
Human Resources and Organisational Development Strategy

1.0 EXECUTIVE SUMMARY

The purpose of this report is to set out the strategic approach that Argyll and Bute Council will take over the next four years to managing and developing our workforce through the Human Resources and Organisational Development Strategy.

Argyll and Bute Council, with over 4400 employees, is the second largest employer in the area. Our employees deliver an essential and complex range of services every day to the people and communities of Argyll and Bute. The HR and OD Strategy is our 'People' Strategy, setting out how we as an organisation will manage and develop our employees over the next four years.

The Strategy will help to ensure that we have a workforce for the future in Argyll and Bute Council who have the right skills, are in the right place at the right time and for the right cost. This will mean that Argyll and Bute Council can continue to deliver quality services now and in future. It also means that as an organisation, we support skills development for our employees that will contribute to the overall prosperity of Argyll and Bute. We recognise the importance of our role as an employer, the jobs that we provide and the positive impact that we have on the local economy.

We have developed this Strategy in consultation with our colleagues in the Trades Unions.

The Strategy does not have direct financial implications, but members should note that the cost of our employees is approximately 53% of the Council's total annual revenue budget.

It is recommended that members adopt the strategy, note that it incorporates workforce planning and note that progress will be monitored through the Customer Services Performance reporting to the Policy and Resources Committee.

Human Resources and Organisational Development Strategy

2.0 INTRODUCTION

- 2.1 This report presents the Argyll and Bute Council Human Resources and Organisational Development Strategy to the Policy and Resources Committee for consideration and adoption.
- 2.2 The Strategy is the council's 'People' Strategy, setting out the strategic context for the council to ensure that we have the right people with the right skills in the right place at the right time to continue to deliver quality services to the people of Argyll and Bute, now and into the future, within the current challenging financial context.
- 2.3 It sets out an ambitious series of objectives which will achieve a comprehensive, corporate approach to managing and developing our employees across all council services, tailored to service requirements, flexible to change and accessible to all. It also recognises the important role that the Council plays in contributing, through our 4400 strong workforce, to the long term economic prosperity of Argyll and Bute. This is clearly set out in the Argyll and Bute Single Outcome Agreement.

3.0 RECOMMENDATIONS

- 3.1 That the Policy and Resources Committee considers and adopts the Human Resources and Organisational Development Strategy;
- 3.2 That the Policy and Resources Committee notes that the Strategy incorporates workforce development;
- 3.3 That The Policy and Resources Committee notes that the Strategy will be progressed through an action plan, which has been agreed by SMT; that quarterly reporting will be made to the HR Board and to SMT. Progress will be reported through the Customer Services performance reporting to the Policy and Resources Committee.

4.0 DETAIL

- 4.1 The Strategy has a single overarching outcome:

Argyll and Bute Council has right people with the right skills in the right place at the right time to deliver excellent services

- 4.2 Underpinning this, the Strategy has 6 key objectives that will enable us to deliver the overarching outcome. These are:
1. Supporting transformational change and innovation
 2. Sustaining and improving a skilled, flexible and motivated workforce
 3. Building strong leadership and management
 4. Planning for the future workforce and being an employer of choice
 5. Promoting positive performance
 6. Promoting equality and diversity
- 4.3 These objectives will be delivered through a series of detailed actions that will be delivered by the Improvement and HR service in partnership with services. These are captured in an action plan that will be monitored by the HR Board and by the Strategic Management Team. Progress will be reported to the Policy and Resources Committee through scrutiny of the Customer Services performance scorecard.
- 4.4 The Council has already put in place many innovative practices in relation to workforce management and training. We have implemented a comprehensive and highly flexible approach to remote working, with high quality information technology enabling our workforce to be more efficient and productive despite our challenging geography. We have implemented, through the improvements to our HR and payroll database, ResourceLink, online self-service facilities for managing personal HR information and payslips. We have also implemented an efficient and effective online claims process for travel and subsistence, overtime and other processes. This has reduced cost and increased efficiencies. The HR management information we provide to Departmental Management Teams on a monthly basis is comprehensive and accurate. Our approach to managing attendance, through implementing the Direct Reporting of Absence process, updated procedures and targeted training is making a real difference to improving attendance. We currently have 150 managers enrolled in the Argyll and Bute Manager Training Programme, a comprehensive course developed around our approved management policies and procedures. Our improved approach to annual PRD completion is ensuring that we provide training in the most cost effective way possible, using e-learning where appropriate. We have a highly regarded SVQ centre that delivers in-house vocational training and verification to employees.
- 4.5 This Strategy builds on the achievements and improvements that have already been put in place and sets out a continuation of that improvement.

- 4.6 The Strategy has been developed in consultation with the Trades Unions and with services through the HR Board, chaired by the Executive Director of Customer Services. It has been approved by SMT.

5.0 CONCLUSION

- 5.1 The Human Resources and Organisational Development Strategy sets out a clear framework for action to ensure that Argyll and Bute Council has the right employees in the right place at the right time with the right skills to deliver excellent services to the people of Argyll and Bute now and into the future. It identifies the important contribution that we make as a council to the local economy, yet recognises the financial challenges facing us into the future.

6.0 IMPLICATIONS

- | | | |
|-----|------------------|---|
| 6.1 | Policy | A number of policies will be developed, reviewed and updated as the Strategy is implemented. |
| 6.2 | Financial | There are no direct financial implications from the Strategy |
| 6.3 | Legal | The Strategy takes into account the Council's legal obligations as a public sector employer |
| 6.4 | HR | The Strategy sets out the framework for the HR and Payroll team's workplan over the next four years |
| 6.5 | Equalities | The Strategy specifically identified actions in relation to equality and diversity issues un Objective 6. |
| 6.6 | Risk | The Strategy, once approved, reduces the risk of the council having a workforce that is not aligned to its business needs and legal requirements. |
| 6.7 | Customer Service | None |

**Executive Director of Customer Services
Policy Lead Dick Walsh**

For further information contact:

Jane Fowler, Head of Improvement and HR

Jane.fowler@argyll-bute.gov.uk

Tel: 01546 604466

APPENDICES

Appendix 1 Human Resources and Organisational Development Strategy