



CORPORATE HR STRATEGY 2013 - 2017

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Foreword

We have a huge responsibility to provide essential services to the most vulnerable citizens of Glasgow and to help our business community and city prosper.

Our employees are crucial to our ability to achieve these ambitions. They embody our values and make our city what it is.

We want every employee to feel proud to work for Glasgow City Council and we will continue to work hard to deliver 'Tomorrow's Glasgow' reform programme.

The council continues to face a challenging financial climate with reducing budgets and economic uncertainty. It is particularly important therefore that we have the right number of people with the right skills delivering all our services across the council.

The HR strategy aims to enable our employees to continue to make their very worthwhile contribution to the delivery of our Strategic Plan. It sets out a clear vision of what we are committed to do as an employer and how we intend to achieve our goals.

I hope you will join me in getting behind our plans to deliver the best for the city.

Annemarie O' Donnell

Executive Director Corporate Services



1. Executive Summary



1. Executive Summary

Our workforce is the most valuable asset that we have. Over 19,000 people, at the heart of everything we do, and the services we deliver. From a total gross annual expenditure we spend 28% on our workforce.

Even greater significance however, lies in the difference that a truly engaged and effective workforce makes toward us realising our vision for the city. Having the Right People, with the Right Skills, in the Right Place, at the Right Time is critical to us achieving our objectives.

To do this we need an integrated holistic HR strategy that considers all of the activities and sets out both what we need to do, and how we will measure success. This integrated strategy needs to encompass the traditional building blocks of HR such as recruitment, equality and diversity and attendance management. It also needs to include newer developments such as performance improvement and development, workforce planning and flexible working arrangements. These newer developments will allow us to continue to deliver excellent service against a background of a reducing workforce.

Our employees need to clearly understand what we need them to do, and why it's so important. As an employer, we need to understand the thoughts, views, and concerns of our workforce and most importantly how our workforce can help shape, and contribute towards the solutions which will help us meet our future challenges.

The implementation of the council's HR strategy and the Organisational Development strategy will unlock the full potential of the council's workforce. They show the contribution every employee can make, gives them opportunities to realise their potential and to take pride in the part they will play. Ultimately this will help us achieve the vision we've set out for the city.



2. Overview



2. Overview

GCC Strategic Plan 2013-2017

“ We want a modern, flexible and skilled workforce that can identify and implement new more efficient and effective ways of working ”

In order to deliver our vision, we will need to engage effectively with our employees to inspire and encourage them to generate ideas to improve how we deliver our services. We also need to continue with our development programmes and respond proactively to the feedback we get through our employee surveys.

We currently employ a total of 19,005 people which includes our 5,448 teachers. Our overall headcount has reduced considerably over the last four years and we have supported improvements to productivity through the non backfill of leavers and early retirement, voluntary severance programmes. We have also developed a corporate redeployment framework to support employees affected by service reform.

The HR community will continue to play an integral role in supporting the council to maximise the potential of our most valued asset, our employees, to deliver essential services, efficiently and with pride.



3. Objectives and Goals



3. WHAT ARE OUR OBJECTIVES AND GOALS?

3.1 What is the council seeking to achieve?

Glasgow City Council's Strategic Plan sets out the vision for our city and ambitious plans to seek to protect our most vulnerable citizens, provide world class services and emerge from recession. The strategic plan provides a medium term view of the actions the council will take to deliver the following priorities:

- **Economic growth**

This will be achieved through improved city infrastructure including transport and access to information technology and the internet for businesses and local people. The council is committed to developing and agreeing an improved approach to investment and spending on roads maintenance and repair. It has injected an additional £25 million into road repairs since 2010 and undertook a full assessment of road conditions and investment in September 2012.

As Scotland's largest city, Glasgow has a wider role in supporting the economic recovery in Scotland. The council will also work with the other cities in Scotland, the Convention of Scottish Local Authorities (COSLA) and the Scottish and Westminster Governments to make the case for Glasgow receiving key funds to support this pivotal role. In particular, the city will target funds that support housing and infrastructure.

The HR community will support this priority by ensuring the workforce planning strategy is fully delivered to support the council's preparation for the 2014 Commonwealth Games. It will also support the council's commitment to providing employment and training initiatives such as Modern Apprentice programmes, Internships, Graduate recruitment, or vocational traineeships.

