
Report To:	Policy and Resources Committee	Date:	20 September 2016
Report By:	Head of Organisational Development, Human Resources and Communications	Report No:	HR/17/16/AW
Contact Officer:	Allan Wilson	Contact No:	712022
Subject:	People and Organisational Development Strategy 2017-2020		

1.0 PURPOSE

- 1.1 The purpose of this report is to update Members on the delivery of the existing Organisational Development Strategy 2013-2016 and seek approval of the 3rd edition of the (People and) Organisational Development Strategy for 2017-2020.

2.0 SUMMARY

- 2.1 The Organisational Development Strategy 2013-2016 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 2017-2020 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 2017-2020 strategy has been developed in consultation with all services and reflects the key objectives within 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 Trade Unions and the recently formed Workforce Planning and Development Group which has representation from all Directorates. The feedback from the recent Employee Opinion Survey has also been taken into account in the development of this strategy.
- 2.3 A title change to People and Organisational Development Strategy (PODS) reflects the feedback received and would serve to further enhance the understanding and profile of the strategy across the workforce. The key themes of the strategy have also been updated to reflect feedback received and the challenges ahead for the Council. The proposed key themes of the People and Organisational Development Strategy 2017/20 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)*
- 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) note the progress made in the delivery of the Council's Organisational Development Strategy 2013-2016;
- b) approve the People and Organisational Development Strategy 2017/20 attached at Appendix 1;
- c) agree a communications strategy is developed to promote the strategy to employees and managers.

Steven McNab
Head of Organisational Development,
Human Resources 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 have 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 OD strategy 2013-2016 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 second Organisational Development strategy is about to end and this report seeks the approval of a refreshed and revised strategy for the period 2017-2020.
- 4.2 The People and Organisational Development Strategy 2017/20 has been developed in consultation with all services and reflects the key objectives within 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 and the recently formed Workforce Planning and Development Group which has representation from all Directorates. The feedback from the recent Employee Opinion Survey has also been taken into account in the development of this strategy.
- 4.3 A proposed title change to the People and Organisational Development Strategy (PODS) reflects the feedback received and would serve to further enhance the understanding and profile of the strategy across the workforce. The key themes of the strategy have also been updated to reflect feedback received and the challenges ahead for the Council. The proposed key themes of the People and Organisational Development Strategy 2017/20 are:
1. *Organisational Development (Planning for the Future)*
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The main change relates to the fourth theme which in the 2013/16 strategy was “Grading and Pay”. This has been changed to “Fairness & Equality” which will continue to address grading and pay but will also focus on wider issues of equality, dignity and respect at work.

- 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 2017/20 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 over the next three years.
- 4.7 The Council is pursuing an ambitious and wide ranging agenda through the recently refreshed and approved 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 legislation 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. COMPLETION OF THE COUNCIL'S ORGANISATIONAL DEVELOPMENT STRATEGY 2013-2016

- 5.1 All key actions and priorities within the Council's Organisational Development Strategy 2013-2016 have been progressed. A summary of the key achievements made since the last progress report to committee is noted below:

Theme 1: Organisational Development

- Performance Appraisals process now firmly established across the Council and is measured and reported through our key performance indicators (KPIs). In 2014/15 we reported 83% of our employees having gone through the performance appraisal process. This rose to 91% in 2015/16,
- 360 degree performance appraisal process is being piloted within the organisational development service,
- Redundancy Selection Matrix has been revised and is no longer based solely on 'first in first out',
- Key HR policies have been modernised including disciplinary policy and process where a new approach has been agreed with the Trades Unions and introduced,
- Agreement reached to transfer former 'Craft employees' on to single status terms and conditions leading to a more consistent application of terms and conditions for all local government employees,
- Improved workforce management information is now available to corporate directors and managers to better inform workforce related decisions and actions. This includes the introduction of the Workforce Information and Activity Report (WIAR) which is issued quarterly and provides detailed information on key areas such as employee absence levels, employee demographics, turnover information, temporary employees, employee learning and development and health and safety statistics,
- A key achievement has been the completion of the PVG/PSN checking process with all employees now fully covered,
- The use of information technology has been maximised where possible and E-Forms have been introduced to replace paper based systems (e.g. reporting an accident form now on line),
- Positive employee relations have been maintained with the recognised Trades Unions throughout the recent challenging period for the Council and a 'Partnership at Work' Pledge was signed by all parties in the summer of 2015.

Theme 2: Leadership, Succession Planning & Skills Development

- Senior Management Leadership Development Training with West of Scotland University. This was an accredited and certified training qualification which 120 of our managers have been supported through and completed. Over 80% of those managers completing the course indicated that they found it assisted them to better perform their role with Inverclyde Council,
- Succession Planning Programme has been developed and has been piloted within a Council service. Further consideration will be given to rolling a succession planning programme out wider as part of the 2017/20 Strategy,

- Identifying skills gaps and addressing training needs has been a key part of our performance appraisal process which 91% of our employees went through last year. Information on key development needs is collated and fed into corporate training planning process,
- Training Matrix has been introduced for team leaders, managers and chief officers which identifies priority areas for training across the Council,
- A range of new E-Learning modules have been rolled out across the Council on key areas such as information security and data protection.

