---

**To:** **Finance, Resources and Customer Service Policy Board**

**On:** **6 June 2018**

---

**Report by:** **Director of Finance and Resources**

---

**Heading:** **Better Council Change Programme Update**

---

1. **Summary**

1.1 This report provides the Board with an update on progress with the Better Council Change Programme

---

2. **Recommendations**

2.1 It is recommended that the Finance, Resources and Customer Services Policy Board;

     i. Note the progress being made on the implementation of the Council's Organisational Development Strategy.

     ii. Approve two new HR & OD Policies; People, Performance and Talent (PPT) and Recruitment.

     ii. Note the progress being made to create the action plan and initiate the programme of work to deliver the Customer Strategy 2017 – 2022.

## 3. Background

3.1 The Better Council Change programme has been an important element of the Council's approach to transformation and supporting longer term financial sustainability.

3.2 In the Council's financial outlook reports, most recently presented to the Board on 30th January 2018, it has been highlighted the need for the Council to appropriately plan to sustainably address significant anticipated budget gaps that are expected to emerge over the medium term. In this context, the importance of the Council continuing to proactively progress the Better Council Change Programme has been reinforced as a key strategic challenge to support the delivery of sustainable changes in service delivery and associated savings.

3.3 This report provides the regular update for Elected Members of the progress being achieved across the key projects forming part of the existing Better Council Programme. This report focusses on the Council's Organisational Development Strategy and the Customer Strategy, two strategies critical to delivery of wider BCCP projects.

## 4. Update on the Council's Organisational Development Strategy 2016-19

4.1 Council employees deliver essential day to day services to the Renfrewshire Community which help to make a real difference to individuals and their families.

4.2 To support employees to deliver our services of the future, progress continues to be made with the implementation of the Council's Organisational Development Strategy 2016-19. The strategy, which builds on previous workforce plans has three key priorities focusing on improving how we manage and develop employee performance, how we support workforce planning and how we ensure that the workforce is appropriately supported to be skilled, engaged, motivated and adaptive. The entire focus of the strategy, aligned to the outcomes in the Better Council Change Programme, is the investment in the development of our people, our most valuable asset.

4.3 Key progress made since the last update provided to Members in March 2018 is detailed below under each priority.

4.4     ***Key priority 1 - Workforce Planning (there is an increased focus on managing and challenging service demand to ensure we are targeting our vital, skilled resource where there is the greatest need).***

4.5     The Council Workforce Plan approved in August 2017 by the Finance, Resources and Customer Service Policy Board was developed to ensure that the workforce is supported, equipped with the right knowledge and skills and capable to deliver on the Council's future workforce priorities.  The plan has five key themes which emerged through engagement with Services and Trade Unions.  These five workforce planning themes support the Council to address future workforce challenges and are as follows:
- A modernised and flexible workforce
- A developing workforce
- A resilient workforce
- A skilled workforce
- A partnering workforce

4.6     Each Service has in place its own Workforce Plan and associated priorities which are aligned to the above key Council themes.  Each Workforce Plan is monitored through the Council's Pentana Performance System ensuring the robust monitoring of progress.

4.7     Progress made against these priorities is provided regularly to all the Trade Unions as part of the joint Trade Union Liaison Meetings which take place with HR&OD, Trade Unions and Services.  HR & OD continue to meet regularly with senior management teams in all services to provide support on workforce planning whilst agreeing progress to date and actions to be progressed over the next 6 months.

4.8     **Appendix 1** provides a high-level summary of the priorities and progress made by Services collectively as at end of May 2018.

4.9     The table below highlights overall progress made by services since the plan was approved August 2017.

**Council Workforce Plan Progress by Service and theme.**

| Theme | Chief Executive's Service | Children's Services | Development and Housing Services | Environment and Communities | Finance and Resources | Overall Council Progress % |
|---|---|---|---|---|---|---|
| A Modernised and Flexible Workforce | 58% | 58% | 55% | 43% | 56% | **54%** |
| A Developing Workforce | 83% | 83% | 83% | 83% | 83% | **83%** |
| A Resilient Workforce | 57% | 44% | 43% | 31% | 33% | **42%** |
| A Skilled Workforce | 60% | 56% | 50% | 37% | 63% | **53%** |
| A Partnering Workforce | 85% | 87% | 75% | 75% | 75% | **79%** |
| **Total Progress** | **68%** | **65%** | **61%** | **53%** | **61%** | **62%** |

4.10 **Appendix 2** highlights the workforce planning priorities for the next 6 months.

4.11 ***Key priority 2 - People Development (A targeted corporate approach to development for all levels of the workforce will be developed and implemented).***

4.12 The roll out of management and leadership development programmes is progressing well with approximately 250 managers from across all services participating in the new Leaders of the Future, ASPIRE and the Chartered Management Institute (CMI) Level 3 Certificate in First Line Management. Across the three programmes, 14 cohorts have commenced with 98 workshops having been delivered to date. 71% of all managers attending these programmes are female supporting our gender pay gap actions. Attendance levels are positive at 86% and evaluations measuring a range of factors continue to cite delivery style, course content, Head of Service endorsement and peer networking opportunities as the key benefits of participating in the programmes.

4.13 Furthermore, to increase the Council's offering of formal accredited development opportunities, discussions are underway with the University of West of Scotland to identify more strategic levels of CMI programmes, specifically a Level 5 Qualification in Management and a Level 7 Qualification in Leadership, which would be aimed at completed ASPIRE and Leaders of the

Future delegates.  This will allow the Council to build on its suite of accredited and academic learning and development provision.

4.14    A new CMI Level 2 Certificate programme for frontline employees is in the final stages of development with an anticipated launch of August 2018.  The level 2 programme will support front line employees with development, career pathways and a qualification around supervisory and team leader skills.

4.15    The Council is leading the implementation of a new Cross Organisational Mentoring scheme with neighbouring Councils and NHS Greater Glasgow and Clyde.  The scheme is for senior managers and aims to facilitate the sharing of knowledge and expertise across organisations for managers at different stages in their career supporting their personal and career goals and development.  Key benefits for participating Councils include:

- Developing a culture of personal and professional growth in senior staff;
- Demonstrating the steps taken to invest in and improve senior staff morale, performance and motivation;
- Learning from other desired organisational behaviours and attitudes;
- Enhancing the leadership and coaching skills of managers;
- Identifying emerging talent;
- Supporting the development of professional relationships.

4.16    Partners involved (Glasgow City, Inverclyde, South Lanarkshire, West Dunbartonshire Councils and NHS Greater Glasgow and Clyde) have met and agreed the principles of the scheme, with an anticipated launch date of August 2018.  Materials to support, communicate and promote the scheme are in the process of being developed.  Each partner has agreed to put forward mentors and mentees ranging from Senior Manager to Chief Officer and to place a focus on encouraging females to become involved, a key action to support the improvement of the gender pay gap in Renfrewshire.  In addition, the Council is exploring the potential to implement an internal mentoring scheme to further support those managers who complete the Leaders of the Future, ASPIRE and CMI development programmes.

4.17    Following detailed analysis of the Council's Gender Pay Gap, a report was presented to the Council's Leadership Board in April 2018.  The report outlined the gender make-up of the Council and highlighted a pay gap of 4.59% or £0.70 per hour in favour of male, along with suggested steps to be taken to reduce the pay gap.

4.18 As the future demand to use technology becomes more essential for work, life and learning the Council, in partnership with West College Scotland, Trade Unions and our local libraries are offering front line employees the opportunity to improve their digital skills. The training aims to build our employees confidence in using technology, whilst gaining new skills to help them in their everyday personal and working lives. Initial funding has been secured from the Flexible Workforce Development Fund and Unison to deliver training to approx. 350 employees. Phase 1 of the programme has commenced and runs from April to June 2018. The programme is delivered in 3 different sessions (2 hours each) and covers the following core topics:

- **Managing Information** - Using the internet to find, manage and store information safely and securely.
- **Communicating** - Keeping in touch using email, social media, forums and messaging.
- **Transacting** - Booking travel, ordering shopping and managing your banks accounts.
- **Problem Solving** - Using tutorials and support to teach yourself new skills.
- **Creating** - Discovering new and improved ways to make connections and engage with people through the creation of social media posts, photo albums, feedback forums.

