

Making Argyll and Bute a place people choose to live, learn, work and do business.



# Argyll and Bute Council People Strategy 2016 - 2020

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Making it Happen





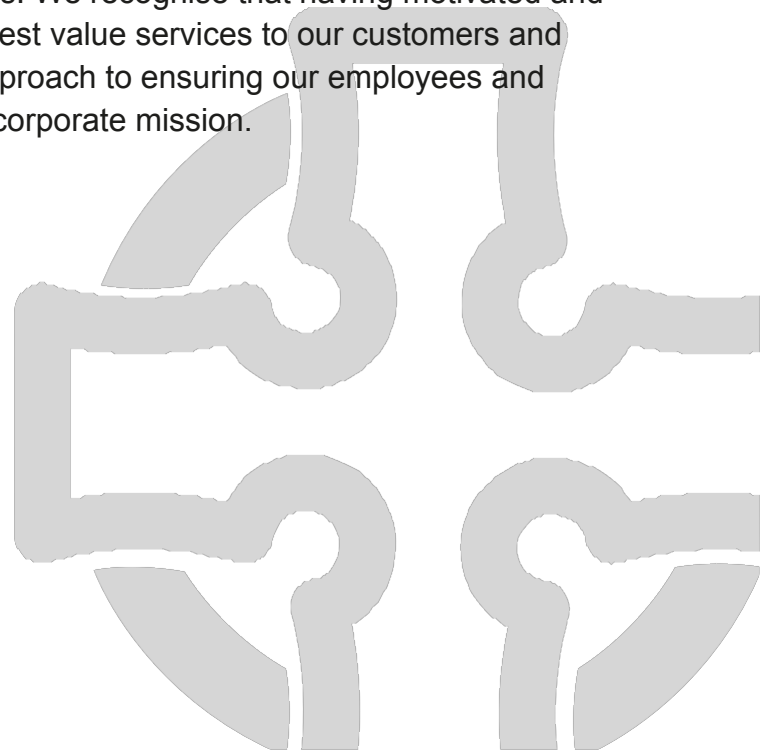
## Argyll and Bute Council People Strategy 2016 - 2020

We are pleased to introduce the Council's People Strategy for 2016-20. Our corporate plan identifies our culture, structure and systems as key corporate enablers that make our council a high performing and improving organisation. These allow us to deliver best value services and achieve our overall corporate mission to make Argyll and Bute a place people choose to live, learn, work and do business.

Our success so far has been rooted in the motivated and hardworking employees who deliver, and help us to continuously improve our services. We recognise that having motivated and engaged employees is the best way to deliver best value services to our customers and partners. This strategy sets out the Council's approach to ensuring our employees and services are best placed to achieve our overall corporate mission.

Dick Walsh, Council Leader

Cleland Sneddon, Chief Executive





## Introduction

Our People Strategy supports the delivery of the council's priorities contained within the Corporate Plan and draws together a number of key actions from the council's existing HR and OD Strategy, Corporate Improvement Strategy and Employee Engagement Strategy.

As part of the Council's service choices agenda, we are redesigning our HR and OD service. Our people and improvement agendas are now even more closely aligned and this strategy pulls together objectives from these agendas to demonstrate how our people will drive forward the Council's improvement agenda. This strategy therefore replaces our existing HR and OD Strategy, Employee Engagement Strategy and Corporate Improvement Strategy.

In addition this strategy has close links to the Planning and Performance Management Framework as well as other key documents such as the Communications Strategy.

## People Strategy

## Making it Happen

Our People Strategy is an enabling corporate strategy and sets out what we will do to ensure our employees and services have objectives which are aligned to our overall corporate plan and are best placed to achieve these.

The underlying purpose of this strategy is to have a meaningful, positive impact on front line services.

The strategy links to the successful delivery of the following key corporate priorities:

- Our culture, structure and systems make our Council a high performing and improving organisation that people choose to work for
- We grow excellent leaders in our managers and elected members
- We continually look at how we can improve and deliver quality services

There are three key strategic outcomes within the strategy as well as enablers which are actions in support of the delivery of this strategy.

**Our Services have plans with clear links to Council and Single Outcome Agreement objectives and can demonstrate Best Value and Continuous Improvement**

**Our Workforce demonstrates the skills, knowledge and behaviours to achieve Council objectives.**

**We develop a positive organisational culture that puts people at the heart of our success.**



# Improvement Planning

**1.0**  
**Our Services have plans with clear links to Council and Single Outcome Agreement objectives and can demonstrate best value and continuous improvement.**

**1.1**  
**Continuous Improvement**

In order for our services to demonstrate best value and continuously improve they must be able to identify areas and opportunities for growth, development and improvement. We recognise that our employees who work with our customers every day are often best placed to identify ways in which we can change and improve to meet the needs of the people we serve and their input is vital to our improvement planning. The focus during the life of this strategy will be to demonstrate our commitment to excellence by developing and implementing corporate tools and frameworks which ensure our services are best placed to identify opportunities for improvement.

