

**Making Clackmannanshire Better**



**Clackmannanshire  
Council**

[www.clacksweb.org.uk](http://www.clacksweb.org.uk)

**Interim  
Workforce  
Strategy**

**Better Services**

**Better Opportunities**

**Better Communities**

**2015-16**

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## **1. Executive Summary**

At Clackmannanshire Council we deliver a range of Services to our citizens, provided for by our most valuable asset, our workforce . However, these services are delivered amidst a background of reducing financial resources - a picture which is mirrored across many local authorities in Scotland.

In meeting these financial challenges we have overseen an opportunistic reduction in the number of people we employ. This has included critically assessing every vacancy which arises within our organisation, in addition to continually re-assessing our Service structures to ensure that we operate in a sustainable, resilient and affordable manner.

However, with increasing financial pressures it has become clear that we can no longer rely on this re-active method of workforce management.

This interim workforce strategy represents Clackmannanshire Council's commitment to begin a process of pro-active workforce management. This will focus on realising a managed contraction of our workforce, whilst ensuring that our remaining staff members are valued and supported. Underpinning these outcomes are our overarching workforce planning principles, which are:

- To create a positive and inclusive organisational culture
- For Clackmannanshire Council to be seen as an employer of choice
- To have a sustainable, resilient and affordable workforce
- That our staff feel valued and supported
- That we deliver sustainable and affordable Services, based on clearly defined core Services; and
- That as an organisation we engage with and develop our staff effectively

This document is therefore a statement of intent. It outlines key issues which relate to the overarching principles above, in addition to stating in qualitative terms some of the important issues facing our workforce now, and how we envisage that our workforce will deliver services in the future.

Through this interim strategy we have also identified a number of key themes. These themes have been addressed through the creation of a Strategic Action Plan, and will be progressed either by individual service areas, or as part of our 'Making Clackmannanshire Better' change programme. These key themes are:

- Organisational Development
- Learning and Development
- Skills Development
- Recruitment and Retention

This interim strategy has been aligned with our corporate vision, business plan, and in particular our Making Clackmannanshire Better Change Programme. It is anticipated that this interim plan, and subsequent work will evolve and become more detailed as key decisions regarding our organisation are made.

We consider this Interim Workforce Strategy, and the work which will follow, as vital in ensuring that we pro-actively manage our workforce, whilst ensuring that staff continue to feel valued and supported. This is key to 'Making Clackmannanshire Better', and key to ensuring that we provide sustainable and affordable Services to the people of Clackmannanshire now, and in the future.

## **2. Introduction**

Clackmannanshire Council is committed to improving the lives of everyone who lives, works and visits Clackmannanshire. We are also committed to improving the way we engage with our employees, residents, communities and other stakeholders, and in doing so, developing and modernising the way we provide services to our citizens.

The Council regards itself as a 'good employer'. We demonstrate this in many ways including implementation of the Living Wage in 2013, working closely with our Trade Unions on all aspects of employment, and adopting and promoting flexible working practices.

Despite ongoing challenges, we are committed to maintaining and enhancing our reputation as a good employer, and as an employer of choice. This is significant, as to achieve the objectives in our Business Plan we need to ensure our success in continuing to attract and retain the right number and quality of employees.

We also supply a diverse range of services to our citizens. These services range from roads maintenance to social care, and need a similarly diverse range of staff to provide them. As a Council, this creates distinct workforce challenges for us, not least due to the financial climate we work in, and that two thirds of our net revenue budget relates to staffing. We recognise that in response to these challenges our workforce must also develop and change over time. This will ensure that we continue to provide efficient and effective service delivery fit for the 21st Century.

This Interim Workforce Strategy represents our commitment to create a sustainable and affordable workforce. It details our priorities for the future, and outlines the work required which will help in developing our workforce in the medium to long term.

This interim Plan will be updated on a regular basis in order to reflect and accommodate the Council's policy practices.

In addition to this interim plan a workforce planning toolkit is being developed which our Services will be able to use to prepare their own workforce plans. These in turn will be collated to form the basis of an annual cross-organisational workforce plan.

This interim plan details existing and planned workforce development activities which complement our strategic goals. This includes our corporate vision, our People Strategy, our Making Clackmannanshire Better change programme, and the need for a managed contraction of our workforce alongside practised and redesigned service delivery arrangements. For this year our plan focuses on areas such as organisational development, skills development and other related strategies. We expect that later workforce plans will give greater clarity on the number of employees we anticipate to employ throughout the life of the plan. However, this will rely on the development and roll out of our cross-organisational workforce planning toolkit later this year.

