

## People Strategy Action Plan – Progress Update December 2016

Ref No.	Success will look like...	Actions to achieve success	Target Date / Timescale	Progress	Comments
<b>Outcome - PS1 - Our Services have plans with clear links to Council and Single Outcome Agreement (LOIP) and objectives and can demonstrate best value and continuous Improvement</b>					
PS1.1.0	Services can access tools to support them with improvement	Improvement Toolkit developed to support services identify and implement improvements	Dec 2016	On Track	The Service Improvement Toolkit is being developed as a part of the e-learning modules. It is on track to be completed ready for approval by end of 2016, including a diagnostic tool and series of approaches to Improvement.
PS1.2.0	PPMF supports the development of a positive organisational culture	Services are supported to refine scorecards and performance indicators to include richer cultural data	Mar 2018	On Track	The PPMF is being reviewed and Service Planning guidance has been approved to provide opportunities for Services to provide richer information.
PS1.2.1	Improved range and balance of performance information	Services will be supported to simplify performance data and improve range and balance of performance information reported	Mar 2017	On Track	The PPMF review will allow simpler processes to capture key information. A smaller number of Business Outcomes have now replaced Service Outcomes.
PS1.3.0	Robust self-assessment supports service improvement planning	Framework and programme of self-assessment activity approved by SMT	Spring 2017	On Track	Self-assessment will be implemented from spring 2017. The PSIF model is being reviewed and adapted to suit specific Argyll and Bute requirements.
PS1.4.0	Scrutiny leads to improvement	The PRS committee will be supported with information and data that allows identification of areas for scrutiny and review	To meet PRSC timetable during the life of the strategy	On Track	The PRS Committee is provided with information as required through informal and formal Committee meetings.

PS1.5.0	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	On Track	The HR&OD Team continues to participate in development of the LGBF. Data for 2015-16 will be published in December 2016.
PS1.5.1	Our performance information is widely available and benchmarking supports identification of areas for exploration and shared learning	PPR improvement action plan completed	March 2017	Complete	The PPR Improvement Plan has been completed and a close-off report presented to the HR Board in November 2016.
PS1.5.2	Services plan and report performance in accordance with PPMF	Service Plans Approved annually	March 2016, 2017, 2018, 2019, 2020	On Track	The Service Planning process for 2017-18 and beyond is underway. the new format and content has been approved by the SMT. Workshops to support Services have been taking place with very positive feedback.
PS1.5.3	Services plan and report performance in accordance with PPMF	Quarterly performance reporting to strategic committees	Quarterly in line with programme of Meetings	On Track	All quarterly reports are submitted on time.
PS1.6.0	Our customers are consulted and engaged	Develop tools and guidance to support services when consulting and engaging with customers	March 2017	On track	Proposal for general council approach to consultation agreed at Customer Service Board, and 2 DMTs, await response from third. Guide to writing effective consultations provided as part of the re-tendered citizens panel contract.
PS1.6.1	Our customers are involved in improving our	Investigate methods to involve citizens in the Council's improvement	March 2019	On track	Information being gathered on different approaches to involving citizens in the work of the council

	services	agenda			
PS1.7.0	Services are supported to deliver change	Framework for Change Management implemented and available for services	December 2016	On Track	Improvement toolkit is currently under development and will include tools for supporting services to identify improvements they want to make (self assessment, etc) and how to implement these. This will include Change management tools. A draft of this will be reviewed at the Improvement and HR Management team in December.
PS1.7.1	Services are supported to deliver change	Corporate Voluntary Redundancy trawl supported by Service Choices Team	September 2017	On Track	Currently 380 VR expressions of interest. Renewed expression of interest on the 14th November 2016 along with recruitment. All VR requests are considered in accordance with the needs of the service and the workforce planning profile.
<b>Outcome PS2 - Our workforce demonstrates skills, knowledge and behaviours to achieve corporate outcomes</b>					
PS2.1.0	We have programmes in place to support the development of our workforce	Annual learning needs analysis conducted	May 2016, 2017, 2018, 2019	Complete	2016 completed
PS2.1.1	We have programmes in place to support the development of our workforce	Corporate Learning and Development plan developed annually	June 2016, 2017, 2018, 2019	Complete	2016 completed.
PS2.1.2	We have programmes in place to support the development of our workforce	Social Work Learning and Development plan developed annually	June 2016, 2017, 2018, 2019	On Track	Regular meetings of the Social Work Training Board supported by HROD. Plan training and review performance.