Planning and Performance Management

Self-Assessment

Scrutiny

Benchmarking

Consultation and Engagement

Delivering Change

**1.2**  
**Planning and Performance Management**

The council's Planning and Performance Management Framework sets out the structure for planning, performance reporting and scrutiny. Management information from performance and improvement processes informs our planning processes. Over the life of this strategy there will be a focus on simplifying the performance data used by services to ensure there is a good range and balance of information that allows improved scrutiny of performance at a strategic level. Services will be

supported to refine and improve their scorecards and performance indicators in this regard. We will also aim to improve our public performance reporting to ensure that our performance information is widely available.



### 1.3 Self-Assessment

Self-Assessment uses a set of criteria to evaluate if an organisation (Council/Service) is achieving what it should be and if not, to identify what needs to be changed or improved. Self-assessment is one of the ways that we involve our people in identifying areas where we are performing well and areas where we can make improvements

The focus over the life of this strategy will be to develop a corporate programme of self-assessment activity and a framework for scrutinising self-assessment strategically.

### 1.4 Scrutiny

Scrutiny is an essential part of ensuring the Council remains effective. It means that decision making processes are clear and accessible to the public and that the people taking decisions are held accountable for those decisions. The overall aim of scrutiny is to support improvement in the quality of our services. The impact of our plans, strategies and policies on our key strategic outcomes will continue to be scrutinised and reviewed by our strategic committees and overall by our Performance Review and Scrutiny Committee. The role of the Performance Review and Scrutiny Committee is to support our departments in maintaining high service delivery standards, and to steer them towards improved efficiency and effectiveness. Feedback and recommendations from scrutiny reviews, audits and inspections will continue inform service and improvement planning.

### 1.5 Benchmarking

The Council's performance management system, Pyramid, provides information used in service and improvement planning. The Local Government Benchmarking Framework allows for benchmarking with other local authorities on a range of key performance indicators. Individual services also participate in benchmarking through bodies such as CIPfA,

"Self-assessment is one of the ways that we involve our people in identifying areas where we are performing well.."

APSE, and SOCITM etc. This allows shared learning around good practice to feed into our improvement planning. The council will continue to promote corporate and service engagement in benchmarking activities that challenges the performance of our services.

### 1.6 Consultation and Engagement

Consultation and Engagement are essential to ensure that services continually adapt to the changing needs of our customers. The Council uses the Customer Service Charter to ensure our approach to customer service is consistent and externally validated. Over the life of this strategy we will focus on developing tools and guidance to support services when consulting and engaging with customers. We will also investigate methods and approaches that support the involvement of citizens in the development and review of our services.

### 1.7 Services are supported to Deliver Change

When areas for improvement are identified this often leads to a requirement for our services to implement changes. Over the coming years change will affect the Council at all levels.

At a strategic level the HR and OD team will work with services and teams internally and with our partners in health, to ensure our services are best placed to implement the changes associated with service choices and health and social care integration.

A key focus of this People Strategy is to ensure, regardless of the scale of change, that we have a corporate framework in place that provides a consistent and effective way to manage, implement and



assess the impact, of the changes we make.

## 2.0 Our Workforce demonstrates the skills knowledge and behaviours to achieve our corporate outcomes

The Council remains committed to developing our workforce and will continue to invest in doing so. We will continue to conduct an annual learning needs analysis and develop corporate and social work learning and development plans. Over the course of this strategy we will seek to further embrace the Council's digital agenda by using technology to provide flexible learning solutions.

### 2.1 Growing Excellent Leaders and Managers

Line managers are our employee's gateway to the organisation. Leaders and managers therefore hold a vital role within the council. The Argyll and Bute manager programme is responsible for equipping managers with the skills and knowledge to ensure our employees receive key corporate messages, appropriate tools, information and training to allow them to do their job. Over the course of this strategy we will review our Argyll and Bute Manager programme ensuring it aligns with our refreshed corporate values and meets the needs of the Council now and in the future. We will particularly focus on providing our leaders and managers with the opportunity to develop excellent communication skills.

