like Early Years will see an increase in employee numbers.
- 4.7 The Council is pursuing an ambitious and wide ranging agenda through the recently refreshed and approved Corporate Plan 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.
- 4.8 In addition, the Council and its partners are operating in an environment dominated by a public sector reform agenda, involving anticipated changes in employment legislation such as the Good Work Plan as part of the Taylor Review 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 for the next three years responds to these challenges, equips its managers and workforce to enable the Council to continue to work corporately and effectively to deliver on its policy ambitions.

5.0 COMPLETION OF THE COUNCIL'S ORGANISATIONAL DEVELOPMENT STRATEGY 2017-2020

5.1 Key actions and priorities within the Council's Organisational Development Strategy 2017-2020 have been progressed. A summary of the key achievements and progress made over the past 3 years is noted below:

Theme 1: Organisational Development (Planning for the future)

- Performance Appraisal process established across the Council and is measured and reported through our key performance indicators (KPIs). In 2015/16 we reported 91% of our employees having gone through the performance appraisal process rising to 97% in 2017/18;
- The development of a British Sign Language Plan for the period 2018/24 which has been approved and now being implemented;
- To modernise and maximise the use of ICT in our people management and communication processes we developed a service workforce plan template for services to identify workforce gaps and develop actions, all services now have Succession Planning in place;
- With early years and child care provision almost doubling the size of the service by 2020 a detailed Workforce Plan was developed which included retraining existing staff in partnership with the local college;
- Workplace data reports for managers to better inform key workforce planning and development decisions and actions has fed into detailed workforce profiling of potential saving areas, assisting discussions at the Joint Budget Group;
- Partnership working opportunities have been explored and improved with our partners and we have establish closer links in relation to organisational development activity;
- To ensure the efficient management of change to ensure service models and structures are in place which address current budget reductions and service priorities, all service workforce plans are live documents and monitored by the Corporate Workforce Planning Group;
- Employee attendance levels have improved through the implementation of the new Supporting Employee Attendance policy and procedure;
- Continued to work in partnership with the trades unions to identify and address the challenges ahead;
- The composition and operation of the Local Negotiating Committee for Teaching Staff (LNCT) was revised. This effectively modernised the workings of the Committee making it more streamlined and effective;
- The National Recruitment Portal also known as 'My Job Scotland' had another refresh in 2019 and a new application form is being rolled out in January 2020;
- Employee implications of Brexit are considered in our Risk Register with risks being assessed on a regular basis in line with advice from government bodies; and
- A number of targeted voluntary severance trawls have been undertaken to support the implementation of budget savings.

Theme 2: Employee Skills Development, Leadership, Succession Planning (Employees our most valued resource)

- A number of learning and development programmes have been developed including GDPR training which supports employees to deliver service and Council objectives;
- Reviewing our core competency framework for employees, managers and chief officers linked to the Council's priorities and objectives;
- Introduced in partnership with 5 partners a Cross Organisational Mentoring Programme in November 2018 which runs for a year which will be reviewed early 2020;

- Continued to arrange Leadership Development Events for senior managers across the Council. A recent event was organised with the Improvement Service covering Data & Business Intelligence, Employee Survey and Leading Change;
- Continued to support employees with opportunities to attend accredited courses and attain accredited qualifications such as Chartered Management Institute courses and for staff to update their ICT skills on packages such as Word or Excel;
- Rollout of our Talent Management and Succession Planning programmes now embedded and renewed by services;
- Undertook employee training needs analysis as a key part of the performance appraisal process with managers and staff identifying training they require for their roles;
- Continued to promote and develop our eLearning courses and ensure their availability to all Council employees and replacing content with new micro-size courses;
- Increased employment and training opportunities in various occupational areas across the Council and its partners i.e. Modern Apprenticeships by connecting with Skills Development Scotland;
- Reviewed the core training and development matrix for managers to ensure courses undertaken are relevant to managers;
- We have accessed the Flexible Workforce Development Fund which is available to all employers who pay the apprentice levy. This was used to support training awareness of British Sign Language and other training requests via performance appraisal and service workforce plans to offer additional training opportunities for all staff;
- We have upgraded our E-Learning Platform to be responsive for mobiles and tablets etc. along with a new front end. In addition officers continue to work with Clyde Valley colleagues to explore other shared platforms to improve our e-learning package offer for employees;
- The Early Years workforce plan identified other work streams including Modern Apprentices, redeployment of staff (some already qualified) and working with employees to review/increase working hours where appropriate; and
- A new uplifting leadership course was developed and delivered aimed at those who are in or wish to take on leadership roles. The six workshops covered professional reading, leadership theory and change management.