4.19 Phase 1 is being delivered over a variety of dates, times and venues and managers are supporting the potential release of employees during working hours where possible. Pre-and post-evaluation will be carried out as the programme evolves to measure the success and impact the training has. To date, 85 employees have signed up for the training and 13 workshops have been delivered.

4.20 The review of all Corporate People Development provision is nearing completion. All people development activities including the e-learning provision and how to support our female workforce in management and leadership roles has now been reviewed. Results are currently being analysed, alongside the results from the 'Your Development, Our Future' People Development Survey, of which circa 750 employees completed, approximately 10% of the Council's workforce. An update from the review will be presented to Members in the next board cycle.

4.21    The HR & OD Policy Review Plan for 2018 is progressing well with the Trade Unions with the new Carers Leave and Flexible Retirement Policies approved by Members at the Board in March 2018.  Members are asked to approve two new HR & OD Policies; People, Performance and Talent (PPT) and Recruitment (**Appendices 3 and 4**).

4.22    In terms of recruitment, our Council of the future requires a highly skilled, flexible, adaptive and motivated workforce committed to driving continuous improvement to achieve the Council's vision and values and meet the needs of Renfrewshire's communities.   The new Recruitment Policy, attached at **Appendix 4** provides the Council's statement of intent for recruitment, outlining how it will conduct its recruitment process to attract the right people, for the right jobs, with the right skills, knowledge and competencies. The Council will strive to reach out to all community groups through its recruitment campaigns and targeted activities to attract a wide and diverse talent pool.  Appointments will be made on merit and best-fit with the Council's organisational competencies, goals and values whilst meeting best practice and legislative requirements. Supporting guidance and development in recruitment good practice will be made available for managers and employees to support the fair, inclusive and consistent implementation of this policy.

4.23    ***Key priority 3 - Performance Appraisal (A highly effective, systematic & objective process for setting standards for, managing and developing individual performance will be developed and implemented. Performance standards, measures and output, will be aligned to service plans, BCCP, Council Plan and underpinned by core competencies).***

4.24    The new People, Performance and Talent Policy (PPT), attached at **Appendix 3** will modernise the Council's approach to performance appraisal by introducing a continuous improvement cycle, incorporating a new set of Council core competencies, which are used to set fair and consistent guidance on the expected behaviours for employees. This approach will promote investment in our people, by maximising employee performance to support them to reach their full potential.

4.25    A key change in approach is the removal of prescribed times for performance reviews to take place in the calendar year.  PPT aims to ensure that, as a minimum, employees have a performance review at least once a year.  Where is it operationally possible, a mid-cycle review should take place to monitor progress and agree any new or revised objectives whilst providing support when required.  The change in approach is in line with modern continuous performance review practice and will provide more ownership and flexibility to

managers and employees whilst enhancing the performance review experience.

4.26 Managers are encouraged throughout the PPT process to strengthen understanding of service and Council priorities, when planning and discussing individual objectives. This is to establish a golden thread and reinforce the importance of what employees do day-to-day and the impact it can have on the achievement of improved outcomes for the Council. The 6 core competencies are:

- Understand the Bigger Picture
- Self and Team Development
- Achieving Excellent Customer Service
- Communication, Relationships and Engagement
- Planning and Delivery
- Approach, Attitude and Values

4.27 The expected behaviours against each competency change in complexity depending on the grade of employee. There are 4 levels of complexity within each core competency.

4.28 The core competencies should be considered in relation to each job. At the start of the PPT cycle, employees will self-evaluate by providing specific work examples to demonstrate how expectations are met, exceeded or where development is required against each core competency. Managers will also review the employee's performance prior to the meeting to inform the discussion and provide relevant feedback. The PPT meeting allows the expected standards to be affirmed, discussed and feedback provided about the performance levels being demonstrated. A development plan to support job-specific objectives will also be agreed.

4.29 All employee competency levels will be captured and recorded electronically through Business World when it's available to identify Council-wide performance levels and development requirements. Until then, an interim solution is being developed to capture competency levels as part of the PPT process**.**

4.30 Data and analysis from the PPT process will help the Council identify where it needs to focus people development solutions as well as identifying high performing talent. By identifying and managing talent strategically, the Council can work towards creating a high performing and sustainable workforce capable of meeting the Council's future challenges.

4.31    Supporting guidance has been developed for both managers and employees. This sets out the purpose and importance of PPT and how improved employee performance can have a direct positive impact on the Council's strategic outcomes.

4.32    Employee development on PPT, will involve a multi-channel approach including video and on-demand learning solutions with a suite of guidance and supporting materials to supplement these.  Face to face development will be provided where appropriate depending on the requirements of specific services.

**5.      Customer Strategy Update**

5.1     The Customer Strategy 2017-2022 was approved by the Finance, Resources and Customer Services Policy Board on 8th November 2017.  It was agreed that 6 monthly updates will be provided to this board.

5.2     An action plan has been developed and work is underway to create the programme team to lead the implementation of the new Customer Strategy for the Council. The programme is structured around the 5 key themes of the Council Plan, with deliverables defined for each workstream. The action plan for each of the strategic themes is attached to this report at **Appendix 5**.

5.3     The Council has a strong commitment to improving the service it provides to citizens by looking at innovative technologies and developing services based on customer's needs.  Training has begun to develop Service Design skills within the Council and a new Digital Team is being recruited to support the development of online services for customers.

5.4     Work to develop an updated Customer Strategy was started at the beginning of 2017 and involved consultation with customers and staff over the summer period to validate the key themes which were apparent following the customer insight project.

5.5     The feedback received from the consultation resulted in the strategy being developed around five key themes which have been used to create workstreams aiming to deliver the key objectives outlined in the strategy.  The key themes described in the strategy are:

- Customers
- Service Fulfilment
- Access to Services
- Communication
- Developing Digital Skills

5.6    The action plan has been developed for each of the key themes to ensure the strategic objectives outlined in the strategy are achieved.  The key actions will be translated into Service Improvement Plans activities across the Council and will be monitored through that formal reporting route as well as reporting to the CMT on six-monthly basis, and reported back to the Finance, Resources and Customer Services Policy Board on a six-monthly basis.

5.7    The Better Council Change programme Customer Experience and Digital theme includes projects focussed on developing the customer experience and delivering digital services. A number of these projects also support the delivery of the Council's Customer Strategy 2017 – 2022.

5.8    A key enabler for delivery of the Customer Strategy and the ambition of the Better Council programme is an integrated self-service customer portal (MyAccount) and Customer Relationship Management (CRM) solution that improves the service delivered to customers whilst reducing the cost of customer transactions.

5.9    With over 30,000 Renfrewshire citizens signed up for MyAccount and over 200 new users joining each week, development of these services continues to be crucial for the Council in delivering the capability to provide a wider range of secure digital services for Renfrewshire's citizens. In addition to the online services now available to make payments for council services, access and transact in relation to council tax, view rent accounts and make benefit applications, over recent months work has progressed to develop and deploy a fully end to end digital solution for Special Uplifts.

5.10   The Digital First project proposes to embrace service design principles outlined in the Council's Customer Strategy to improve the customer experience and enable a reduction in non-essential contacts from customers.  The project will start in areas with high levels of customer processes to ensure greatest opportunity to deliver the anticipated benefits:

- Increased choice for customers wishing to access our services through the introduction of digital service delivery
- Greater customer satisfaction by implementing more efficient and streamlined services
- Reduced cost of service delivery by redesigning and streamlined business processes, removing manual intervention where possible

5.11   Plans are in place to track customer uptake of all the digital services as they go live, measure the impact and realise the benefits of digital services, both from a customer experience and efficiency perspective.

**Implications of the Report**

1.      **Financial -** the Better council programme is an important element of the Council's approach to transformation and supporting longer term financial sustainability

2.      **HR & Organisational Development -** the report provides an update in relation to workforce planning, training and organisational development.

3.      **Community/Council Planning** – none

4.      **Legal** – none

5.      **Property/Assets** - none.