Our council was the first in Scotland to introduce the living wage and we will continue to support and promote the living wage and its principles.

We will assist services to develop their service reform programmes, have workforce plans to support current and future resource requirements and achieve optimum productivity.

- **A world class city**

The council will continue to support Glasgow's role as a world class city and to help it compete internationally with the best cities in the world for investment, business and events. One of the key ways of achieving this aim is to make the best use of our cultural assets and heritage. The primary focus in the next 18 months will be the preparation and delivery of the 2014 Glasgow Commonwealth Games.

The HR community will support the council's ambitions by helping employees deliver services to the best of their abilities, help them understand exactly what is expected of them, and ensure they are fully trained and developed to realise their full performance potential.

- **A sustainable city**

The council will develop the most sustainable city in Europe through taking action in areas including a connected transport infrastructure, the increased use of public and green transport and a reduction in our carbon footprint. The council also has a carbon reduction strategy which involves improved management of its vehicle fleet. It has already established a small pool of bicycles and electric cars to provide staff with a greener and more affordable way of travelling to sites and meetings out-with the city centre. The council will encourage walking and will develop a network of cycling hubs to transform the city into an active living network and implement the strategic plan for cycling.

3. Objectives and Goals

The HR community will support reform programmes to deliver more flexible, modern ways of working, including opportunities to use technology more effectively.

We will continue to support our Staff Travel Plan initiatives which include a Bike scheme, Walk it and Journeyshare.

- **A city that looks after it's vulnerable people**

The council will tackle the impacts of deprivation, poor health and inequality. In supporting the most vulnerable in our city the council looks to ensure that services are provided from appropriate facilities, which are available to those who require support. Glasgow has embarked on a substantial programme which will provide new-build Older Persons Residential and Day Care Service facilities and new Children's Residential facilities. Both programmes will result in the decommissioning of a number of existing facilities which are no longer fit-for-purpose.

The HR community will support this priority by developing arrangements to achieve our Social Care and Health integration objectives.

Our employees have told us that they are still concerned about bullying and harassment at work and we are committed to working with key stakeholders to respond to these issues. It is also important for us to recognise everybody's worth regardless of their age, disability, gender, gender identity, religion or belief, race or sexual orientation, to respect others, and be a sensitive and understanding employer. We will deliver this through our equalities and diversity activities.

To support our employees we provide confidential employee assistance 365 days a year. In the past 3 years our employees have made good use of this service with a total of 3074 cases being supported.

We also undertake activities to support the improved health and well being of our employees with involvement in initiatives such as, Healthy Working Lives and the provision of Occupational Health Services.

- **A learning city**

The council will provide a learning city through the provision of a high quality learning infrastructure, and to improve attainment levels in both primary and secondary schools.

Since 2002 the council has delivered an unprecedented programme of investment to modernise its school estate, investing over £500 million in new build and refurbished facilities. As a key priority for the council, we will continue to improve all pre-12 establishments by rebuilding or refurbishing them. This environment will support the commitment to improving educational attainment and providing a nurturing approach in all schools.

The HR community will support Education and Social Work Services deliver their objectives for children and families. We will continue to support recognised training and development programmes and additional organic development, coaching and mentoring opportunities to improve the 'learning' of our employees.

3. Objectives and Goals

3.2 What does the HR community seek to achieve?

We need to have an effective and efficient organisation to support the delivery of our priorities. To deliver our commitments we have a number of approaches including:

- **Service reform and organisational development programmes to drive improvement and cultural change across the organisation.**
- **A workforce plan that sets out how we can achieve the right number of employees, who are trained and equipped to deliver the high quality services we need.**

We have listened to our employees in a series of events where they identified ways to deliver better services and make better use of our resources.

Our employee survey has also informed our plans and we are working with our senior managers to develop ways of addressing the issues raised.

Improving morale, eradicating bullying and harassment and having open and honest communication with employees are people priorities identified in our employee survey which we are committed to improving.

As an HR community we value the feedback we receive from our employees and will undertake a range of activities to encourage more employees to take part in the employee survey and be committed to increase the completion rate.



