South Ayrshire Council

**Report by Director of Strategic Change and Communities
to Cabinet
of 28 November 2023**

Subject: **Organisational Development – Review of Staffing Arrangements**

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1. **Purpose**

1.1 The purpose of this report is to provide information on the work of the Organisational Development Team (OD) and to seek approval to create an additional Level 7 OD Assistant.

2. **Recommendation**

2.1 **It is recommended that the Cabinet:**

   2.1.1 **notes the work and focus of the Organisational Development Team; and**

   2.1.2 **approves the creation of 1 x Level 7 OD Assistant post.**

3. **Background**

3.1 The OD team carries out a range of activities to drive and support online learning and development; management and employee development; employee engagement; employee reward and recognition; workforce planning and digital skills. The delivery of a range of these projects is essential to the delivery of the corporate workforce plan. Details of work carried out by the team can be found at Appendix 1.

3.2 In recent years the OD team has been impacted by a number of staff abstractions, including working in Covid response from 2020-2022, followed by the abstraction of 3 FTE in 2022 to bolster the Ukraine Support Team. The team has been almost fully re-established in recent months to focus on substantive OD work.

3.3 At its meeting of 1 March 2023, Council agreed to a saving of £100k from the OD Team and the Strategic Change Team budgets. To meet this saving, £50k was achieved from the OD budget by deleting a vacant Level 10 OD Advisor post.

3.4 Deleting the Level 10 post did not have a significant impact on the work or output of the OD team, as the former postholder had led on work to establish, write, design and deliver the South Ayrshire Magazine, to set up and manage external corporate social media channels and to carry out a range of activities related to internal and

external communications. This work transferred to the communications team in 2019. The post had remained vacant during the Covid period and to date.

3.5 The OD structure now consists of 3 x Level 10 Advisors; 2 x Assistants and 1 x Admin Assistant. In June 2023, ELT approved a temporary responsibility payment for the OD Admin Assistant to work at OD Assistant level (Level 7) for 12 months to support the delivery of OD projects, including workforce planning which was highlighted as an area for improvement by the Best Value Assurance Report in October 2021.

3.6 The postholder has played a key role in supporting a wide range of OD activities including supporting work to embed workforce planning within services in line with feedback from Audit Scotland, support for digital skills, staff development, online learning and COAST development. Administrative tasks have been subsumed and shared across the three OD Assistant roles and form a small part of their day-to-day work, with the focus of assistant roles being on supporting a range of OD projects. This staffing model has been working effectively and offers more flexibility and capacity in terms of the delivery of key projects.

3.7 The remaining £50,000 saving has been realised through the deletion of a vacant Project Implementation Officer post in the Strategic Change team. This follows the refocussing of the strategic change programme from 33 projects down to 14, agreed by Cabinet in June 2023.

4. Proposals

4.1 It is proposed that 1 x Level 7 OD Assistant post is created and funded by deleting 1 x OD Administrative Assistant post and using £7,972 from existing budgets within the service. The interview for the new Level 7 post will be ringfenced for the postholder of the deleted Level 5 admin post as per the Managing Change policy.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 The proposal can be funded from existing budget within the service by deleting 1 x OD Administrative Assistant post (£34,109) and using £7,972 from an existing service staff development budget.

7. Human Resources Implications

7.1 The OD Assistant post will be created partly by deleting a Level 5 OD Admin post. The additional assistant post will therefore be ringfenced at interview for the substantive postholder of the Level 5 OD Admin Assistant role in line with the Council's policy on Managing Change.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 The risks associated with rejecting the recommendations are that there is reduced capacity and less flexibility in the substantive structure.

9. Equalities

9.1 The proposal contained in this report affects one postholder and a full EQIA is not required as the Managing Change policy (which was equality impact assessed at time of approval) will apply. Furthermore, an EQIA related to one postholder would reveal personal data.

10. Sustainable Development Implications

10.1 *Considering Strategic Environmental Assessment (SEA)* - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 Organisational Development is an enabling service.

13. Results of Consultation

13.1 Consultation has taken place with staff and Trade Unions and the contents of this report reflect any feedback provided.