### **3. Our Workforce Priorities**

In 2013 we published our revised People Strategy for 2013 - 17. This strategy underpins the range of workforce initiatives that are currently underway in the Council, and provides a framework where we can ensure that our workforce is supported, understood, respected, and engaged

#### **3.1 Our People Strategy**

Our People Strategy has three core strategic priorities:

- Making our organisation sustainable

To make our organisation sustainable, we must be able to respond to continuing and changing customer needs. As with all local authorities we must do this against a backdrop of increasing financial constraints. To achieve this, we will align our resources to our corporate priorities and ensure that we manage them effectively and consistently.

- Making our workforce resilient

As the needs of our business change, we will ensure that our people are skilled, supported and developed to deliver the best services we possibly can. We will also make sure that we can identify and keep the best talent within the organisation and attract new talent in the future.

- Making our culture inclusive

As well as being key to organisational sustainability and resilience, our people also determine our culture. Every individual - elected members, senior managers, staff and stakeholders - influence and shape our identity as a large scale service provider and employer.

We want to ensure that we are recognised for excellent customer service. We also want to be identified as an excellent service provider and employer who recognises achievement and celebrates success. Our organisational culture is therefore a significant factor for attracting and retaining skilled and talented staff. In doing so, we will deliver the best possible services to our citizens.

#### **3.2 Making Clackmannanshire Better**

Our citizens' needs are changing, so we are focusing on how we can better meet these changing needs, whilst also improving our customers' experience in accessing the services we provide. In the process we aim to improve our performance, reduce our costs and achieve the best possible outcomes for the people of Clackmannanshire. We call this 'Making Clackmannanshire Better', and it is all about improving our Services to achieve what we need to achieve for our citizens.

#### **4. Our current workforce**

A key part of the workforce planning process is to take stock of the current make up of the Council's workforce, and to be aware of any underlying trends. Only then will we be able to interpret how to move the Council from where we are now, to where we aim to be in the next five years.

Our workforce has a diverse range of skills, mirroring the depth of services we provide to the people of Clackmannanshire. We also provide these services in a fiscally austere environment, creating challenges for our staff and management teams. To help meet these challenges we employ staff on a range of different contract types including full time, part time, fixed term and relief/casual.

By engaging staff on a variety of contract types we can react effectively to peaks and troughs in service demand, as well as making provision for seasonal activities.

The result of this diversity, in addition to recent service re-structuring, is that quantifying our workforce is a complex task. In 2013 we introduced a new HR system (iTrent) which is designed to make the data we hold on our staff reliable, accessible, and as accurate as possible. Further development of this system is ongoing, so for this financial year the data used is a raw snapshot taken directly from the iTrent system. This will therefore not take into consideration those who have multiple contracts with the Council.

Using this snapshot method, we currently employ 2707 members of staff. This equates to a full time equivalent of 2162 members of staff. Taking into consideration irregular contracts (relief and casual workers), the number of employees rises to 3536. Further information on our workforce is outlined at page 14.

#### **4.1 Our organisational structure**

As a Council we are attuned to the developing and changing needs of our citizens, and the changing fiscal environment in which we work. For this reason our Service areas have evolved and changed over the years. Internal re-structuring also ensures that we can continue to offer sustainable Services which deliver value for money for our citizens. This process is continual, and our management team regularly assess our capability to deliver best value for our citizens, and our key stakeholders.

The Council is currently organised into six service areas:

- Education
- Development and Environment
- Housing and Community Safety
- Social Services
- Resources and Governance
- Strategy and Customer Services

## **4.2 How we manage attendance**

In 2014, we held workshops for managers and supervisors on managing attendance. A total of 148 members of staff attended these events, where Q&A sessions were held to increase staff knowledge of policies and procedures. To supplement these sessions we regularly update our staff intranet pages on attendance management. This includes FAQ (frequently asked question) categories for both staff and managers.

The workshops and FAQs supplement our wider 'Maximising attendance & employee wellbeing' policy, which recognises that our staff's health and well being is foremost in ensuring that we can provide effective services to the people of Clackmannanshire. Through this policy we are committed to:

- Actively promoting the health, wellbeing and safety of our employees.
- Supporting employees, wherever practicable, in remaining in the workplace.
- Ensuring that every individual is treated fairly regardless of gender, race, age, status, sexual orientation, religious or political beliefs or disability.

## **4.3 How we recruit to the Council**

We recruit people through the My Job Scotland online portal ([www.myjobscotland.gov.uk](http://www.myjobscotland.gov.uk)). For the 2014 - 15 year we received a total of 5957 applications for 314 jobs across our Services. In terms of highest recruiters, our Education Service advertised 98 roles in 2014-15, and received a total of 2983 applications across the year (50% of the total applications received across all Council functions).