Theme 3: Employer of Choice

- A new Work Life Balance policy was introduced in 2014 which outlined the Council's commitment to flexible working opportunities and the promotion of a good work life balance for our employees,
- Regular Corporate trade union liaison meetings introduced every 8 weeks to promote and foster good working relations,
- Our Cycle to Work scheme has generated nearly 200 participants since its introduction and continues to offer a cost effective option for our employees to purchase a bicycle and keep fit,
- The Council's Buy and Bank leave scheme continues to be an attractive initiative for employees with up to 60 employees banking leave and over 200 employees buying extra leave in recent years,
- Our Childcare Voucher Scheme offers our employees cost effective means of paying for child care with well over 100 applicants since its introduction,
- Flexible Working Scheme continues to offer our employees greater flexibility around start and stop times to suit their personal circumstances,
- Employee Benefits booklet is updated every quarter and offers employees a range of discounts from local businesses,
- The Council has recently maintained its Healthy Working Lives Gold Award. This demonstrates its long term commitment to the health and wellbeing of our employees. Given around 80% of our employee live within Inverclyde this has a positive effect on our community,
- New homeworking has been introduced to support employees homeworking in appropriate areas,
- Conditions of Service has been refreshed to ensure a consistent application to all employee groups where possible,
- The results of the recent employee opinion survey were very positive and encouraging,
- Inverclyde Council achieved Bloomberg's Best Government Services Employer in the UK award for 2016.

Theme 4: Pay & Grading

- Equality Impact Assessment undertaken on our grading and pay structure in 2013 which was assessed as being non-discriminatory,
- The Scottish Councils' Job Evaluation Scheme has been revised at a national level and measures are now being taken to ensure the smooth introduction of the 3rd edition of the Scheme within Inverclyde Council,
- Maintenance of the Job Evaluation Scheme procedures have been agreed and continue to be implemented for new and revised jobs including impact on pay and grading,
- Earlier this year the Council achieved 'Living Wage' accreditation and remains one of only a small number of Councils to have achieved external accreditation,
- Appropriate revisions to pay have been made to address recent case law (e.g. holiday pay for overtime hours and the term time calculator).

- 5.2 The success of Organisational Development Strategy 2013-16 can be put down to the quick appreciation from all stakeholders that while the OD/HR service are the guardians of positive people management initiatives it is everybody's responsibility to shape, follow and revitalise organisational development as we go. This will be a key remit for the recently formed 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, the Bloomberg best Council award for 2016 and from our latest attendance management statistic which follows a positive downward trend.

6.0 PEOPLE AND ORGANISATIONAL DEVELOPMENT STRATEGY 2017-2020

- 6.1 The People and Organisational Development Strategy 2017-2020 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)
 - Leadership, Succession Planning and Skills Development (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 done by officers on a detailed action plan which will be reported on along with a progress report to the Committee.

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 2013-2016 and approves the People and Organisational Development Strategy 2017/20 attached at Appendix 1.

8.0 IMPLICATIONS

Finance

- 8.1 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					

Legal

- 8.2 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

- 8.3 All Human Resources issues are included within the report.

Equalities

- 8.4 Has an Equality Impact Assessment been carried out?

YES (see attached appendix)

NO - will be completed as required for specific topics

Repopulation

- 8.5 N/A

9.0 CONSULTATIONS

- 9.1 This strategy has been developed following consultation with the full Extended Corporate Management Team (ECMT); Trade Union colleagues and; employees via the recently conducted opinion survey

10.0 LIST OF BACKGROUND PAPERS

- 10.1 Appendix 1 People and Organisational Development Strategy 2017-2020.

*Organisational Development, Human Resources &
Communications*

**Inverclyde Council
People and Organisational
Development Strategy
2017 - 2020**

1 Introduction

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

2 Theme 1 – Organisational Development (Planning for the Future)

Outcomes – What we plan to achieve

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

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

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

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

Evaluation – How will we know we are succeeding:-

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

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

Outcomes – What we plan to achieve

Ensuring our employees are sufficiently trained, qualified and experienced and our leaders are developed to lead, motivate and inspire to deliver quality services which meet service demands.

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

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

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

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

Evaluation – How will we know we are succeeding:-

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

4 Theme 3 – Employer of Choice (Continuous Improvement)

Outcomes – What we plan to achieve

To enhance our reputation as an employer of choice and as a Local Leader on innovative and modern employment practices, attract future and retain existing employees by promoting Inverclyde Council as a great place to live and work.

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

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

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

4.1 The Council is in the process of developing a new 'Recruitment and Selection' policy which will aim to ensure the Council can attract and appoint highly skilled, flexible and motivated employees who can meet future needs of the community of Inverclyde.

4.2 Evidence of our success in the implementation of key organisational development initiatives can be seen with reference to the encouraging results coming out of the recent Employee Opinion Survey, the Bloomberg Business Best Government Services Employer award for 2016 and from our latest attendance management statistic which follows a positive downward trend. The Council seeks to build on this success over the next three years.

Evaluation – How will we know we are succeeding:-

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

5 Theme 4 – Fairness & Equality

Outcomes – What we plan to achieve

Continue to work with our community partners to promote equality, dignity and respect and ensure our employees, customers and partners are treated fairly and with respect at all times. Ensure equality requirements are met through our grading and pay model and job evaluation processes.

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

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

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

Evaluation – How will we know we are succeeding:-

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

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

6. Progress Review

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