PS2.2.0	We effectively manage talent	Growing Our Own Scheme for identifying and developing talent within the Council linked to revised PRD Process	March 2018	On Track	Information gathering sessions have taken place. First draft of priorities and work plan due to be completed December 2016. Initial round of visits to career events at secondary schools delivered.
PS2.2.1	We effectively manage talent	Growing Our Own Scheme Rebranded and Relunched	March 2018	On Track	Information gathering sessions taken place. First draft of priorities and work plan to be completed December 2016
<b>Outcome PS3 - We develop a positive organisational culture that puts people at the heart of our success</b>					
PS3.1.0	Our values and behaviours shape how we do things	Corporate Values refreshed based on feedback from employee engagement activities, COG and COSO	March 2017 (Dec 2016)	On track to revised timescale	COSO considered culture, reputation and values. Work was put on hold pending the appointment of new Chief Executive and is now working to revised timescale. Culture Steering group chaired by the Executive Director of D&I identified questions for Employee Survey, which was carried out in November. The responses will be reviewed to develop new corporate values.
PS3.1.1	Our values and behaviours shape how we do things	Behaviours Framework reviewed to align with refreshed corporate values	June 2017	On track	Will be developed in line with new corporate values PS3.1.0 above
PS3.1.2	Our values and behaviours shape how we do things	PRD process revised to align with refreshed corporate values	March 2018	On Track	As above and will link in with revisions to the PPMF
PS3.1.3	Our values and behaviours shape how we do things	Programme of meetings for culture steering group agreed	July 2016	Complete	Complete
PS3.1.4	Our values and behaviours shape how we do things	Equalities training is rolled out to all staff	March 2020	On Track	Equalities training is being rolled out as part of the Council's Corporate Training Programme

PS3.1.5	We have excellent managers and leaders	Review of Argyll and Bute Manager Programme complete	October 2016	Complete	Review complete and actions arising from review are now underway. Approval for Preparing to Manage and Managing Teams granted by SMT. Programme will be ready for launch in early 2017.
PS3.1.6	We have excellent managers and leaders	Review of Leadership development approach	March 2017	On Track	Feedback has been received from leadership development programmes for third tier managers and chief officers which completed in June 2016. Some Chief Officers have opted to continue with the coaching that was provided and further proposals are being scoped at present.
PS3.2.0	Our employees have a voice and can shape how we do things	Employee Survey conducted every two years	December 2016, December 2018	On Track	Survey issued in November 2016
PS3.2.1	Our employees have a voice and can shape how we do things	Results of employee survey and resultant actions communicated	March 2017, March 2019	On Track	
PS3.2.2	Our employees have a voice and can shape how we do things	Improved accessibility to employee survey to increase response rate	December 2016	On Track	The survey was accessible from non-council devices and Ipads were made available for teams who do not regularly use computers to have access to the survey. Hard copies were provided to employees.
PS3.2.3	Our employees have a voice and can shape how we do things	Regular meetings of Healthy Working Lives Group	In line with programme of agreed meetings	On Track	Regular meetings of the group are scheduled and take place and we are currently working towards a silver award.
PS3.2.4	Our employees have a voice and can shape how we do things	Regular Meetings of Equalities Forum	In line with programme of agreed meetings	On Track	Regular meetings of the group are scheduled and take place.
PS3.3.0	We recognise the contribution of our employees	Annual Employee Awards Ceremony held	October 2016, 2017, 2018, 2019	On Track	Complete 2016