6.      **Information Technology** - none

7.      **Equality & Human Rights**

    (a)     The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8.      **Health & Safety** - none

9.      **Procurement** – none

10.     **Risk** - none

11.     **Privacy Impact** - none

12.     **Cosla Policy Position** – none

_____

**List of Background Papers**

(a)         None

_____

**Authors**:         Raymond Cree Ext 7295/Rhona McGrath Ext 7363

**Appendix 1 – Summary of Council Workforce Planning Priorities and Progress**

| Theme | Definition | Key Priorities | Key Progress/Activity |
|---|---|---|---|
| **A Modernised and Flexible Workforce** | Resources are deployed effectively to support a modernised and sustainable approach to service delivery. | • Service re-designs arising from modernisation projects.<br>• Flexible employment contracts, working patterns and HR policies.<br>• Recruitment and retention strategies.<br>• Employee pay and benefits package.<br>• ICT/Enterprise Resource Planning (ERP). | • Service Workforce Plans are aligned to the Council Workforce Plan 2017-2020.<br>• Workforce Planning Priorities are integrated into Service Improvement Plans.<br>• Customer Digital Strategy approved in late 2017 to better understand customer needs, expectations and how they interact with the Council.<br>• Detailed analysis of the Council's Gender Pay Gap was presented to the Leadership Board in April 2018 with key actions to reduce the gap.<br>• The Strategic Organisational Development and Workforce Planning Board has been established.<br>• New and updated HR and OD Policies scheduled for implementation throughout 2018.<br>• Reviews of employment contract types, working patterns, flexible working opportunities, sessional work and out of hours working in progress for key areas.<br>• Introduction of flexible / generic posts, agile working and electronic scheduling in key areas.<br>• 57 Teachers offered employment as a result of a recruitment initiative for Primary Schools.<br>• A number of service re-designs have been completed recently or are in progress.<br>• Clusters and localities have been established in the HSCP. |
| **A Developing Workforce** | Employees are supported to reach their full potential through access to development creating a high performance culture. | • Management and Leadership development.<br>• People Development Review.<br>• People, Performance and Talent Policy. | • Leaders of the Future (LOTF), ASPIRE and Chartered Management Institute (CMI) Level 3 management development programmes are well underway with 246 managers participating.  14 Cohorts with 98 workshops have been delivered.<br>• Some ASPIRE and CMI programmes already |

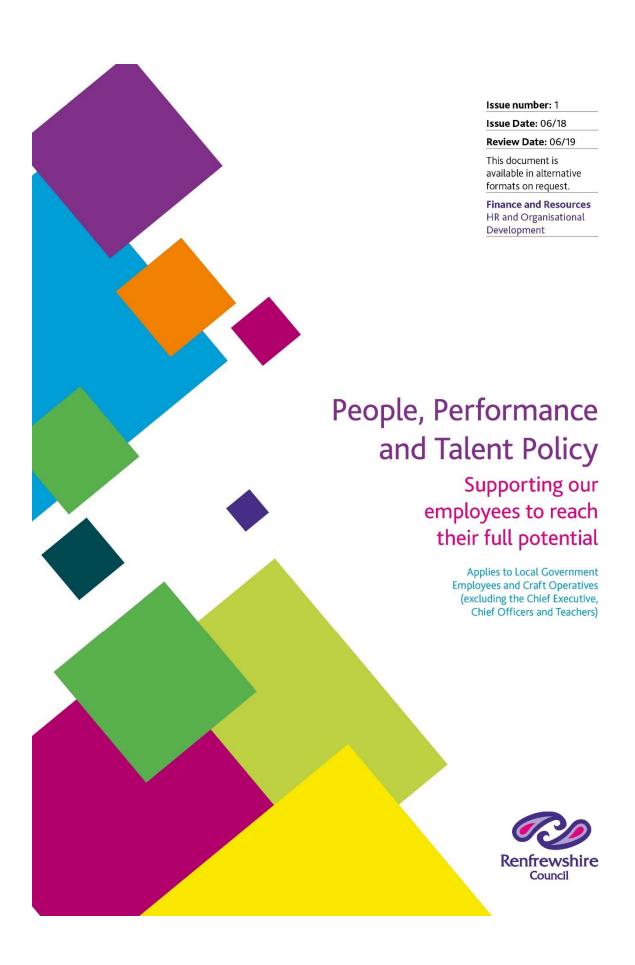| | | | |
|---|---|---|---|
| | | | completed with more to follow. |
| | | | • LENS intrapreneurship principles are embedded in the Management programmes. |
| | | | • New Coaching Programme for managers launched. |
| | | | • Renewed core and customised people development workshops continue to be provided to services |
| | | | • Some Services are delivering leadership and management development activity / programmes at a local level. |
| | | | • The Corporate People Development Review "Your Development, Our Future" is nearing completion. |
| | | | • A new People, Performance and Talent (PPT) Policy and guidance is in the final stages of development, due to be presented to Board in June 2018. |
| **A Resilient Workforce** | Effective communication to promote opportunities will support employees to be engaged and understand the benefits of working in a healthy, inclusive and innovative environment. | • Employee engagement – strong Council employment brand.<br>• Career pathways to support succession planning.<br>• Strengthen health, safety and well-being. | • A new Council Employee Engagement Strategy is in development to consider the best way of reaching the full workforce with key messages, whilst allowing employees to feedback and have their views heard. Services have in place a variety of ways to communicate and engage with employees just now, i.e. team briefs, newsletters, 1-2-1's, staff panels etc.<br>• Increase in attendance for people development programmes.<br>• There is pro-active knowledge share activity in place across services and with external partners.<br>• Introduction of new local professional/technical competency frameworks in some Services.<br>• Collaboration with local colleges and universities to promote specific professions and the Council as an 'Employer of Choice'.<br>• Generic job roles have been introduced in key Service areas supporting the Council's approach to having a flexible workforce.<br>• A regional approach has been adopted to accessing specialist skills on demand.<br>• The graduate internship programme has created new career entry points for Graduates. |

| | | | |
|---|---|---|---|
| | | | • Free Graduate Level Apprenticeship (Degree) courses have been sourced, delivered by Glasgow Caledonian University, funded through Skills Development Scotland using the Apprenticeship Levy. Courses include Applied Business Management, Cyber Security, Construction Management and Data Analytics. Employees are enrolled to commence in June 2018.<br>• Promotion of STEM (Science, Technology, Engineering and Maths) careers with partners to support young females into employment and help future workforce supply.<br>• A regional approach to developing career pathways with other Councils is being utilised in some Service areas.<br>• Continued accreditation to BS OHSAS 18001:2007 for the occupational health and safety management system and retention of the Scottish Centre for Healthy Working Lives Gold Award.<br>• New Corporate Health and Safety Policy implemented.<br>• There is an increased on-going focus supporting employee health, well-being and attendance i.e. mindfulness training and annual awareness events. |
| **A Skilled Workforce** | Current and future skills are identified, and barriers removed, to ensure the workforce can deliver the services of the future. | • Current skills gap analysis.<br>• Future needs, specialist skills and access on demand.<br>• Barriers to accessing skills development. | • Some key current and future skills requirements have already been identified in services.<br>• A refreshed Corporate People Development Planner has been launched.<br>• On-demand development solutions are available on request, along with 300+ e-learning courses.<br>• Digital skills training to frontline employees.<br>• Mindfulness workshops are offered across the Council to support employee self-management of personal well-being.<br>• Seminars have been delivered to Head Teachers on Discipline and Grievance and Conflict at Work.<br>• Phase 2 of the LENS programme is being rolled out supporting employees to develop intrapreneur and |

| | | | innovation skills. |
|---|---|---|---|
| | | | • A new Cross Organisational Mentoring Scheme is planned for launch in August 2018. |
| | | | • On the job skills development is available through secondments, short term, "acting up" positions and project working / embedded specialist support-posts within services. |
| | | | • Team development plans in place within the HSCP via I Matter. |
| | | | • Support is available to achieve the qualifications which enable professional registration. |
| | | | • A new Lesbian, Gay, Bisexual, Transgender plus (LGBT+) staff equality network group has been established to provide support and a safe place to discuss and inform decisions and policies that may affect LGBT+ staff. |
| | | | • Barriers to development have been identified and solutions to address are being considered. |
| **A Partnering Workforce** | Existing partnership arrangements are strengthened and new opportunities are identified to support capacity and capability. | • Utilise partnerships to strengthen service capacity and flexibility.<br>• Further embed business partnering model to support services.<br>• Engage with Trade Unions on workforce planning progress. | In addition to the Council's strategic partnership arrangements currently in place in areas of the HSCP, Better Council Plan, Glasgow and Clyde Valley City Deal, Town Centre regeneration, Paisley 2021 City of Culture Bid Legacy, Tackling Poverty and Invest In Renfrewshire, Services across the Council continue to foster and develop relationships with partners to deliver core priorities with some examples being:<br>• An Education collaborative has been established for the West of Scotland Region. The Collaboration will bring a collective focus to driving improvement, and the sharing of best practice between schools and across our education system.<br>• Partnership working remains strong with local universities on workforce supply for roles such as Teachers and Social Workers.<br>• Services being in collaboration with West College Scotland to offer student placements.<br>• The Council participated in West College Scotland's |

