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<b>Report To:</b>	<b>Policy and Resources Committee</b>	<b>Date:</b>	<b>26 March 2024</b>
<b>Report By:</b>	<b>Head of Organisational Development, Policy &amp; Communications</b>	<b>Report No:</b>	<b>PR/15/24/RB/MR</b>
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<b>Subject:</b>	<b>People and Organisational Development Strategy 2024 – 2027</b>		

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## **1.0 PURPOSE AND SUMMARY**

- 1.1  For Decision  For Information/Noting
- 1.2 The purpose of this report is to advise the Policy and Resources Committee of progress made against the 2020-23 People and Organisational Development Strategy and seek approval of the 5<sup>th</sup> edition of the strategy for 2024-27.
- 1.3 The actions and priorities within the People and Organisational Development Strategy 2020-2023 have been progressed over the period, with corresponding updates presented to Committee. An overview of key areas of completed work is noted in para 3.2 below. The delivery of the strategy has supported the Council in having an engaged, motivated, trained and qualified workforce to deliver on its work through a very challenging period.
- 1.4 The 2024-27 strategy has been developed in conjunction with stakeholders and sets out a number of key workforce and organisational development priorities across the following four 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)

## **2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the Policy and Resources Committee
- notes the progress made in relation to the 2020-23 strategy, and
  - approves the 5th edition of the strategy for 2024-27.

**Morna Rae**  
**Head of Organisational Development,**  
**Policy & Communications**

### 3.0 BACKGROUND AND CONTEXT

- 3.1 Inverclyde Council formally introduced an Organisational Development Strategy in 2009. Since then the Council has continued to give Organisational Development (OD) a prominent role, with the People and Organisational Development Strategy guiding its implementation across the Council. The lifespan of our fourth strategy is about to end and this report seeks the approval of a refreshed and revised strategy for the period 2024-2027.
- 3.2 The 2020-23 People and Organisational Development Strategy contained a wide range of actions which were completed, with delivery coordinated by the Workforce Development Group. Updates on key developments were also provided to CMT and Committee. In addition to a range of ongoing activity such as (i) close partnership working with trade unions, (ii) use of recruitment fairs to attract staff, and (iii) the redesign and re-evaluation of jobs making the remit and salary more attractive, some specific examples along with impacts include:

Initiative	Impact
Undertaking the Workforce Refresh programme to attract new employees into the Council from the local community	<p>This approach received recognition in the 2023 Association for Public Service Excellence awards.</p> <p>It resulted in applications from those aged under 30 increasing by 496 and an extra 94 young workers employed within the Council.</p> <p>All of those newly employed through the programme were Inverclyde residents and 20% were previously unemployed.</p>
Supporting equality and diversity across the Council workforce in terms of gender, age, disability and other protected characteristics. For example through the Staff Disability Forum, Disability Confident Scheme (DCS) at Level Three, and the Modern Apprenticeship Programme.	<p>Increasing percentages of employees are willing to share information on their disability, ethnicity or sexual orientation for the analysis of demographics.</p> <p>In terms of age diversity, since 2019-20 the number of Modern Apprentices has more than doubled.</p> <p>The Employee Survey shows a steady increasing trend in relation to agreement with the statement <i>Inverclyde Council accepts and supports equality and diversity</i>.</p>
Undertaking the hybrid working pilot	<p>The 2022 Employee Survey reported benefits of hybrid working including 53% of responders having a better work life balance, and 34% being less distracted by working at home. 93% of those working on a hybrid basis said that they had adjusted well to the change.</p> <p>Hybrid working is an option consolidated in the updated Flexible Working Policy.</p>
Promotion of employee recognition schemes such as the Pride of Inverclyde Awards	<p>A successful 2023 event was held to recognise employee achievements, with plans underway for the 2024 awards. It provided an opportunity to showcase the work and dedication of employees.</p>
Development of a new approach to performance appraisals	<p>“Positive Conversations” has been developed and recently launched. Informal feedback to date has been very positive.</p>

Development of an internal coaching / mentoring programme for managers	The mentoring programme was developed and initiated in early 2024 with a wide range of mentors and mentees engaged in the programme.
Conducting an employee survey	The 2022 Employee Survey was carried out, with the highest response rate since its implementation. The results have fed into a range of initiatives including the new People and Organisational Development Strategy. There have been ongoing positive trends over the employee surveys in relation to statements such as : <ul style="list-style-type: none"> <li>• Inverclyde Council is open and honest with its employees</li> <li>• Inverclyde Council is a caring and supportive employer</li> <li>• I receive regular recognition or praise for doing good work</li> <li>• My manager keeps me informed about what is happening in the Council</li> <li>• Management decisions are effectively communicated to me</li> </ul>
Implementation of health and wellbeing initiatives and roll out of new Occupational Health provision	Sickness absence days per employee (non-teacher) 2022-23 were 11.3 days. This is against a Scotland figure of 13.2 days. Inverclyde ranks 6 out of 32 local authority areas with the lowest figure in our Local Government Benchmarking Framework “family group”.  Sickness absence days per teacher for 2022-23 were 6.8. This is the same as the national figure. Inverclyde ranks 16 out of 32 local authority areas, with a mid ranking in our “family group”.
Promotion of flexible working options and the creation of an updated Flexible Working Policy.	Between 2020/21 and 2021/22, the number of employees who submitted a request to work flexibly rose by more than two thirds.
Developing the approach to corporate induction	A face to face corporate induction session for new employees was piloted for 6 months. Of the 69 attendees 99% agreed that they learned something new about the Council. All participants stated that they understand how their work contributes to the aims of the Council Plan, and they understand what is expected of them as a Council employee and what they can expect of the Council as an employer.  The corporate induction session is now being mainstreamed.