Theme 3: Employer of Choice (Continuous Improvement)

- A new Recruitment Policy was further developed and implemented to ensure we attract and appoint the right people with the right skills;
- The Council's induction programme for new starts joining the Council was updated to reflect health and safety, working arrangements and practices and essential policies and procedures for staff to undertake their roles;
- Developed pathways for employees which support career progression and employee retention via performance appraisal and service succession plans;
- Maintained the Council's long term commitment to the health and wellbeing of employees by retaining the 'Healthy Working Lives' Gold Award, awarded jointly to Inverclyde Council and HSCP;
- Continued to introduce Modern & Innovative HR Policies which support more efficient ways of working including the introduction of an updated severe weather policy;
- The Council achieved a gold level award for the Defence Employer Recognition Scheme;
- Employees leaving the Council are asked to complete an exit survey. The data gathered is reviewed for reasons for leaving to support workforce planning and staff retention; and
- Improved employee engagement, communication and recognition arrangements by building on the encouraging results from the last employee opinion survey.

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

- Fully implemented a review of the existing grading and pay structure which received a positive Equality Impact Assessment from an independent external expert;
- Fully implemented the 3rd Edition of the Scottish Councils Job Evaluation Scheme in partnership with the Trades Unions;
- We asked employees to update their equality information in 2018 and will do again in 2021. Approximately two thirds of our employees updated their information which assists the Council in equality monitoring and to ensure equality is embedded in all Council policies and procedures;
- Reviewed and strengthened the Council's commitment to Equal Opportunities by introducing a new equality and diversity policy to promote a positive work environment which protects employees from discrimination on the basis of protected characteristics i.e. race, disability, age, religion, gender etc.;
- Introduction of a new Respect at Work policy for our employees which reinforced the adoption of a zero tolerance approach to bullying, discrimination, harassment and victimisation;
- Analysed pay gaps for gender, disability and ethnicity as part of our mainstream report for the Equality Act to assist in identifying actions to reduce gaps;
- The Council has reviewed equality impact assessments process and ensured these are undertaken where necessary and embedded into Council reporting with managers receiving training;
- Delivered equality and diversity training to employees and managers including e-learning where appropriate;
- Continued to work with Trades Unions and partners to eliminate discrimination, advance equality and foster good relations;
- The Council received the Carers award at level 1 in recognition of existing good practice, policies and procedures in this area. We will continue to introduce initiatives which support our employees who are carers; and
- Inverclyde Council signed up to the highest level in the DWP Disability Confident scheme to support disabled people in employment. There are only 12 organisations in Scotland that have this level of award including two other Scottish Councils.

5.2 The success of Organisational Development Strategy 2017-20 can be put down to the appreciation from all stakeholders that while the OD/HR service are the guardians of positive people management initiatives it's every employee's responsibility to shape, follow and revitalise organisational development as we go. This will continue to be a key remit for the workforce planning and development group as well as the Corporate Management Team.

5.3 Evidence of this approach reaping rewards for the Council can be seen with reference to the encouraging results coming out of the recent Employee Opinion Survey and from our latest attendance management statistics with a positive downward trend.

6.0 PEOPLE AND ORGANISATIONAL DEVELOPMENT STRATEGY 2020-2023

6.1 The People and Organisational Development Strategy 2020-2023 is attached for approval and sets out a number of key workforce and organisational development priorities in the following areas:

- 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*)

Subject to Members' approval of the key themes proposed in the strategy, further work will be undertaken by officers on a detailed action plan with progress being reported to the Corporate Management Team and the Policy and Resources Committee on an annual basis.

7.0 PROPOSALS

7.1 It is proposed that the Policy and Resources Committee note the progress made in the delivery of the Council's Organisational Development Strategy 2017-2020 and approves the People and Organisational Development Strategy 2020-2023 attached at Appendix 1.