| | | | |
|---|---|---|---|
| | | | West of Scotland Skill Survey. |
| | | | • Collaboration with external partners and across services to access Early Years Expansion skills. |
| | | | • The Five to Thrive programme for Early Years Practitioners is delivered in partnership with Barnardo's. |
| | | | • The Community Safety Partnership has been highlighted as an area of good practice in the recent Audit Scotland report. |
| | | | • The Council working closely with Engage Renfrewshire, Police Scotland and West College Scotland on the Family Firm initiative. |
| | | | • Working with West College Scotland and the Trade Unions to deliver basic digital training to frontline employees. |
| | | | • Working with other Councils from the Clyde Valley Learning and Development Consortium to share expert knowledge, skills and resources. |
| | | | • Joint Forums and Committees have been established in the HSCP. |
| | | | • The Council is a member of the National Workforce Planning Group facilitated by the Improvement Service |
| | | | • Regular updates are provided to the Trade Unions on OD and Workforce Planning progress at the formal Joint Trade Union Liaison Board to maintain a healthy working environment good working relations. |

# Appendix 2 – Workforce Planning Priorities for next 6 months

| | |
|---|---|
| **A Modernised and Flexible Workforce** | • Continue to implement service re-designs.<br>• Conclude the review of temporary employment contracts.<br>• Implement new and revised HR and OD policies in line with the 2018 HR Policy Plan.<br>• Integrate living wage into Council's pay model and conclude terms and conditions review.<br>• Implement the ERP system. |
| **A Developing Workforce** | • Increase participation in the new management and leadership development programmes.<br>• Conclude People Development Review and develop a new Council Learning & Development Strategy.<br>• Implement new People, Performance and Talent Policy. |
| **A Resilient Workforce** | • Build on the current career pathways in services to support succession planning approach.<br>• Continue with the programme of employee health, safety and well-being. |
| **A Skilled Workforce** | • Implement a skills profile to capture current skills baseline to inform future people development needs and solutions.<br>• Identify key barriers to accessing skills development and work with services to address.<br>• Develop targeted development programme supporting women more senior roles.<br>• Promote equality and diversity awareness. |
| **A Partnering Workforce** | • Utilise partnerships to strengthen service capacity and flexibility.<br>• Engage with Trade Unions on workforce planning progress. |

# People, Performance and Talent Policy

## Supporting our employees to reach their full potential

Applies to Local Government Employees and Craft Operatives (excluding the Chief Executive, Chief Officers and Teachers)

**Renfrewshire Council**

**Contents**

## 1.    Introduction

1.1    The Council recognises that employees perform most effectively when the expectations of their job role, work objectives and the wider aims of the Council are made clear to them.

1.2    The Council continues to operate in an environment dominated by change and reform and therefore, the People, Performance and Talent Policy (PPT) supports and complements the Council's workforce planning approach by enabling services and employees to identify areas for development and engage in effective workforce capability and skill building.

1.3    Any adverse impact on performance identified as a result of absenteeism or conduct should still be managed under the respective Council's Supporting Attendance Procedures or Council's Code of Conduct and Disciplinary Procedures.

1.4    PPT replaces MTIPD and MDP and applies to Local Government Employees and Craft Operatives.  It does not apply to the Chief Executive, Chief Officers and Teachers as they have their own provisions in place.

## 2.    Purpose and Aims

2.1    The purpose of PPT is to provide a robust continuous improvement cycle which ensures employee performance and development is reviewed fairly and effectively and that individual objectives are agreed and supported.

2.2    PPT aims to:

- Support the Council to identify where it needs to target people development solutions as well as identifying high performing talent.

- Create a culture of continuous improvement through feedback and development objectives, which supports employee aspirations, engagement and workforce resilience.

- Support organisational change leading to flexibility, increased capacity and modernised service delivery.

- Reinforce employee understanding of the performance standards and behaviours that are expected and how this impacts on individual and Council performance.

- Make sure employees have the right to a discussion about how they are performing, and as a minimum, have an annual performance and development review resulting in meaningful objectives.

- Promote mid-cycle review meetings and supportive discussions to achieve performance objectives, recognise areas of good performance and talent, areas for improvement and development needs.

- Address any skills gaps across the workforce to ensure that investment in people development is targeted and makes a difference, providing a return in investment and expectations for the Council and its workforce.

- Support employees who are not meeting the minimum standards expected in the role, by considering the reasons for this and providing additional support where required.

- Ensure managers support and make reasonable adjustments for employees protected under the Equality Act 2010 to achieve their objectives and reach their full potential.

## 3. Scope

3.1 PPT applies to Local Government Employees and Craft Operatives. It does not apply to the Chief Executive, Chief Officers or Teachers, as they have their own provisions in place.

3.2 Where services and partner organisations have existing arrangements in place to support performance and development needs, for example, Supervision and Professional Development for Social Workers, Health and Social Care Partnership provision or professional development commitments, these must continue as the PPT policy has been aligned to these.

## 4. Responsibilities

4.1 All management levels, the Trade Unions, employees and HR & Organisational Development have responsibilities for the implementation of this policy and to support employees in achieving their objectives. These responsibilities are detailed in the PPT Supporting Guidance.

## 5. Best Practice

5.1 PPT has been developed in line with relevant ACAS guidelines on effective performance management and best practice in this area. PPT should also be read in conjunction with other relevant Council policies, procedures and associated guidance.

## 6. PPT Cycle

6.1 PPT follows a continuous improvement cycle with four phases – Evaluate, Meet, Support and Review. The four phases of the cycle are to:

**Evaluate:** Assess against the core competencies and job specific skills
**Meet:** Agree gaps and job specific objectives
**Support:** Manager provides continuous support and feedback to achieve objectives
**Review:** Discuss performance against agreed objectives.

6.2 The Council has identified 6 core competencies which provide fair and

4

consistent guidance on the expected standards of behaviour for employees, regardless of the job they do. The core competencies change in complexity as the grades advance.

6.3     Unlike the technical or specific skills required for each job, the core competencies set the expected standards of behaviour to be demonstrated in achieving work objectives.  The core competencies must be considered in relation to each job, demonstrating through examples how these are achieved, exceeded or where development is required.

6.4     The core competencies are:

1.  Understand the Bigger Picture
2.  Self and Team Development
3.  Achieving Excellent Customer Service
4.  Communication, Relationships and Engagement
5.  Planning and Delivery
6.  Approach, Attitude and Values

6.5     Employees will self-assess against the core competencies by considering job specific examples and managers will review performance prior to meeting with the employee to inform the discussion.

6.6     At the PPT meeting, the core competencies are used by managers and employees to discuss the standards expected, performance levels that are demonstrated and agree job specific development objectives detailing what needs to be achieved against each competency.  A review period will also be agreed.

6.7     In exceptional situations, there can be flexibility on the level of competency an employee is measured against, depending on the circumstances and discussions between the manager and employee. Further details and guidance are provided in the Council core competencies.

6.8     **360 Review**

6.9     As part of the PPT process, managers are expected to undertake a '360 review' to self-assess themselves against the Council core competencies.  The term 360 review means that managers have the opportunity to get feedback on their performance from a number of sources. Feedback from the line manager is mandatory, however feedback can also be requested from, for example, peers, colleagues, direct reports, customers or clients, as part of a 360 review.  The outcome of the 360 review is a report which can be used for discussion at PPT review meetings.

6.10    **Mid-Cycle Review**

6.11    Although as a minimum, the purpose of this PPT policy is to ensure that employees have a right to a discussion about their performance and development at least once a year, regular review is also recommended.  Where

it is operational possible, mid-cycle review meetings allow progress against objectives to be monitored to agree new or revised objectives, where required. Where progress has not been achieved, this meeting provides an opportunity to discuss the reasons why and put further support in place, where necessary.

6.12 **End of Year Review**

6.13 At the end of the 12-month cycle, a review meeting should take place. At this meeting, discussion should focus on the achievement of performance and development objectives throughout the year and to refresh and agree priorities for the coming cycle.