3.3 The main purpose of the strategy is to ensure that the Council can continue to deliver its core objectives, with an engaged and motivated workforce in a climate of financial and resource constraints, alongside increased service delivery demands. As well as recognising that we require a strong workforce to deliver across all Council Plan themes it has a particular focus on the outcomes of “High quality and innovative services are provided, giving value for money” and “Our employees are supported and developed”.

3.4 Stakeholder engagement on this latest version of the strategy has included workshops with the Extended Corporate Management Team, Heads of Educational Establishments, Service

Managers and feedback from the Employee Opinion Survey. Consultation on the development of this strategy has also taken place with the Trade Unions, the Women’s and Staff Disability Forums and the Workforce Planning and Development Group which has representation from all Directorates of the Council. It is also informed by the Workforce Information Activity Report (WIAR), which provides statistical analysis.

- 3.5 The People and Organisational Development Strategy 2024-2027 sets out a number of key workforce and organisational development priorities across the themes of Organisational Development; Employee Skills Development, Leadership, Succession Planning; Employer of Choice and Fairness & Equality. 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. The Council’s 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 with updates on key developments also provided to Committee.
- 3.6 The draft People and Organisational Development Strategy 2024-2027 is provided at Appendix 1 for Committee approval.

**4.0 PROPOSALS**

- 4.1 It is recommended that the Policy and Resources Committee
  - notes the progress made in relation to the 2020-23 strategy, and
  - approves the 5<sup>th</sup> edition of the strategy for 2024-27.

**5.0 IMPLICATIONS**

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

<b>SUBJECT</b>	<b>YES</b>	<b>NO</b>
Financial		X
Legal/Risk		X
Human Resources	X	
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People’s Rights & Wellbeing	X	
Environmental & Sustainability		X
Data Protection		X

**5.2 Finance**

No additional costs have been identified with the delivery of actions within the strategy to be achieved within service budgets.

One off Costs

<b>Cost Centre</b>	<b>Budget Heading</b>	<b>Budget Years</b>	<b>Proposed Spend this Report</b>	<b>Virement From</b>	<b>Other Comments</b>
N/A					

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Annually Recurring Costs/ (Savings)

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

### 5.3 Legal/Risk

There are no legal or risk implications arising from this report.

### 5.4 Human Resources

This strategy supports the training and development of employees.

### 5.5 Strategic

The strategy supports a skilled and engaged workforce to deliver across all Council Plan themes and has a particular focus on the outcomes of “High quality and innovative services are provided, giving value for money” and “Our employees are supported and developed”.

### 5.6 Equalities, Fairer Scotland Duty & Children/Young People

#### (a) Equalities

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

X	<p>YES – Assessed as relevant and an EqIA is required and will be made available on the Council website:  <a href="https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments">https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments</a></p>
	<p>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 EqIA is required. Provide any other relevant reasons why an EqIA is not necessary/screening statement</p>

#### (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?

	<p>YES – A written statement showing how this report’s recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.</p>
X	<p>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.</p>

(c) 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.

**6.0 CONSULTATION**

6.1 Consultation has been undertaken with the Extended Corporate Management Team, Heads of Educational Establishments, Service Managers and feedback from the Employee Opinion Survey. Consultation on the development of this strategy has also taken place with the Trade Unions, the Women's and Staff Disability Forums and the Workforce Planning and Development Group which has representation from all Directorates of the Council.

**7.0 BACKGROUND PAPERS**

7.1 None.

*Organisational Development, Policy & Communications*

**Inverclyde Council  
People and Organisational Development  
Strategy  
2024 - 2027**

## 1 Introduction

The people who deliver public services in Inverclyde are at the heart of what we aim to achieve in our Council 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. As well as recognising that we require a skilled and engaged workforce to deliver across all Council Plan themes it has a particular focus on the outcomes of “High quality and innovative services are provided, giving value for money” and “Our employees are supported and developed”.

This is the fifth Inverclyde Council Organisational Development Strategy and covers the period 2024–2027. Stakeholder engagement on this plan has included workshops with the Extended Corporate Management Team, Heads of Educational Establishments, Service Managers and feedback from the Employee Opinion Survey. Consultation on the development of this strategy has also taken place with the Trade Unions, the Women’s and Staff Disability Forums and the Workforce Planning and Development Group which has representation from all Directorates of the Council. It is also informed by the Workforce Information Activity Report (WIAR), which provides statistical analysis.