8.0 IMPLICATIONS

8.1 Finance

N/A

Financial Implications:

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					

8.2 Legal

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

8.3 Human Resources

All Human Resources issues are included within the report.

8.4 Equalities

(a) Has an Equality Impact Assessment been carried out?

	YES
X	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, no Equality Impact Assessment is required

(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

(c) 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.
X	NO

8.5 **Repopulation**

Theme three of the Strategy (Employer of Choice) is designed to encourage people to come and work and live in Inverclyde.

9.0 **CONSULTATIONS**

9.1 This strategy has been developed following consultation with the full Extended Corporate Management Team (ECMT); Trade Union colleagues, the Women's and Staff Disability Forums and employees via the recently conducted opinion survey.

10.0 **BACKGROUND PAPERS**

10.1 Appendix 1 People and Organisational Development Strategy 2020-2023

Organisational Development, Policy & Communications

Inverclyde Council People and Organisational Development Strategy 2020 - 2023

1 Introduction

- 1.1 This is the fourth Organisational Development Strategy and covers the period 2020 – 2023. 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 2020-2023 strategy has been developed in consultation with all services which has helped to provide a baseline assessment against the key objectives within the Corporate Plan and 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, the Women's and Staff Disability Forums and the 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. The Best Value Audit report in 2017 recognised the good workforce planning activity taking place across the Council and the aim is to continue this work into 2020 and beyond.
- 1.4 Recent estimates highlight a significant funding gap for the period 2020-2023 of £13.4 million. To address a funding gap of this scale requires a fundamental review of many of the Council's services and extensive consultation which is being progressed through the Council's Delivering Differently Transformation programme. 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 Plan. 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 2020-2023 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:-

- Continue to review our employee performance appraisal process with the aim of achieving a consistent approach across key employee groups by benchmarking other authorities. Review when appraisal training would be best required to fit service needs;
- Continue to 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 by reviewing the effectiveness of the Workforce Information Analysis Report.
- 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 policy and procedure focussing resources on priority areas;
- Review SEEMIS teaching supply system which is being removed and find a suitable replacement;
- Continue to work in partnership with the trade unions to identify and address the challenges ahead;
- Review the Corporate Management Team Vacancy Approval process to streamline process;
- The impact of Brexit will remain on our risk register and we will continue to support our employees who are EU nationals;
- Review the temporary / permanent contract ratio with better workforce plans to support recruitment and retention to attract candidates with skills and experience;
- Increase the use of Inverclyde Performs as a performance management tool;
- Review of internal HR processes to ensure we streamline employee equality and diversity;
- HR will keep up to date with relevant legislation such as the Good Work Plan as part of the Taylor Review.

- 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 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 Employees);
- 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;
- Target resources in areas with high absence rates and increase attendance levels;
- Monitor progress on work streams to achieve workforce compliance on 1140 early years expansion;
- We will have a replacement for the SEEMIS Supply Teachers booking system;
- We will have reviewed and streamlined the vacancy management process;
- We will have reviewed the temporary / permanent ratio of the workforce with better workforce plans to support recruitment and retention;
- We will have streamlined HR processes to embed equality and diversity;
- There will be an increase in usage of Inverclyde Performs;
- Continue to monitor Brexit position and support our employees who are EU nationals;
- Service models and structures will be in place which address current budget reductions and service priorities;
- Effective succession plans will be in place to ensure knowledge transfer and eliminate single point of dependency;
- 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 three 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;
- Continue to arrange Leadership Development Events for senior managers across the Council
- Provide employees with access to relevant accredited qualifications such as Chartered Management Institute and for staff to update their ICT skills on packages such as Word or Excel;
- Rollout of our Talent Management and Succession Planning programmes now embedded and renewed by services;
- Continue to undertake employee training needs analysis as a key part of the performance appraisal process with managers and staff identifying training they require for their roles;
- Continuing to promote and develop our eLearning modules and ensure their availability to all council employees. The learning platform front end will be updated to a more modern design. Liaise with ICT on development of kiosks for staff without a computer to access e-courses;
- Aiming to increase employment and training opportunities in various occupational areas across the Council and its' partners i.e. Modern Apprenticeships.
- Participate in and influence national workforce planning collaboration groups on issues such as skill shortages for specific groups such as Trading Standards and Building Control.
- Ensure we engage with employees to get their ideas and views around service delivery and improvement, (e.g. utilising the Improvement Services' Public Sector Improvement Framework);
- Further develop the use of webinars as a training mechanism to replace some face to face training courses;
- Develop an internal coaching / mentoring programme for managers;
- Continue to work with services to identify their top five development needs from their service workforce plans.