**7. Supporting Under Performance**

7.1 Managers may identify at any point that performance does not meet the minimum standards expected in the role. In this situation, additional support should be provided to the employee to enable them to reach the required level of performance.

7.2 If through continued support and feedback employees cannot meet the minimum standards, then the Council may have to consider the circumstances in accordance with our Disciplinary Procedures. Disciplinary proceedings will not be considered until alternatives have been exhausted. Managers must consult HR & OD prior to commencing any disciplinary proceedings.

**8. Capturing and Recording of agreed Performance and Development Objectives**

8.1 Managers should ensure that all performance levels and development needs are captured through the PPT process as this detail will require to be input and monitored through the Council's appropriate recording systems.

**9. Talent Management**

9.1 Outcomes from PPT meetings will support the Council's approach to Talent Management. Talent Management is about how the Council identifies through the PPT process its skilled and high performing employees. By identifying and managing talent strategically, the Council can work towards identifying specific talent in expert areas, creating a high performing and sustainable workforce capable of meeting the Council's future challenges.

**10. People Development**

10.1 The Council will offer development to support the implementation of this policy to both managers and employees through various methods.

**11. Confidentiality**

11.1 Information relating to employee performance and development should only be recorded and maintained by the relevant manager and shared with HR &

Organisational Development where appropriate.

11.2  Information processed may include paper or electronic records and will be done so in line with the General Data Protection Regulation (Regulation EU 2016/679) ("GDPR"), the Privacy and Electronic Communications (EC Directive) Regulations 2003 (as may be amended by the proposed Regulation on Privacy and Electronic Communications) and any legislation that, in respect of the United Kingdom, replaces, or enacts into domestic law, GDPR or any other law relating to data protection, the Processing of personal data and privacy as a consequence of the United Kingdom leaving the European Union.

## 12.  Impact Assessment

12.1  This policy has been impact assessed in line with the Council's obligation to comply with the Equality Act 2010 and the Public Sector Equality Duty.

## 13.  Monitoring and Review

13.1  This policy will be reviewed regularly and in line with any legislative and organisational changes.  The recognised Trade Unions will be consulted on any future changes to this policy.

# Core competencies

## A self-evaluation framework for employees on key behaviours.

Applies to Local Government Employees and Craft Operatives (excluding the Chief Executive, Chief Officers and Teachers)

**Renfrewshire**
Council

## Introduction

This guidance sets out the Council's Core Competencies and describes the expected behaviours required from employees in carrying out their role.

## Purpose of Core Competencies

The Core Competencies are applicable across all jobs in the Council (excluding the Chief Executive, Chief Officers and Teachers).

Core Competencies provide fair and consistent guidance to employees on the expected standards of behaviour required by the Council.

Unlike specialist or technical skills which are usually job specific, the Core Competencies relate to 'how', through an employee's behaviours, specific work objectives can be demonstrated and achieved. Core Competencies can be continuously developed in people through effective coaching and support.

## Core Competencies

The Council's six Core Competencies are:

- **Understand the Bigger Picture**
- **Self and Team Development**
- **Achieving Excellent Customer Service**
- **Communication, Relationships and Engagement**
- **Planning and Delivery**
- **Approach, Attitude and Values**

The Core Competencies are detailed fully on pages 3-8.

## Core Competencies in practice

The Core Competencies must be used during the People, Performance and Talent (PPT) process. Guidance on the PPT process can be found here: PPT Guidance

During PPT, an employee will self-assess against each core competency. The core competencies must be considered in relation to the specific requirements of the job, to demonstrate how these are achieved, exceeded or where development is required. Specific work examples should be used to demonstrate each competency.

Employees then have the opportunity to meet with their manager to discuss how they feel they are performing, receive feedback and to discuss their development and career aspirations.

Discussion and feedback from the manager ensures that meaningful development objectives can be identified and achieved against each competency and implemented to support development – see the PPT Objectives Plan Form. Even where employees are performing well, objectives will still be agreed to ensure employees have a meaningful development plan.

**Note:** There can be flexibility on the level of competency an employee is measured against, depending on the specific circumstances, and discussions between the manager and employee. Managers should seek advice on this from HR & OD if required.

## Job Specific Skills

In addition to the Core Competencies, managers will include job specific skills in the PPT discussion. These consider the skills and knowledge needed in a specific role, profession or technical job e.g. a Social Worker or Tradesperson.

## Understand the Bigger Picture
*Understanding how your role fits with the Council's priorities, its partners and the wider community needs.*

| Behaviours to be demonstrated | Behaviours demonstrated |
|---|---|
| **Level 4 (Grades GRN – GRQ)** | |
| • Deliver the achievement of key Council/service priorities with partners.<br>• Develop understanding in others about the short and long-term priorities of the service.<br>• Lead service improvement programmes to deliver positive change for local people and the local economy.<br>• Engage key partners and groups to inform service delivery and future direction.<br>• Provide awareness of the Council's current and future financial position. | O Development required<br><br>O Meets expectations<br><br>O Exceeds expectations |
| **Level 3 (Grades GRK – GRM)** | |
| • Manage and plan activities to achieve the Council/service priorities.<br>• Communicate service priorities clearly and help people see their role in achieving these.<br>• Share knowledge and expertise of current and future challenges or opportunities for the service.<br>• Continually evaluate service performance to improve outcomes.<br>• Foster relationships with partners to bring together views and ideas to improve service delivery. | O Development required<br><br>O Meets expectations<br><br>O Exceeds expectations |
| **Level 2 (Grades GRG – GRJ, including Craft Operatives)** | |
| • Show awareness of the priorities and emerging challenges for the Council/service.<br>• Contribute to activities to achieve service priorities and improvements for local people.<br>• Highlight challenges and opportunities for the service using your operational knowledge.<br>• Suggest new approaches to improve service performance including working with partners.<br>• Build relationships with partners to successfully deliver the service. | O Development required<br><br>O Meets expectations<br><br>O Exceeds expectations |
| **Level 1 (Grades GRA – GRF, including Craft Operatives)** | |
| • Open to the need for change in the way Council services are delivered.<br>• Show awareness of the importance of doing your job well and the impact it has on Council.<br>• Suggest ideas to improve how we do things.<br>• Carry out agreed new ways of working to support your service.<br>• Work together with colleagues to achieve team targets and objectives. | O Development required<br><br>O Meets expectations<br><br>O Exceeds expectations |

## Self and Team Development
*Sharing knowledge, experience and supporting employees to reach their full potential.*

| Behaviours to be demonstrated | Behaviours demonstrated |
|---|---|
| **Level 4 (Grades GRN – GRQ)** | |
| • Create a culture where people development is a key priority.<br>• Invest in talent to develop leaders and managers of the future.<br>• Succession plan and engage partners to develop the right skills and knowledge in the service.<br>• Know your leadership style, strengths and plan for on-going self-development.<br>• Lead service managers and involve partners to deliver successful programmes of change. | O  Development required<br><br>O  Meets expectations<br><br>O  Exceeds expectations |
| **Level 3 (Grades GRK – GRM)** | |
| • Promote a culture of continuous improvement through people development.<br>• Build understanding of the people development priorities in your team.<br>• Identify ways to build skills and knowledge within the service and by working with partners.<br>• Support and arrange people development opportunities.<br>• Actively undertake self-development and share knowledge and experience to develop your team. | O  Development required<br><br>O  Meets expectations<br><br>O  Exceeds expectations |
| **Level 2 (Grades GRG – GRJ, including Craft Operatives)** | |
| • Request feedback to achieve continuous improvement for yourself and the service.<br>• Apply the latest practice, procedures and legislation in service delivery.<br>• Explore and propose opportunities to develop in your role.<br>• Show awareness of your strengths and identify areas for personal development.<br>• Share knowledge and expertise to help colleagues develop. | O  Development required<br><br>O  Meets expectations<br><br>O  Exceeds expectations |
| **Level 1 (Grades GRA – GRF, including Craft Operatives)** | |
| • Open to training that will improve your team and service performance.<br>• Request and identify opportunities to develop in your role.<br>• Show understanding of how feedback is important to improving your knowledge or skills.<br>• Use up to date and safe working practices that have been agreed.<br>• Offer advice to colleagues based on your knowledge and experience. | O  Development required<br><br>O  Meets expectations<br><br>O  Exceeds expectations |