### 2.2 Talent Management

A key component of the corporate plan and Single Outcome Agreement is to attract and retain people to live work and learn in Argyll and Bute. As one of the area's largest employers we can contribute to this goal by identifying talented individuals and offering them employment and development opportunities within Argyll and Bute Council. During the life of this Strategy we aim to attract and retain talented individ-

uals with potential to develop and who share our corporate values. We will develop a framework, linked to the PRD process, which will allow us to identify and develop talent within the Council. We will also rebrand and relaunch our growing our own programme.

### 2.3 Training and Development

We are committed to ensuring our employees receive the training and development required to carry out their jobs effectively and will continue to use feedback from employees to develop our corporate learning and development plans, using technology where possible to enhance the experience of our learners. In our Equalities mainstreaming report we recognised a need to create employment opportunities for young people. During the course of this strategy we will seek to establish our status as an Investor in Young People. Linked to our talent management activity, we will continue to create opportunities for development through development of our Modern Apprenticeship and trainee programme and the further expansion of our SVQ centre.

## 3.0 We develop a positive organisational culture that puts people at the heart of our success.

Argyll and Bute council recognises that creating a safe and healthy work environment where our employees feel valued and can perform at their best is important to the delivery of quality services. Feedback from employees was used to develop the Council's approach to Employee Engagement and we will continue to involve employees in the development of our culture.

### 3.1 Our Values and Behaviours

Our organisational culture and identity is defined by the values and behaviours that we live by: the way we



"A Culture Steering Group has been set up to drive forward the development of our positive organisational culture.."

do things at Argyll and Bute Council. A Culture Steering Group has been set up to drive forward the development of our positive organisational culture and a key focus over the life of this Strategy will be to further develop and refresh our organisational values and behaviours and to ensure they reflect our culture and are embedded within key corporate processes such as PRDs and talent management activities.

### 3.2 Employee Voice: Involving our Employees

We will continue to ensure employees have the opportunity to input at a corporate level through groups such as the Equalities Forum, Healthy Working Lives group and recently created Culture Steering Group as well as the employee suggestion scheme. During the life of this strategy we will conduct two employee surveys (during 2016 and 2018) which will help us to measure employee engagement and identify areas for improvement. We will also work with services to make our employee surveys and consultations more accessible ensuring the highest possible response rates.

### 3.3 Employee Recognition

Employees told us in our most recent engagement activity that they value recognition for a job well done. During the life this strategy we will build on the formal recognition of employees through the development and promotion of our Employee Excellence

Awards as well as ensuring that informal recognition for a job well done is promoted and celebrated within teams and services.

## 3.4 Employee Relations

Good employee relations are positive for the Council's reputation and limit the existence of costly issues such as discipline, grievance, discrimination and litigation. Positive employee relations also support the development of a positive organisational culture and high levels of employee engagement.

We will continue to build on the positive partnership that has been established with trades unions colleagues. In particular we will work in partnership with trades unions colleagues to implement the 3rd Edition of Gauge Job Evaluation Scheme, service choices and health and social care integration. Additionally the council's HR and OD policies, procedures and practices will be updated to ensure they continue to meet legislative requirements and reflect best practice. The HR and OD team will also continue to embrace the Council's digital agenda making use of the technology available to modernise our advice service ensuring it is consistent, efficient and accessible.

## 4.0 Making it Happen- HR and OD Enablers

### 4.1

This section outlines the key activities that will be undertaken to support and enable the delivery of the People Strategy. During the life of this strategy the HR and OD team will undertake a service redesign which will ensure the team's structure supports delivery of the strategic objectives outlined in this strategy within the context of delivering savings required by service choices.

### 4.2

The HR and OD team will continue to embrace the Council's digital agenda by developing systems and making the most of technology with the aim of increasing automation and using online accessibility wherever possible. The HR and OD team will make





the most of our systems to generate people and performance data and metrics which can be analysed to support the development of individuals, teams and services across the Council.

**4.3**  
We will continue to invest in the development of HR and OD staff to ensure they have the skills, knowledge and behaviours required to deliver this strategy.

“The HR and OD team will continue to embrace the Council’s digital agenda by developing systems and making the most of technology..”



## 5.0 Conclusion

**5.1**  
Argyll and Bute Council is a people organisation, which is committed to being high performing and improving. Our employees are at the heart of what we do and are at the frontline of all the services that we deliver. This strategy sets out our approach to ensuring our people and services are best placed to meet our corporate objectives.

**5.2**  
This strategy is accompanied by an action plan that sets out the activities that we will implement in order to achieve these strategic objectives.