13.2 Consultation has taken place with Councillor Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

14.1 If the recommendations above are approved by Members, the Director of Strategic Change and Communities will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

Implementation	*Due date*	*Managed By*
Carry out ring fenced recruitment for Level 7 post	31 December 2023	Service Lead - Organisational Development and Customer Services

Background Papers   None

Person to Contact   **Gillian Farrell, Service Lead - Organisational Development and Customer Services.**
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Date: 17 November 2023

Organisational Development Staffing Proposals– Current and Planned Activity

Table 1 below provides a summary of activity carried out by the OD team.

Project	Key Activities	Coordinator	OD Advisor	OD Assistant
Online Learning and Development	In conjunction with subject matter experts, design and develop online learning modules. (COAST currently hosts 126 live online modules)		✔	✔
	Administer the corporate e-learning platform including initial account setup; password resets; data cleansing and liaising with Learn-Pro regarding any issues. (support for 2000 accounts May-Sept 2023)			✔
	Review, evaluate and report on online learning activities and feedback	✔	✔	✔
	Provide support and development to services in the use of the Manager's Scorecard and Course Booking system to record all learning activities. (sessions delivered to 23 services July- September 2023)		✔	✔
Learning and Development	Develop a range of targeted interventions using tools such as MBTI to support services as required.	✔	✔	
	Coordinate the Course Booking System for non-digital corporate learning events including creating and scheduling courses.			✔
	Work with services to coordinate the development and delivery of a corporate leadership development programme aimed at newly appointed Service Leads and Coordinators.	✔	✔	
	Coordinate and support the development of leadership development activities including Leadership Engagement Events and workshops.	✔	✔	✔
	Liaise with services to develop and deliver as appropriate service specific management/ employee development programmes.	✔	✔	✔
	Coordinate and administer the workforce development fund, liaising with internal services, ELT and Ayrshire College.		✔	✔
Employee Engagement	Develop and implement employee engagement surveys, analysing and reporting on findings. (corporate survey developed for launch late 2023/ early 2024)	✔	✔	✔
	Facilitate focus groups corporately and at service level as appropriate to obtain targeted employee engagement feedback as required.		✔	✔
Employee Reward and Recognition	Coordinate and administer nominations for a range of external awards including APSE; COSLA and SPSA.		✔	✔
	Coordinate, design, deliver and run The Outstanding People Awards including coordinating the nomination process, communications, event management, speechwriting, filming and video creation.	✔	✔	✔
	Coordinate, design and deliver employee long service award ceremony.	✔	✔	✔

Project	Key Activities	Coordinator	OD Advisor	OD Assistant
	Coordinate/ support a range of targeted employee engagement activities.	✔	✔	✔
Workforce Planning	Develop the Council and HSCP 3- year workforce plans and associated action plans.	✔		
	Co-ordinate annual updates and associated reporting (Council – Panel and Cabinet, HSCP – IJB and SG).	✔		
	Represent the Council and HSCP at national workforce planning forums (SPDS/ SG etc.).	✔		
	Provide OD input into corporate change/review project teams and working groups.	✔		
	Develop, co-ordinate and deliver workforce and succession planning training and toolkits.	✔		
	Develop directorate workforce planning reports and workforce profiles.	✔		✔
	Develop and oversee exit and starter survey process.	✔		✔
	Support Council and HSCP services in completing templates and matrixes.			✔
	Undertake information gathering and data analysis.			✔
	Complete and issue workforce profiles.			✔
	Develop reporting/Excel dashboards for exit and starter surveys and the Employee Opinion Survey.			✔
	Support Services to identify and develop internal career pathways.	✔	✔	✔
	Develop annual workforce equality monitoring report.	✔	✔	✔
	Develop and implement the corporate digital skills survey and assist services to complete the competency framework and identify digital skills gaps.	✔	✔	✔
	Develop and implement the corporate digital skills competency framework.	✔		
	Develop training solutions with services, focused on supporting frontline and operational employees.	✔	✔	✔
Graduate Internships	Coordinate graduate internship programmes,	✔	✔	