## Achieving Excellent Customer Service
*Using knowledge, experience and skills to meet the diverse needs of our customers.*

| Behaviours to be demonstrated | Behaviours demonstrated |
|---|---|
| **Level 4 (Grades GRN – GRQ)** | |
| <ul><li>Promote and embed the Council's Customer Service Strategy principles.</li><li>Ensure customer needs and expectations are understood to improve outcomes.</li><li>Drive customer experience improvements through monitoring and evaluation.</li><li>Lead the achievement of service priorities by overcoming any public concerns or challenges.</li><li>Deliver successful service improvements by learning from feedback and partner organisations.</li></ul> | O  Development required<br><br>O  Meets expectations<br><br>O  Exceeds expectations |
| **Level 3 (Grades GRK – GRM)** | |
| <ul><li>Communicate the importance of customer service excellence as a Council priority.</li><li>Build understanding of changing customer needs and expectations through engagement and partnerships.</li><li>Focus team effort on service improvements that enhance customer experience.</li><li>Develop multi-partner approaches to improve outcomes and respond to customer challenges successfully.</li><li>Deliver, monitor and contribute to frameworks that measure customer service performance.</li></ul> | O  Development required<br><br>O  Meets expectations<br><br>O  Exceeds expectations |
| **Level 2 (Grades GRG – GRJ, including Craft Operatives)** | |
| <ul><li>Suggest changes and improvements to meet changing customer needs and expectations.</li><li>Use multi-partner approaches to achieve good outcomes or resolve customer challenges.</li><li>Contribute to the development of processes that improve customer experience.</li><li>Use facts, evidence and expert knowledge when communicating with customers.</li><li>Respond to challenges or complaints by planning and developing options to resolve them.</li></ul> | O  Development required<br><br>O  Meets expectations<br><br>O  Exceeds expectations |
| **Level 1 (Grades GRA – GRF, including Craft Operatives)** | |
| <ul><li>Communicate in a way that meets customer needs and Council standards.</li><li>Show awareness of how your actions, advice or assessment will impact on customers and the Council.</li><li>Explain things clearly, either verbally or in writing.</li><li>Do not over focus on process rather than customer needs.</li><li>Act to prevent any problems that customers may face based on your experience.</li></ul> | O  Development required<br><br>O  Meets expectations<br><br>O  Exceeds expectations |

## Communication, Relationships and Engagement
*Communicating clearly, building relationships and understanding the importance of opportunity for all.*

| Behaviours to be demonstrated | Behaviours demonstrated |
|---|---|
| **Level 4 (Grades GRN – GRQ)** | |
| • Promote Council standards of equality and valuing diversity.<br>• Communicate the Council/service priority outcomes, purpose and values.<br>• Represent Council/service interests at internal and external meetings and events.<br>• Foster relationships with elected members and partners to strengthen commitment to the service direction.<br>• Lead a culture of two-way communication, inviting the views of employees, partners and the community. | O  Development required<br><br>O  Meets expectations<br><br>O  Exceeds expectations |
| **Level 3 (Grades GRK – GRM)** | |
| • Ensure the Council's commitment to equality and of valuing diversity is upheld.<br>• Contribute to appropriate forums to drive activities and progress service priorities.<br>• Build good relationships with partners and elected members to improve outcomes.<br>• Communicate service priorities with clarity to engage and motivate employees.<br>• Create a team environment that respects the values and views of all employees. | O  Development required<br><br>O  Meets expectations<br><br>O  Exceeds expectations |
| **Level 2 (Grades GRG – GRJ, including Craft Operatives)** | |
| • Demonstrate awareness of the Council's equality and diversity commitment.<br>• Contribute to meetings and forums about team and service priorities.<br>• Confidently handle challenging or sensitive conversations with colleagues, partners and customers.<br>• Support colleagues in having difficult or sensitive conversations.<br>• Open to the views of others and always communicate in a respectful way. | O  Development required<br><br>O  Meets expectations<br><br>O  Exceeds expectations |
| **Level 1 (Grades GRA – GRF, including Craft Operatives)** | |
| • Respect differences in people at work in line with Council standards.<br>• Act fairly and consistently towards colleagues, customers and the public.<br>• Communicate in an appropriate manner for the situation.<br>• Deal with queries, requests and complaints quickly and involve your manager when required.<br>• Build good relationships with colleagues and customers. | O  Development required<br><br>O  Meets expectations<br><br>O  Exceeds expectations |

## Planning and Delivery
*Understanding how good organisation at work will positively impact on future Council performance.*

| Behaviours to be demonstrated | Behaviours demonstrated |
|---|---|

**Level 4 (Grades GRN – GRQ)**

- Lead transformational change programmes with partners to achieve Council priorities.
- Communicate progress on plans at corporate meetings and Council boards.
- Utilise specialist skills, knowledge and experience to deliver service improvement plans.
- Control budget in line with financial forecast and targeted savings.
- Connect future service demands with workforce planning strategies to strengthen service resilience.

O  Development required

O  Meets expectations

O  Exceeds expectations

**Level 3 (Grades GRK – GRM)**

- Manage transformational change activities, working in partnership to achieve these.
- Develop the key skills and knowledge across your team(s) to achieve service priorities.
- Ensure key milestones in plans are visible and are achieved.
- Track budget spend and communicate position and/or make proposals for adjustments.
- Assess service demands and put workforce plans in place to deploy people and skills effectively.

O  Development required

O  Meets expectations

O  Exceeds expectations

**Level 2 (Grades GRG – GRJ, including Craft Operatives)**

- Deliver a high-quality approach in your role to achieve service priorities.
- Organise, plan and record information effectively in line with standards and processes.
- Involve subject matter experts and partners to deliver appropriate outcomes.
- Keep abreast of changes and updates in your professional or technical area.
- Manage competing workloads effectively and consider the strengths and abilities of people if delegating work.

O  Development required

O  Meets expectations

O  Exceeds expectations

**Level 1 (Grades GRA – GRF, including Craft Operatives)**

- Plan well to carry out your work and understand the importance of this for the Council.
- Allow enough time to complete work or record it, in line with service standards.
- Tell your manager as soon as possible when you know work will not be done on time.
- Meet targets or deadlines.
- Make suggestions to improve work tasks or processes.

O  Development required

O  Meets expectations

O  Exceeds expectations

| Approach, Attitude and Values | |
|---|---|
| *Using good judgement, evidence and knowledge to arrive at decisions.* | |
| **Behaviours to be demonstrated** | **Behaviours demonstrated** |

**Level 4 (Grades GRN – GRQ)**

- Promote the service delivery approach and vision in line with Council standards and values.
- Deliver strategic actions and service models by considering all partner interests.
- Take informed, confident and decisive action to move things forward.
- Recommend actions and solutions at a corporate and Council board level.
- Engage elected members and key partners when making recommendations or decisions.

O Development required

O Meets expectations

O Exceeds expectations

**Level 3 (Grades GRK – GRM)**

- Ensure service delivery approaches are implemented in line with Council standards and values.
- Consider all stakeholder interests in managing service delivery.
- Communicate options, risks and recommendations at a corporate level.
- Make informed decisions by considering complex and important information.
- Involve key partners to overcome any barriers and deliver positive or agreeable outcomes.

O Development required

O Meets expectations

O Exceeds expectations

**Level 2 (Grades GRG – GRJ, including Craft Operatives)**

- Deliver the expected approach to service delivery in line with Council values and standards.
- Promote and follow safe working practices in line with standards and legislation.
- Use professional judgement to make decisions using information from appropriate sources.
- Take up development opportunities to increase experience in decision making.
- Transfer knowledge and experience to support colleagues or team to make informed decisions.

O Development required

O Meets expectations

O Exceeds expectations

**Level 1 (Grades GRA – GRF, including Craft Operatives)**

- Demonstrate behaviours at work that meet the standards and values of the Council.
- Work safely in line with the agreed service practices and processes.
- Get the right equipment to carry out work or information to make decisions.
- Explain clearly and respectfully, verbally or in writing, how a decision has been reached.
- Seek advice from your manager when unsure of how to proceed.