4. HOW WILL WE REALISE OUR HR OBJECTIVES AND GOALS?

We will deliver activities that are aligned to achieving our overall objective of having the right people with the right skills in the right place at the right time.

4.1 Right People

Span of control, defines the optimum management layers in an organisation and the ratio of employee numbers to managers.

We have a set of agreed key principles which form the Glasgow City Council model to be used as a standard against which all services review their current and future structures to identify areas that require reform or a robust rationale for retention.

We are committed to using the agreed span of control framework to ensure that the organisation operates within the most effective and efficient management to employee ratio, which is aligned to our pay and grading structure.

Improvement Activities:

- Undertaking an assessment of management layers and span of control by service.
- Reporting on the analyses of management structures to senior management.
- Applying the span of control principles when considering future service reform requirements
- Using the framework in the assessment of future recruitment activities.

Key Performance Indicators:

- Service span of control completed matrices.
- Reference to span of control model included in the

robust vacancy management guidance materials.

- Span of control assessment included in the recruitment business case justification process.

Recruitment

We are committed to supporting the effective implementation of service reform to ensure that we provide services in the most efficient way. As such we will develop strategies to enable the appropriate promotion and progression of employees, to make the best recruitment or resourcing decisions and enhance candidate experiences. Our aim is to be an inclusive employer.

Improvement Activities:

- Monitor recruitment information and statistics
- Reviewing the accuracy and quality of person specifications.
- Review use of assessment centres and extend management capability and HR qualifications.
- Review and develop the internal design of bespoke exercises to meet specific council requirements.
- Review of myjobscotland.
- Provide accessible informative analysis on employment information.
- Design, develop and undertake recruitment surveys.
- Coordinate the council activities and services' approach on a variety of training schemes/employment support initiatives.
- Explore further use of SHL Talent Measurement product offering.

4. How will we realise our hr objectives and goals?

Key Performance Indicators:

- Achieve at least 70% satisfaction in recruitment survey.

Equality and Diversity

Achieving diversity in our workforce is important to us. It isn't just about complying with the law it's about recognising and valuing each others differences and treating each other fairly.

We will work with our Strategic Policy and Planning colleagues and senior management teams to ensure that our employment framework fulfils our duties and obligations under the Equality Act 2010. We will develop an equality and diversity strategy to achieve all our objectives, particularly in relation to mainstreaming and increasing the provision of employee equalities information. We will improve the understanding of line managers and will get them more involved in our action planning and deliverables.

We have a responsibility to maintain the integrity of our pay and grading structure and meet the commitments made in our equal pay policy statement. We are also committed to ensuring that our employment policies and arrangements are reviewed regularly to ensure that they are compliant with legislative requirements, support the organisation and are implemented effectively.

Improvement Activities:

- To develop tailored EqIA guidance for the HR community.
- Raise awareness and understanding of our obligations and inclusion in council business.
- Conduct and monitor EqIAs covering HR dimensions.
- Review employee consultation & engagement opportunities.

- Continue to update our bullying and harassment arrangements with best practice interventions.
- Benchmark our arrangements.
- Undertake allocations toolkit training.
- Monitor employment statistics.
- Review employment policies.

Key Performance Indicators:

- Achieve SPI targets for top 2% & 5% of women in the organisation.
- Achieve continued accreditation of being a positive about disabled people and age employer.
- Achieve reduction in occupational segregation.
- Increase the range of media used for employee consultation.
- Improved employee feedback on bullying and harassment arrangements.
- Workforce profile that better reflects local community.
- EqIAs conducted on all service reform projects.
- A suite of robust employment policies which are reflective of best practice.

4. How will we realise our hr objectives and goals?

4.2 Right Skills

Performance Improvement and Development

To support the organisation to deliver its identified priorities, it is essential that the performance of each individual and team member is as good as it can be. To achieve this aim we need a corporate performance improvement framework to underpin the coaching and development requirements of employees and support them to realise their full potential.

We need to ensure that line managers are confident in undertaking people management responsibilities for improving performance by the provision of comprehensive guidance and practical models of performance review processes.

We also need to achieve appropriate levels of self-awareness to maximise management effectiveness and develop assessment tools to facilitate this requirement.

To achieve this we will increase our joint working opportunities with Organisational Development colleagues to provide an integrated approach to developing our workforce.