## 6.0 Measuring Performance

**6.1**  
The performance indicators contained in the following table will be measured to determine the impact of the HR and OD Strategy. Some of these indicators are new measures and targets will therefore be confirmed following identification of a benchmark figure.



## Measuring Performance

Outcome	Performance Indicator	2014 Target	2020 Target
We grow excellent leaders and managers	% of employees reporting they are treated with respect by their line manager	82%	85%
	% of employees who feel that their work contribution is recognised by their line manager	70%	75%
	% of employees who report they regularly receive constructive feedback on their work	49%	65%
Our Culture, structure and systems make our council a high performing organisation that people choose to work for	% of employees reporting conflict at work (friction or anger between colleagues)	20%	15%
	% of employees reporting they have agreed their training and development needs in the last 12 months	64%	70%
	Average days lost per employee due to sickness absence	10.6	9.5
	% of employees reporting that they would recommend the Council as a good place to work	60%	70%
	% of employees reporting the Council takes equalities seriously as an employer	69%	75%
	Number of employees subject to disciplinary procedures	16	10
	Number of grievances raised by employees	31	15
We continually look at how we can improve and deliver quality services	% compliance with Audit Scotland Assessment of Public Performance Reporting	67%	75%
	Average ranking of Argyll and Bute Council in Local Government Benchmarking Framework	20	18
	Score and trend of Services completing self-assessment	New Indicator	TBC following implementation

# People Strategy Action Plan

REF	Outcome	What success will look like	What we will do to achieve this	Target/Date Timescale	Responsible
PS 1.1.0	Our Services have plans with clear links to Council and Single Outcome Agreement objectives and can demonstrate best value and continuous improvement	Services can access tools to support them with improvement	Improvement Toolkit developed to support services in identifying and implementing improvements	December 2016	HR and OD Manager
PS 1.2.0		PPMF supports the development of a positive organisational culture	Services are supported to refine scorecards and performance indicators to include richer cultural data	March 2018	HR and OD Manager
PS 1.2.1		Improved range and balance of performance information	Services will be supported to simplify performance data and improve range and balance of performance information reported	March 2017	HR and OD Manager
PS 1.3.0		Robust self-assessment supports service improvement planning	Framework and programme of self-assessment activity approved by SMT	October 2016	HR and OD Manager
PS 1.4.0		Scrutiny leads to improvement	The Performance Review and Scrutiny Committee will be supported with information and data that allows identification of areas for scrutiny and review	In accordance with PRSC timetable during the life of the strategy	Head of Improvement and HR/ HR and OD Manager
PS 1.5.0		Our performance information is widely available and benchmarking supports identification of areas for exploration and shared learning	Continued involvement and review of LGBF indicators	Annual	Departments/ HR and OD Manager

# People Strategy Action Plan

REF	Outcome	What success will look like	What we will do to achieve this	Target/Date Timescale	Responsible
PS 1.5.1			PPR improvement action plan completed	March 2017	Departments/ HR and OD Manager
PS 1.5.2		Services plan and report performance in accordance with PPMF	Service Plans Approved annually	March 2016	Heads of Service/ HR and OD Manager
				March 2017	
				March 2018	
				March 2019	
PS 1.5.3			Quarterly performance reporting to strategic committees	Quarterly	Exec Directors/ HR and OD Manager
PS 1.6.0		Our customers are consulted and engaged	Develop tools and guidance to support services when consulting and engaging with customers	March 2017	Communications Manager
PS 1.6.1		Our customers are involved in improving our services	Investigate methods to involve citizens in the Council's improvement agenda	March 2019	HR and OD Manager/ Communications Manager
PS 1.7.0	Services are supported to deliver change	Framework for Change Management implemented and available for services	December 2016	HR and OD Manager	
PS 1.7.1		Corporate Voluntary Redundancy trawl supported by Service Choices Team	September 2017	HR and OD Manager	
PS 2.1.0	Our workforce demonstrates skills, knowledge and behaviours to achieve Council Objectives	We have programmes in place to support the development of our workforce	Annual learning needs analysis conducted	May 2016	HR and OD Manager
				May 2017	
				May 2018	
				May 2019	