O Development required

O Meets expectations

O Exceeds expectations

# Recruitment Policy

## Attracting and building our talented workforce of the future

(This policy applies to all Council employees. Local recruitment procedures should be applied for all staff groups including The Chief Executive, Chief Officers and Teaching Staff)

**Renfrewshire** Council

**Contents**

## 1. Introduction

1.1 The Council's success in achieving the outcomes set out in the Council Plan depends on the quality of its workforce. Effective recruitment plays a crucial role in the day to day success of meeting the operational demands on the Council. The Council of the future requires a highly skilled, flexible, adaptive and motivated workforce committed to driving continuous improvement to achieve the Council's vision and values and meet the needs of Renfrewshire's communities.

1.2 This policy provides the Council's statement of intent for recruitment, outlining how it will conduct its recruitment process efficiently to attract the right people, for the right jobs, with the right skills, knowledge and competencies, whilst providing candidates and recruiting managers with a positive "Renfrewshire" experience.

1.3 The Council will strive to reach out to all community groups through its recruitment campaigns and targeted activities to attract from the widest and most diverse pool of candidates. Appointments will be made on merit and best-fit with the Council's organisational competencies, goals and values whilst meeting best practice and legislative requirements.

1.4 As required by the Equality Act 2010, the Council will ensure that all potential applicants are treated fairly and given equal opportunity, regardless of ethnic origin, religion or belief, disability, age, sex, gender reassignment, sexual orientation, marriage or civil partnership status, pregnancy or maternity, carer responsibility, race, nationality, social or economic status, or trade union membership or activity.

1.5 Supporting guidance and training in recruitment good practice is available for managers and employees to support the fair, inclusive and consistent implementation of this policy. The guidance is available on the Council's intranet, from HR & OD and Customer and Business Services – Employee Services.

## 2. Purpose of the policy

2.1 The purpose of this policy is to support the Council to manage all recruitment effectively through the provision of a clear, fair, transparent, legal and lean process.

2.2 The policy aims to:

- Build and appoint our workforce of the future based on merit;
- Meet all legislative employment requirements;
- Implement fair, inclusive and consistent recruitment ensuring recruiting managers are appropriately developed in the process;
- Support the achievement of the Council's equality, diversity and gender pay outcomes.

## 3. Scope

3.1 The principles of this policy apply to all potential and existing employees of the Council. Separate local guidance procedures are in place for the recruitment of the Chief Executive, Chief Officers and Teaching staff which must be applied when recruiting to these employee groups.

3.2 This policy applies to the recruitment of posts that are permanent, temporary, fixed term or casual/sessional. Services must ensure that any partner agencies providing

recruitment resources or shared recruitment campaigns are reminded of the principles in this policy.

## 4.    Responsibilities

4.1    Managers, Elected Members, HR & OD, Customer and Business Services and the Trade Unions all have a part to play in ensuring the principles of this policy are applied effectively.  Responsibilities are outlined in the Recruitment Supporting Guidance.

## 5.    Stages of Recruitment

5.1    There are broadly 5 stages to the recruitment process and will vary depending on each staffing group.  A brief outline of each stage is detailed below and further information is contained in the Recruitment Supporting Guidance.

- **Stage 1 – Vacancy Management**

    Before any post is advertised, the vacancy management panel within HR & OD will work with and advise services based on the business case presented whether a post is suitable for alternative recruitment.  This involves the use of vacancy management practices, considering the Council's redeployment list, opportunities for Secondments, Modern Apprentices, Graduate Interns and Job Ready Looked After Children and forthcoming end of contracts i.e. temporary/fixed term.

- **Stage 2 – Preparing to Recruit**

    If a post is deemed appropriate by the vacancy management panel to progress to advert, recruiting managers should ensure that the Job Outline has been evaluated if required and that the person specification and advert are prepared and provided to HR & OD for consistency checking.  All relevant documents, as well as any 'straight to advert' posts will be forwarded to Customer and Business Services - Employee Services to process and advertise.

- **Stage 3 – The Selection Process**

    Recruiting managers must complete training on the Council's Recruitment Policy before taking part in the recruitment process.  A variety of selection methods may be utilised such as assessment centres, competency based interviews including the use of digital resources where appropriate and/or recruitment open days.  It is good practice that the selection panel should have a gender equality balance where possible through the selection process. Consideration should be given as to whether any reasonable adjustment is required to prevent candidates with disabilities or other protected characteristics from being unfairly disadvantaged in the selection process.  Advice on reasonable adjustments should be sought from HR & OD.

    Customer and Business Services – Employee Services will support recruiting managers as they carry out the process, ensuring all relevant documentation is completed in line with process and within the agreed Council KPI timescales. The documentation will include and highlight the preferred candidate subject to satisfactory pre-employment checks.

- **Stage 4 – Pre-Employment Checks**

  Prior to the preferred candidate commencing employment for the Council, a number of pre-employment checks dependent on the requirements of the post will be carried out by Customer and Business Services – Employee Services, including eligibility to work in the UK, pre-employment health checks, qualifications and professional registrations, driver licence checks, criminal record checks, Disclosure/PVG, SSSC registration, references and Fitness for Jobs. Some of these checks are dependent on other third-party organisations' timescales.

- **Stage 5 – Offer of Appointment and Induction**

  Following interview and assessment outcomes, an offer of appointment subject to satisfactory pre-employment checks can be made to the preferred candidate. An offer of feedback to unsuccessful candidates should also be provided as best practice.

  On acceptance of an offer of appointment, the recruiting manager must offer the starting salary at the first point of the grade for that post. In exceptional circumstances, i.e. hard to recruit posts, the recruiting manager may seek approval from the HR Manager to offer a starting salary above the first point of that grade subject to justified business case. Customer and Business Services – Employee Services will issue the successful candidate with a Contract of Employment which includes information about the terms and conditions related to that post including leave entitlement, pay frequency, continuous service criteria, employee benefits and pension arrangements.

  When the successful candidate commences employment with the Council, the recruiting manager(s) are responsible for ensuring completion of all induction processes.

## 6. Supporting Renfrewshire's Communities

6.1 The Council is committed to supporting local business growth and tackling unemployment in Renfrewshire, and as such will participate in relevant local and national government initiatives to assist with training opportunities and creating jobs for disengaged groups across Renfrewshire. The Council through its workforce planning approach is committed to its continued involvement with schools, colleges and universities, promoting the Council's employment opportunities and various routes into employment through apprenticeships, traineeships and internship programmes.

## 7. Recruitment Training

7.1 Employees undertaking recruitment are representing the Council and therefore should take every opportunity to promote the Council in a positive manner. Employees participating in recruitment must have received training on the Council's Recruitment Policy and Processes from HR & OD and the Recruitment Team in Customer and Business Services.

## 8. The Equality Act and the Public Sector Equality Duty

8.1 In line with the Equality Act 2010 and the Public Sector Equality Duty, the Council is legally required to gather evidence and use equality data from applicants. Equality monitoring helps the Council to ensure its recruitment practices are fair and reasonable,

and helps it to understand the impact that its recruitment processes has on applicants from different equality groups. The Council will investigate reasons for any disproportionate trends in the recruitment information, and will consider where appropriate using positive action and targeted recruitment to better perform the equality duty and encourage applications from underrepresented groups for posts within the Council.

8.2 In addition, the Council is committed to applying its Equality and Diversity Policy at all stages of the recruitment process. Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of their disability or any other protected characteristic. The Council is a Disability Confident employer and as such all applicants with a disability who meet the essential requirements of the job as set out in the job outline and person specification will be guaranteed an interview.

## 9. Recruitment Complaints

9.1 If an applicant considers they have been unfairly treated in the application of this policy, a complaint can be made to the Head of Transformation & OD who will thoroughly investigate the matter and take any appropriate actions.

## 10. Confidentiality

10.1 Information relating to the recruitment process and activities should be recorded, maintained and processed confidentially and securely by the relevant Service, HR & OD and Customer and Business Services and will be used only to monitor the effectiveness of this policy.

10.2 Information processed may include paper or electronic records and will be done so in line with the General Data Protection Regulation (Regulation EU 2016/679) ("GDPR"), the Privacy and Electronic Communications (EC Directive) Regulations 2003 (as may be amended by the proposed Regulation on Privacy and Electronic Communications) and any legislation that, in respect of the United Kingdom, replaces, or enacts into domestic law, GDPR or any other law relating to data protection, the Processing of personal data and privacy as a consequence of the United Kingdom leaving the European Union.

## 11. Equality and Human Rights Impact Assessment

11.1 This policy has been equality impact assessed in line with the Council's obligation to comply with the Equality Act 2010.