The People and Organisational Development Strategy 2024-2027 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)



## 2. Strategy Rationale and Context

In seeking to build the workforce we need to deliver today and transform for the future the strategy takes account of key challenges and opportunities we face.

There are increasing service delivery pressures upon the Council driven by economic constraints and demographic demands. We understand that our local population levels are decreasing, so there are less people living in Inverclyde that we can draw from to become our workforce. In addition the concentration of older population is increasing, which will place increased demands on Council services.

There are significant challenges in recruitment across some sectors of the workforce. As well as national shortages in some skillsets there is competition in relation to other local authorities as well as the private sector. The increase in automation and technological solutions means many jobs now require increased digital skills. Upskilling and re skilling the current workforce is therefore essential, as is attracting and retaining new employees with strong digital skills.

The ways in which people work and feel about their work has changed following the pandemic. Research suggests that an increasing number of workers view work as transactional, and feel confident about their ability to find a new posts and seek increasing work-life balance. Employers must meet increasing expectations for practices that support diversity and inclusion, flexibility in working practice, mental wellbeing, and opportunities for career progression. Consequently adapting to the expectations and needs of the workforce has become increasingly important for employee attraction and retention.

The increasing cost of living has put further strain on many local people including our workforce. Nationally this has led to a greater focus on pay and conditions and a growing Fair Work agenda in Scotland.

How we use our physical estate is under review. Net Zero ambitions and the costs of running numerous buildings underpin discussions on estate rationalisation. Our workforce will therefore be expected to work within different physical settings in the future.

All of these factors drive a requirement to innovate and work more effectively and efficiently. Inverclyde Council must strengthen how it attracts and retains employees in an increasingly competitive labour market with increased demands for career development and flexible working practices.

### 3. Key Themes

#### 1. Organisational Development (Planning for the Future)

**Aims:**

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

**We will do this by:**

- Developing appraisal approaches;
- Improving workforce data availability and reporting;
- Improving recruitment and appointment processes;
- Improving absence management, and
- Assessing our pay and grading structure.

**What success looks like:**

- Maximisation of employee performance;
- Resources are deployed in the right areas, and
- Efficient and effective structures are in place across the Council.

#### 2. Employee Skills Development, Leadership, Succession Planning (Employees our most Valuable Resource)

**Aims:**

- 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.

**We will do this by:**

- Developing learning and development programmes;
- Responding to the training needs across the Council;
- Strengthening employee induction, and
- Supporting delivery of service workforce delivery plans.

**What success looks like:**

- The skills and abilities of our employees match the needs determined by our changing service demands, and
- Leaders feel empowered and have opportunities to innovate.

### 3. Employer of Choice (Continuous Improvement)

#### Aims:

- Reputation as an employer of choice with as innovative and modern employment practices and
- Future employees are attracted and existing employees retained by promoting Inverclyde Council as a great place to live and work

#### We will do this by:

- Development of employee benefits package;
- Implementing approaches to improve the physical, mental and financial wellbeing of our employees;
- Improving communication and engagement channels with employees;
- Reviewing our Conditions of Service;
- Promoting flexible working opportunities, and
- Strengthening succession planning.

#### What success looks like:

- Positive employee engagement and satisfaction levels, and improved employee retention, and
- Reduced challenges in recruitment.

### 4. Fairness & Equality (Promoting Equality, Dignity & Respect)

#### Aims:

- Our employees, customers and partners are treated fairly and with respect at all times, and
- Positive promotion of culture of equality, dignity and respect.

#### We will do this by:

- Improved equality data collection, analysis and reporting;
- Strengthened approaches to equality impact assessments;
- Partnership working with trade unions;
- Implementation of trauma informed approaches, and
- Maintenance of Disability Confident Leader status.

#### What success looks like:

- Our workforce is diverse with fair opportunities for all, and
- Employees and customers report positive experiences in engaging with the Council.

## 4. Delivery and Monitoring

These themes will be supported by key Human Resource and Organisational Development policies and an action plan. The Council’s cross Service 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 inform policy development. Six monthly progress reports will also be brought to the Corporate Management Team with updates on key developments also provided to Committee.

Alongside monitoring progress against actions a wide range of statistical information in relation to employees is analysed and reported. The Workforce Information and Activity Report contains analysis of attendance and performance appraisals, training activity, employee demographics and health and safety activity. The Inverclyde Council Equality Mainstreaming Report sets out provides information on the Protected Characteristics of the Council’s employees, Pay Gap 2020/21 and 2021/22 details relating to Disability, Ethnicity and Gender, together with the Council’s Equal Pay Statement. Inverclyde Council conducts an Employee Survey every three years to better understand the views of employees.

<b>Statistical Report</b>	<b>Reported To</b>	<b>Frequency</b>
Workforce Information and Activity Report	Heads of Service and Directors	Quarterly
	Corporate Management Team	Annually
	Policy and Resources Committee	Annually
Inverclyde Council Equality Mainstreaming Report	Corporate Management Team	Two years
	Policy and Resources Committee	Two years
Internal HR and OD process statistics	Relevant illustrative performance indicators will be included in the six monthly reporting to the CMT.	Six monthly