## **4.4 How we reward our staff**

On 29 March 2010 the Council introduced the single status agreement - Single Status was designed to promote equality and eliminate discriminatory practices in employment, whilst also supporting a flexible approach to providing services to local communities.

The single status agreement is applied to all non-teaching Council employees, where employees are rewarded at one of 12 grade levels depending on the specifics of their job role.

For Teachers the pay scale is determined nationally by the Scottish Negotiating Committee for Teachers (SNCT). This sets out the rate of pay for all main grade Teachers. A job sizing toolkit has been provided through the SNCT to determine the rate of pay for 'promoted posts'.

In respect of Craft Workers, a local collective agreement was reached and implemented in 2012 regarding the rates of pay for the respective trades, semi-skilled and unskilled labourers.

## **4.5 The Living Wage**

In the 2013 - 14 financial year we introduced the Living Wage, designed to improve the wellbeing and attendance of our workforce. Since its implementation we have continued to honour our commitment to the Living Wage despite significant financial pressures, with an increase to the minimum hourly rate being approved in 2014 / 15.



#### **4.6 Employee benefits and allowances**

We aspire to be an attractive and competitive employer to ensure that we continue to provide effective services to our citizens. For this reason we have a generous employment package which includes options for flexible and home working. We also have an employee assistance programme including access to physiotherapy and counselling. Additionally, we have a salary sacrifice scheme for child care, competitive levels of annual leave and discount cards for local amenities.

In terms of pensions, 2020 Council employees are members of the Local Government pension scheme. 619 of our teaching staff are enrolled in the Scottish Public Pensions Agency Scheme. As of April 2015 new Career Average Schemes were introduced for Local Government and Teaching Staff.

#### **4.7 How we engage with our Trade Unions**

The Council is a member of the Confederation of Scottish Local Authorities (COSLA) and is bound by national agreements of Terms and Conditions. There are four National Negotiating Committees which determine annual pay awards and various nationally prescribed conditions of service. These are the Scottish Joint Council for Local Government Employees, the Scottish Joint Council for Craftworkers, the Scottish Negotiating Committee for Teachers and the Joint Negotiating Committee for Chief Officials of Local Authorities.

The Council works collaboratively with the recognised Trades Unions – UNISON, GMB, UNITE, UCATT, EIS, and SSTA. A Consultation and Negotiation framework has been in place for many years. This provides a corporate Bipartite for discussing corporate matters or escalating matters from a service level, attended by trades unions representatives and management. In addition there is the opportunity for management and trades union to discuss matters with Elected Members at the Tripartite.

#### **4.8 How we develop our workforce and leaders**

Since 2006 we have used the Clackmannanshire Improvement Model to embed a culture of innovation and continuous improvement within our organisation. This allows us to focus our staff on the delivery of work which will ensure better services, opportunities and communities for our citizens.

We also use a corporate Learning & Development model to ensure that we take a whole system approach to the development of our workforce. Through this we recognise the importance of effective and sustainable leadership capability, and as a result have developed a Leadership and Management Development Programme.

We have based our Leadership and Management Development Programme on a three stage pathway. This centres on core themes identified through discussions with Team Leaders, Managers and our HR professionals.

- Pathway one - Leadership (setting strategic direction, focussing on delivery and getting the best from our people)
- Pathway two - Management development (delivering consistent and effective management, and establishing consistent standards)
- Pathway three - Succession planning (identifying and developing leadership and management potential)

#### **4.9 How we address health, safety and wellbeing in the workplace**

The management of health and safety is an integral part of ensuring that we have an effective and supported workforce. We embed this through our corporate health and safety policy, which is also supplemented by topical health and safety policies, local arrangements, and regular training.

Additionally, we have engaged a council-wide Occupational Health Service which includes statutory health surveillance. Local managers are also responsible for their teams health and safety. This includes providing advice, support and monitoring with support from the Health and Safety team.

We are also committed to providing wider health and wellbeing support to employees. We offer free health checks to all staff (including blood pressure and BMI checks) and we have negotiated subsidised membership terms for local gym facilities.

Additional measures which we have in place include:

- A stress policy and comprehensive stress risk assessment process (for both individuals and teams);
- A Stress Working Group which monitors statistics, reviews stress control measures and reports into the Council Management Team;
- Stress Control classes for staff; and
- Dignity at Work procedures.

We have also achieved the Silver Award under the Healthy Working Lives scheme. This programme of work includes periodic proactive health promotion campaigns.