# People Strategy Action Plan

REF	Outcome	What success will look like	What we will do to achieve this	Target/Date Timescale	Responsible	
PS 2.1.1			Corporate Learning and Development plan developed annually	July 2016	HR and OD Manager	
				July 2017		
				July 2018		
				July 2019		
PS 2.1.2				Social Work Learning and Development plan developed annually	July 2016	HR and OD Manager
					July 2017	
					July 2018	
					July 2019	
PS 2.2.0		We effectively manage talent	Growing Our Own Scheme for identifying and developing talent within the Council linked to revised PRD process	March 2018	HR and OD Manager	
PS 2.2.1						
PS 2.2.2						Growing Our Own Scheme Rebranded and Relunched
PS 3.1.0	We develop a positive organisational culture that puts people at the heart of our success	Our values and behaviours shape how we do things	Corporate Values refreshed based on feedback from employee engagement activities, COG and COSO	December 2016	HR and OD Manager	

# People Strategy Action Plan

REF	Outcome	What success will look like	What we will do to achieve this	Target/Date Timescale	Responsible
PS 3.1.1			Behaviours Framework reviewed to align with refreshed Corporate Values	June 2017	HR and OD Manager
PS 3.1.2			PRD process revised to align with refreshed corporate value	March 2018	HR and OD Manager
PS 3.1.3			Programme of meetings for Culture Steering Group agreed	July 2016	Executive Director Development and Infrastructure
PS 3.1.4			Equalities training is delivered to all staff	March 2020	HR and OD Manager
PS 3.1.5		We have excellent managers and leaders	Review of Argyll and Bute Manager Programme complete	October 2016	HR and OD Manager
PS 3.1.6			Review of Leadership Development approach	March 2017	HR and OD Manager
PS 3.2.0		Our employees have a voice and can shape how we do things	Employee Survey conducted every two years	December 2016	HR and OD Manager
				December 2018	
PS 3.2.1			Results of employee survey and resultant actions communicated	March 2017	Head of Impro/HR HR andOD Manager Comms Manager
				March 2019	
PS 3.2.2		Improved accessibility to employee survey to increase response rate	December 2016	HR and OD Manager	

# People Strategy Action Plan

REF	Outcome	What success will look like	What we will do to achieve this	Target/Date Timescale	Responsible
PS 3.2.3			Regular meetings of Healthy Working Lives Group	In line with programme of agreed meetings	Head of Improvement and HR
PS 3.2.4			Regular Meetings of Equalities Forum	In line with programme of agreed meetings	Executive Director Community Services
PS 3.3.0		We recognise the contribution of our employees	Annual Employee Awards Ceremony held	October 2016	HR and OD Manager
				October 2017	
				October 2018	
				October 2019	
PS 3.3.1			Informal recognition promoted within teams and services	March 2017	HR and OD Manager
PS 3.4.0		We create opportunities for development which are linked to workforce planning	Workforce planning framework supports identification of training and development opportunities	March 2018	HR and OD Manager
PS 3.4.1			Opportunities are created for 60 Modern Apprentices	March 2020	HR and OD Manager
PS 3.4.2			SVQ centre is developed to increase opportunities for training and development	March 2018	HR and OD Manager
PS 3.4.3	Accredited as Investor in Young People		March 2018	HR and OD Manager	

# People Strategy Action Plan

REF	Outcome	What success will look like	What we will do to achieve this	Target/Date Timescale	Responsible
PS 3.4.4		Positive employee relations support a positive culture	Regular service and corporate trade unions liaison meetings are held	In line with programme of agreed meetings	Head of Improvement and HR
PS 3.4.5			2 HR and OD policies reviewed and developed per annum to ensure the councils approach to Employee Relations remains current and in line with best practice	March 2020	HR and OD Manager
PS 3.4.6			Implementation of 3rd Edition Job Evaluation Scheme	June 2017	HR and OD Manager
PS 3.4.7			Implementation of Living Wage	March 2017	HR and OD Manager
PS 4.1.0	Making it Happen- HR and OD enablers	HR and OD team is designed to support delivery of this strategy and to meet savings required by Service Choices	HR and OD service redesign	March 2018	HR and OD Manager
PS 4.2.0		We embrace the Council's digital agenda in relation to people and improvement	Programme to introduce increased automation of HR and OD transactions approved and delivered	March 2020	HR and OD Manager
PS 4.2.1			RL 5 project complete		HR and OD Manager
PS 4.2.3			Explore and implement IT solutions for improved data and metrics	March 2018	HR and OD Manager



## People Strategy Action Plan

REF	Outcome	What success will look like	What we will do to achieve this	Target/Date Timescale	Responsible
PS 4.2.4			HR Advice service will increase the use of technology such as Lync to support managers dealing with employee relations matters	March 2018	HR and OD Manager
PS 4.2.5			Programme of development opportunities linked to service redesign agreed	March 2017	HR and OD Manager
PS 4.3.0			Flexible learning solutions implemented	March 2018	HR and OD Manager