Improvement Activities:

- Develop a corporate performance improvement framework.
- Explore opportunities to link improving performance with PDP.
- Develop mentoring programme.
- Review opportunities for cross service performance coaching.
- Develop corporate people management seminars for operational managers (e.g. The employment relationship; attendance management, performance improvement, objective setting).

- Develop a talent management framework.
- Identify high potentials, talent (possible skills audit – use of performance data and development centres).
- Introduce a succession planning pilot.
- Design development opportunities for high potentials – including secondments.

Key Performance Indicators:

- Published performance improvement guidance materials.
- Achieve council-wide adoption of performance improvement framework.
- The recording of 121 feedback sessions and discussions.
- Improved performance ratings for services undertaking performance reviews.
- Implementation of a mentoring programme.
- Performance review occurring more frequently than PDP process.
- Performance review scoring for high potentials.
- External recruitment requirements above entry - level kept to a minimum.

4. How will we realise our hr objectives and goals?

4.3 Right Place

Workforce Planning

It is essential that the council has an integrated workforce planning framework to ensure that we meet organisational objectives and inform organisational design.

The workforce plan is a means to identify significant gaps or surpluses and to compare the current competencies, skills and other workforce features with future needs. It is also essential that we monitor our employment costs to ensure that we support the organisation to meet its difficult financial challenges.

The 2014 Commonwealth Games will have a major impact on workforce planning and additional employee arrangements will be required to support its successful delivery.

Improvement Activities:

- Developing a quarterly corporate integrated workforce plan.
- Supporting robust vacancy management arrangements.
- Continually review management structures.
- Promote the use of corporate redeployment.
- Support the commitment to no compulsory redundancies.
- Evaluate the use of CE/CS 'Function and Skillset Review' to support managers explore flexible use of resources across sections/services to reduce recruitment requirements and balance workload.
- Monitor resource rates and salary costs against attrition, and early retirement voluntary severance releases.

- The development of a 2014 Commonwealth Games resourcing and fulfilment strategy.
- Continual review of employee exit strategies to support business objectives.

Key Performance Indicators:

- Available council-wide workforce plan to deliver organisational needs which clarifies gaps and surpluses.
- 2014 Commonwealth Games resourcing and fulfilment plan.
- Published annual leave protocols to support the delivery of the 2014 Commonwealth Games.
- Analysis of attrition rates.

Flexible Working Arrangements:

The objective of the review of terms and conditions was to identify opportunities for potential future efficiencies and working arrangements that will balance both the needs of the organisation and our employees.

We are committed to developing further flexible working arrangements which provide the council with increased productivity.

Improvement Activity:

- Identifying additions to the current suite of flexible working arrangements.

Key Performance Indicator:

- Implementing additional flexible working arrangements.

4. How will we realise our hr objectives and goals?

4.4 Right Time

Attendance Management

Managing attendance is a key priority for the council and improving our performance will have a positive impact on the delivery of all council services. The average number of days lost to sickness absence is also a Statutory Performance Indicator and monitored ASPIR target.

Improvement Activities:

- Setting challenging attendance targets.
- Continued development of attendance management tools and initiatives.
- Quarterly monitoring of attendance performance.

Key Performance Indicator:

- Improving the council's overall performance.

Health & Wellbeing

Our reputation and success depends on the services our employees deliver. As a result, we expect a high level of attendance in order to deliver an efficient and effective service to all our customers and service users.

We recognise the importance of the health, safety and well being of all our employees. Our attendance management policy provides a framework to support our employees' attendance, and also to provide assistance to employees with health problems at an early stage.

In addition, we recognise that our employees can be subjected to inappropriate and unacceptable behaviour by service users and the

general public and we are committed to having robust arrangements in place to tackle this issue.

We're committed to improving our employees' health and well being, which is demonstrated by the comprehensive professional services we have available, such as our employee assistance programme and occupational health service. We will develop an annual attendance management action plan and we will increase partnership working with Corporate Policy and Health & Safety colleagues to achieve our aims.