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;
- Employees will have opportunities to attend accredited courses and gain qualifications relevant to their role;
- 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 more flexible leading to an increase in learning & development activity for our employees.
- Talent and succession plans will be embedded across all services;
- Employees will be better engaged regarding their ideas and views around service improvements;
- We will develop usage of webinars to replace some face to face training;
- An internal coaching/mentoring programme for managers will be developed;
- Each service of the Councils will identify their top five service development needs and actions to address these will be progressed;
- There will be increased employment and training opportunities in various occupational areas across the Council and its' partners for Modern Apprenticeships.

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 three years:-

- Improve visibility of senior management team with employees;
- 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;
- Undertake a review our employee benefits package;
- Review the requirements to apply for level 2 of the Carers Award;
- Review and improve employee engagement, communication and recognition arrangements;
- Review a communication channel for all staff including non-pc users;
- Promote employee recognition schemes such as the Pride of Inverclyde Awards;
- Review our Conditions of Service with a focus on family friendly provisions which reflect best practice;
- Review exit survey arrangements;
- Renew Employee Volunteer Policy in HSCP;
- Develop use of recruitment fairs to attract and promote homecare staff and other groups where there are recruitment and retention difficulties;
- Ensure the Council are compliant with forthcoming changes as part of the UK Government's Good Work Plan (Taylor Review) such as contracts from day one.

4.1 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 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;
- Key skills, 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 and have met their senior managers;
- 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 reviewed our benefits to staff;

- Employee recognition events will be promoted e.g. Pride of Inverclyde scheme;
- We will review our Family Friendly provisions;
- Maintain our exit surveys;
- Further develop volunteering access;
- Ensure the Council is compliant with employment legislative changes;
- We will have scoped requirements to achieve level 2 of the Carers Award;
- 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 (Promoting Equality, Dignity & 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.

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

- 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;
- Develop how we advertise posts on the recruitment portal to attract the best candidates;
- Ensure full equality impact assessments are undertaken where necessary;
- Deliver equality and diversity training to employees and managers including eLearning where appropriate;
- Analyse pay gaps for gender, disability and ethnicity as part of our mainstream report for the Equality Act to assist in identifying actions to reduce gaps;
- Aiming to increase employment and training opportunities in various occupational areas across the Council and its' partners. This will include support for looked After Children.
- Continue to maintain Disability Confident Leader status and promote and support other organisations within Inverclyde to achieve this status;
- Further develop the new Staff Disability Forum to all employees;
- 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 as part of the Community Empowerment Act 2015;
- Support staff with serious illness (e,g breast cancer) with paid time to attend a programmes providing information, support and professional guidance;
- Work with Trade Unions and partners to eliminate discrimination, advance equality and foster good relations;
- Continue to develop our British Sign Language Action plan by signing up to the video relay service (contactSCOTLAND-BSL) to allow deaf customers to contact us.

- 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. Equality and Diversity is also mainstreamed throughout the Council's 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 equality legislation, relevant policies, processes and training will be reviewed and amended to ensure compliance.

Evaluation – How will we know we are succeeding:-

- We will increase the equality data held on the composition of the workforce;
- We will analyse pay gaps for gender, disability and ethnicity as part of our mainstream report for the Equality Act to assist in identifying actions to reduce gaps.
- Full equality impact assessments will be undertaken and published where necessary;
- Training and development programme will be evaluated and in place to raise awareness and address equality issues effectively;
- We will have improved how we advertise posts on the recruitment portal;
- We will have reviewed employment and training opportunities for Looked After Children;
- The Staff Disability Forum will have its own web presence to connect to staff and have a closer connection to the Corporate Equality Group;
- The council with its public sector bodies will collaborate better with the third sectors and work effectively with people living across the localities to enable empowerment.
- We will have signed up to the contactSCOTLAND-BSL video relay service;
- 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 council's 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.