## 12. Monitoring and Review

12.1 This policy will be reviewed regularly and in line with any legislative changes and best practice relating to recruitment activities. The recognised trade unions will be consulted on any future changes to this policy.

# Customer Strategy Themes

# Theme 1 - Customers

| Workstream 1 | Workstream 2 | Workstream 3 |
|---|---|---|
| **Customer Insight** | **Support Networks** | **Service Design Principles** |
| **Lead - Chief Execs Service** | **Lead - Chief Execs Service** | **Lead - PMU** |

| Strategy Objectives | Strategy Objectives | Strategy Objectives |
|---|---|---|
| 1. Ensure the right information is available from services across the council. <br> 2. Use customer data to determine how customers and their expectations of service will change over the next 5 years | 3. Continue to develop the support networks that are available for our customers to ensure they get what they want from our services <br> 4. Recognise the challenges some of our customers face and ensure that appropriate support is in place for them | 5. Consult our customers when we are going to make a change, and maintain that relationship to understand how well we are doing <br> 6. Ensure our customers are involved in service design by implementing a Customer Centric Service Design Framework across the council |

| Key Deliverables | Key Deliverables | Key Deliverables |
|---|---|---|
| Creation of a Council Wide Customer data repository | Identify partners and groups involved in supporting Council customers | Develop and introduce a new Service Design Framework |
| Creating a single view of the customer, around the services they consume | Create a partner's customer support network (akin to advice partnership) | Train and develop project staff in the new framework |
| Forward planning process to help inform future service delivery | Identify key "Customer Champions" from the network | |

I:\manpub\AA DIRECTORATE\ALAN\- Meetings\FARCS Pre-Agenda Papers\8 - 22 May 2018\5 - Appendix 5 Customer Strategy Themes.docx

Page 1 of 5

# Theme 2 - Service Fulfilment

| Workstream 1 | Workstream 2 | Workstream 3 |
|---|---|---|
| **Customer Journeys** | **Channel Development** | **Service Recovery** |
| **Lead - Digital First Team** | **Lead - Digital First Team** | **Lead - Chief Execs Service** |

| Strategy Objectives | Strategy Objectives | Strategy Objectives |
|---|---|---|
| 1. Work towards ensuring our services are simple and accessible for our customers - from request to fulfilment<br>2. Develop services end-to-end, not just focussing on making contact easier, ensuring service delivery is improved<br>3. Our staff are trained to think of our customers first when reviewing or delivering services | 4. Provide customers with the same level of service, no matter how they access it<br>5. Provide a simple registration process to access our services digitally and securely<br>6. Continue to deliver telephone and face-to-face services where digital is not appropriate for our customers or their circumstances | 7. Have agreed service delivery standards and customers know what they can expect<br>8. Ensure our customer facing staff are kept up to date with our back-office performance and are honest with our customers about fulfilment<br>9. Create responsive services that use available information to manage customer demand |

| Key Deliverables | Key Deliverables | Key Deliverables |
|---|---|---|
| Digital First Programme Plan | Digital First Programme Plan | Corporate Complaint Handling Review |
| Staff guidance on basic service design tools | Strategic review of customer operations | Transfer of Complaints from Lagan / Mailtrack to Firmstep |

I:\manpub\AA DIRECTORATE\ALAN\- Meetings\FARCS Pre-Agenda Papers\8 - 22 May 2018\5 - Appendix 5 Customer Strategy Themes.docx

Page 2 of 5

# Theme 3 - Access to Services

| Workstream 1 | Workstream 2 | Workstream 3 |
|---|---|---|
| **Partner Development** | **Customer Service Essentials** | **Accessibility** |
| **Lead - Chief Execs Service** | **Lead - CBS** | **Lead – Chief Execs Service** |

| Strategy Objectives | Strategy Objectives | Strategy Objectives |
|---|---|---|
| 1. Ensure that, where our customers are supported to receive Council services, the partners who provide that support are appropriately skilled<br>2. Make services more accessible by developing the support networks that are already in place for individuals<br>3. Work with our partners to remove any barriers to accessing services that have arisen from past customer experiences, eliminating stigma they feel may be present when visiting the Council | 4. Create customer self service areas where technology and support is provided for those who need a bit more help to access online services<br>5. Ensure other channels remain accessible when digital is not an option for our customers<br>6. Give our customers the choice of when they can access services by creating appointment based services that reduces customer wait time | 7. Make 'accessibility and 'usability' a key element in the redesign of Council services, end ensure customers have the opportunity to have a say<br>8. Make wi-fi available in public buildings and key town centre locations<br>9. Design our digital services so they are accessible, no matter what type of advice our customer has<br>10. Ensure our channels remain accessible when digital is not an option for customers<br>11. Make our buildings accessible where services are delivered face to face |

| Key Deliverables | Key Deliverables | Key Deliverables |
|---|---|---|
| Create "Supporting our Customers" programme for partners | Develop i-learn training course on customer service essentials | Physical Accessibility / Suitability Review of all customer buildings |
| Review of "on behalf of" processes across all services | Re-assess customer self service capabilities across the council | Create and maintain a Digital Directory |
| STAR project engagement to support staff training on removing stigma | Implement appointment based service where this is appropriate | Review of Telephony set up across the Council (0300 rules and routing) |

I:\manpub\AA DIRECTORATE\ALAN\- Meetings\FARCS Pre-Agenda Papers\8 - 22 May 2018\5 - Appendix 5 Customer Strategy Themes.docx

Page 3 of 5

# Theme 4 - Communication

| Workstream 1 | Workstream 2 |
| --- | --- |
| **Social Service and web chat introduction** | **Communications Framework** |
| **Lead - CBS / Comms** | **Lead - Comms** |

| Strategy Objectives | Strategy Objectives |
| --- | --- |
| 1.  Offer a range of channels to raise concerns, issues and compliments including e-mail, phone, face to face, letter and social media<br>2.  Make it easy for our customers to communicate with us and provide clear methods of feedback regardless of their chosen channel<br>3.  Communicate with our customers through their channel of choice<br>4.  Provide all customers with the same level of service regardless of the method they choose to contact us<br>5.  Build trust with our customers by encouraging two-way dialogue in an open and honest manner | 6.  Our approach to communication will be tailored to customer's needs.<br>7. Make communication easy to read and accessible for all<br>8.  Design our communications for digital channels and make the most of the online customer experience |

| Key Deliverables | Key Deliverables |
| --- | --- |
| Develop and launch social customer service policy | Develop a Council-wide communication and marketing strategy which provides a clear outline of key messages, target audiences and communication channels |
| Develop campaign to promote and raise awareness of new channels | Develop an accessible communications framework to ensure all services within the council adopt good practice |
| Identify social ambassadors and implement training programme | Gain and build insight into customer's needs |
| Develop a framework for social media responses, tone of voice and content plan | Develop a framework for testing our digital content to ensure it reflects customers' needs |

I:\manpub\AA DIRECTORATE\ALAN\- Meetings\FARCS Pre-Agenda Papers\8 - 22 May 2018\5 - Appendix 5 Customer Strategy Themes.docx

Page 4 of 5

# Theme 5 - Digital Skills

| Workstream 1 | Workstream 2 | Workstream 3 |
|---|---|---|
| **Customer Skills** | **Staff Skills** | **Future Skills** |
| **Lead - Chief Execs Service** | **Lead - OD** | **Lead – OD / Children's Services** |

| Strategy Objectives | Strategy Objectives | Strategy Objectives |
|---|---|---|
| 1.  Work with our customers and partners to understand the level of digital skills of our customers and provide support to develop these<br>2.  Involve our customers in developing online services and make their interaction with the Council easier<br>3.  Help our customers take advantage of the wider benefits of accessing digital services. | 4.  Recognise that our staff will be required to support customers to use digital services, and we will ensure their skills are developed to deliver this | 5.  Utilise the skills of the young people of Renfrewshire and our younger workforce to help build digital skills in others and help shape service delivery so it is ready to meet their future needs |

| Key Deliverables | Key Deliverables | Key Deliverables |
|---|---|---|
| Digital Participation Programme | Create a staff digital skills training programme | Engage with Children's services to develop a young person's programme |

I:\manpub\AA DIRECTORATE\ALAN\- Meetings\FARCS Pre-Agenda Papers\8 - 22 May 2018\5 - Appendix 5 Customer Strategy Themes.docx

Page 5 of 5