PS3.3.1	We recognise the contribution of our employees	Informal recognition promoted within teams and services	March 2017	On Track	
PS3.4.0	We create opportunities for development which are linked to workforce planning	Workforce planning framework supports identification of training and development opportunities	March 2018	On Track	Workforce planning meetings have taken place with heads of service and detailed data analysis provided. Feedback from these will support service planning and are being used to support the development of Growing Our Own activities.
PS3.4.1	We create opportunities for development which are linked to workforce planning	Opportunities are created for 60 Modern Apprentices	March 2020	On Track	
PS3.4.2	We create opportunities for development which are linked to workforce planning	SVQ centre is developed to increase opportunities for training and development	March 2018	On Track	Workforce Planning exercise being completed by HR Officers, outcomes of this is being pulled together to inform areas of development to be taken forward. Currently in discussion regarding providing SVQ Business and Administration through centre. Recently accredited in Health and Social Care to level 4 for both Adults and Children.
PS3.4.3	We create opportunities for development which are linked to workforce planning	Accredited as Investor in Young People	March 2018	On Track	Contact has been made with Investors in Young People rep and the Growing Own Own action plan will include links to the framework.
PS3.4.4	Positive employee relations support a positive culture	Regular service and corporate trade unions liaison meetings are held	In line with programmed meetings	On Track	Regular meetings of groups take place and Trade Union relations continue to have a high priority.
PS3.4.5	Positive employee relations support a positive culture	2 HR/OD policies reviewed/ developed per annum to ensure the councils approach	March 2020	On Track	2016 Policies revised and approved include Managing Stress in the Workforce and Bullying and Harrassment

		to Employee Relations remains current and in line with best practice			
PS3.4.6	Positive employee relations support a positive culture	Implementation of 3rd Edition Job Evaluation Scheme	June 2017	On track	
PS3.4.7	Positive employee relations support a positive culture	Implementation of Living Wage	March 2017	On track	The Council pays the Living Wage. Work is underway to address the ongoing challenge to the pay and grading structure. Report due to Policy and Resources Committee in February 2016.
<b>Outcome PS4 - Making it Happen - HR and OD enablers</b>					
PS4.1.0	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	On Track	HR/OD Team has a service choices target to reduce budget by 25% and approximately 19 posts by 2018. HR/Payroll and IOD teams have merged under a single manager. This took place in Jan 2016 to enable a smooth transition and to support the Service Choices changes in the council as well as to redesign the HR/OD service. Automation and performance management workstreams proposals have been approved by the Project Board (HR Board). These are essential to accommodating the reduced workforce from 2018 onwards. Work on the proposed reduced structure is on track. Benchmarking with other authorities and NHS partners has taken place and a proposed structure was discussed by the HR and OD team at their team day in early October. Briefings will be held with DMTs in Dec 2016. Job descriptions are now being drafted for evaluation in order that costed options can be put forward to the HR Board in early January.
PS4.2.0	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	On Track	Action plan of improvements approved by HR Board on 14 October 2016
PS4.2.1	We embrace the Council's digital	RL 5 project complete	March 2017	On Track to revised	The RL 4 project was delayed in its completion due to technical IT issues. HR Board agreed that this should be concluded before RL5

	agenda in relation to people and improvement			timescale	started. RL4 is now complete and RL5 PID is being revised and updated.
PS4.2.3	We embrace the Council's digital agenda in relation to people and improvement	Explore and implement IT solutions for improved data and metrics	March 2018	On Track	The HR Board agreed that RL4 must be complete before RL5 begins. RL4 is now complete.
PS4.2.4	We embrace the Council's digital agenda in relation to people and improvement	HR Advice service will increase the use of technology such as Lync to support managers dealing with employee relations matters	March 2018	On Track	The HR Advice Team is uses an HR adviceline and absence line which make use of existing Customer Service Centre technology and will be adapting and enhancing this to improve automation and efficiency. Use of Lync also contributed to reduced travel and subsistence and more efficient use of the decreasing people resource.
PS4.2.5	We embrace the Council's digital agenda in relation to people and improvement	Programme of development opportunities linked to service redesign agreed	March 2017	On track	The automation workstream within the redesign project was responsible for putting forward solutions focussed on automation, self service and making the most of systems and technology within the HR and OD team. These were considered and approved by the HR Board in October. Interim changes to the structure of the systems development personnel within the HR and OD team are now underway to ensure the team is structured and resourced to allow a programme of work to be developed and implemented that will deliver these improvements.
PS4.2.6	We embrace the Council's digital agenda in relation to people and improvement	Flexible learning solutions implemented	March 2018	On track	The service supports a wide range of e learning modules, which was increased significantly by the Resourcelink 4 project that integrated our system with Brightwave – the e learning platform shared by west of scotland councils. Further developments such as webinars require improved IT platforms – in particular the SWAN network.