Improvement Activities:

- Implement attendance management action plan including additional health and well-being opportunities tied in with Commonwealth Games engagement strategy.
- Communicate plans to deliver health improvement messages across the organisation and raise awareness of employee support facilities.
- Recognise and acknowledge good employee attendance.
- Provide targeted on-site health assessment.
- Continuous improvement of resources available to support and develop managers to better manage attendance and health issues.
- Develop guidance to ensure employees diagnosed with serious long term health conditions are managed compassionately.
- Support the implementation of Violence at Work arrangements.
- Benchmark our performance and arrangements across the Glasgow family of organisations and the wider public sector.

4. How will we realise our hr objectives and goals?

Key Performance Indicators:

- Define and actively monitor progress towards achievement of incremental attendance targets.
- Successful implementation of the Violence at Work arrangements.

4.5 Employee Engagement and Communication

It has been proven that there is a close correlation between levels of employee motivation and organisational performance.

We want our colleagues to feel proud to work for the council and to be providing essential services to the citizens and business community of Glasgow.

We are committed to providing a strong strategic narrative about the organisation, its priorities and how we are facing our challenges.

We need engaging managers who provide focus for their teams and support when needed. Managers, who treat their employees as individuals, coach them, make them feel valued and provide opportunities to get involved.

We are committed to providing regular and effective employee messages to enhance communication and seek employee feedback about their employment experience through a range of engagement opportunities, including regular dialogue with our Trade Union colleagues.

Improvement Activities:

- Implement the 2014 Commonwealth Games employee engagement and communications strategy.
- Undertake a critical assessment of the engagement strategy.

- Undertake temperature check/gauge pre and post engagement activities.
- Benchmark our arrangements.

Key Performance Indicators:

- Achieve improved engagement statistics.
- Published 2014 Commonwealth Games employee guidance materials.
- Implementation of legacy engagement interventions to deliver future organisational objectives.
- Improved use of Social Media as a vehicle to engage employees.



5. HR Governance

5.1 Role of Human Resource Strategy Board

Aim:

To consider the strategic aims of the council and work collaboratively to identify and develop HR interventions that achieve sustainable performance for the provision of services to the citizens and business community of Glasgow.

Responsibilities:

To review the progress of the HR Strategy and ensure that Service Delivery supports the needs of the business.

In particular:

- Service reform & organisational development.
- Workforce planning.
- Performance improvement and development.
- Employee engagement and communication.
- Equality and diversity inc bullying and harassment.
- Health and wellbeing.
- Professional governance of the HR function.

5.2 Governance Structure

Core HR Board Members:

- Robert Anderson – Head of HR Corporate Services.
- Catharine Kirwan – Depute Executive HRM Corporate Services.
- Christine Brown – Strategic HRM Corporate Services.
- Mary Arthur – Strategic HRM Education Services.
- Christina Heuston – Head of Corporate Services Social Work Services.
- Geraldine Ham – Strategic HRM Land and Environmental Services.
- Andy MacDonald – Head of Transition Corporate Services.
- Sharon McKechnie – Chief Development Officer
Chief Executive Department

6. Next Steps

6.1 Actions

To deliver the HR strategy objectives a comprehensive action plan needs to be developed detailing key milestones, deliverables and timescales.

6.2 Measuring Performance and Achievement

The HR community is committed to implementing the council's transformation programme, supporting cultural change and embedding organisational values. Our objective is to work together effectively to ensure that the right resources are available to provide value add interventions when the business needs them.

We are committed to identifying knowledge experts and enhancing competence through innovative development programmes, knowledge transfer opportunities and HR masterclasses. We are also committed to working in partnership with Customer Business Service to ensure that the provision of transactional HR processes achieves agreed standards of service.

It is essential that we have effective HR business systems which are fit for purpose to support organisational goals, management decisions and we are committed to work with stakeholders to achieve this aim.

We need to ensure that we protect the council's interests and reputation and will work collaboratively to agree standards of good practice, the implementation of council employment policies and monitor outcomes.

We will engage with HR teams across the Glasgow family to discuss shared organisational objectives, best practice, benchmark our business metrics and understand how we can better benefit

from the wealth of HR knowledge and expertise across our organisations.

6.3 Reporting Framework

It is our intention to deliver all of our stated objectives by 2017 in line with the Council's Strategic Plan and to report on our progress annually to the Corporate Management Team, Corporate Management Group and Public Petitions and General Purposes Policy Development Committee.



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