#### **4.10 How we address sustainability and our environmental impact**

Sustainability is an important issue, and our staff share our duty to adapt to the effects of a changing climate, and act sustainably in all that we do. We reflect this duty in our climate change strategy, which also includes a specific environmental policy. We update these policies regularly to ensure everyone is clear how they can help us fulfil our sustainability duties.

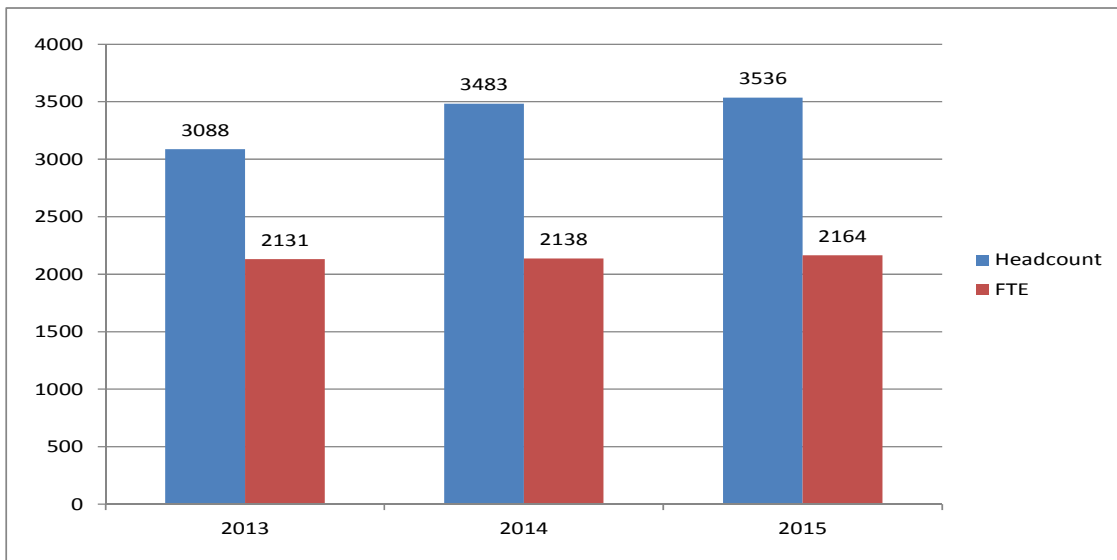
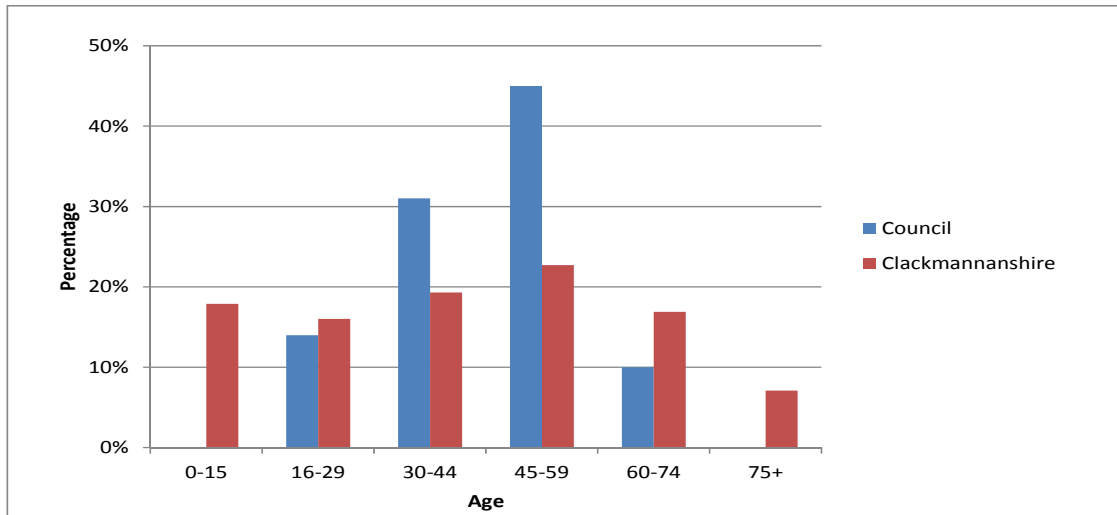
To encourage personal action to reduce our environmental impact we also provide:

- Recycling facilities in all our buildings, with information on what should go in each container.
- A reporting system for heating, lighting or other faults which go directly our property services team.
- A strategic travel plan (TripShareClacks) to help staff reduce their car use.

#### 4.11 Age and number of our workforce

The age of the Council workforce is generally representative of other local authorities - that is an ageing workforce with an average age across our Services of 45 years old.

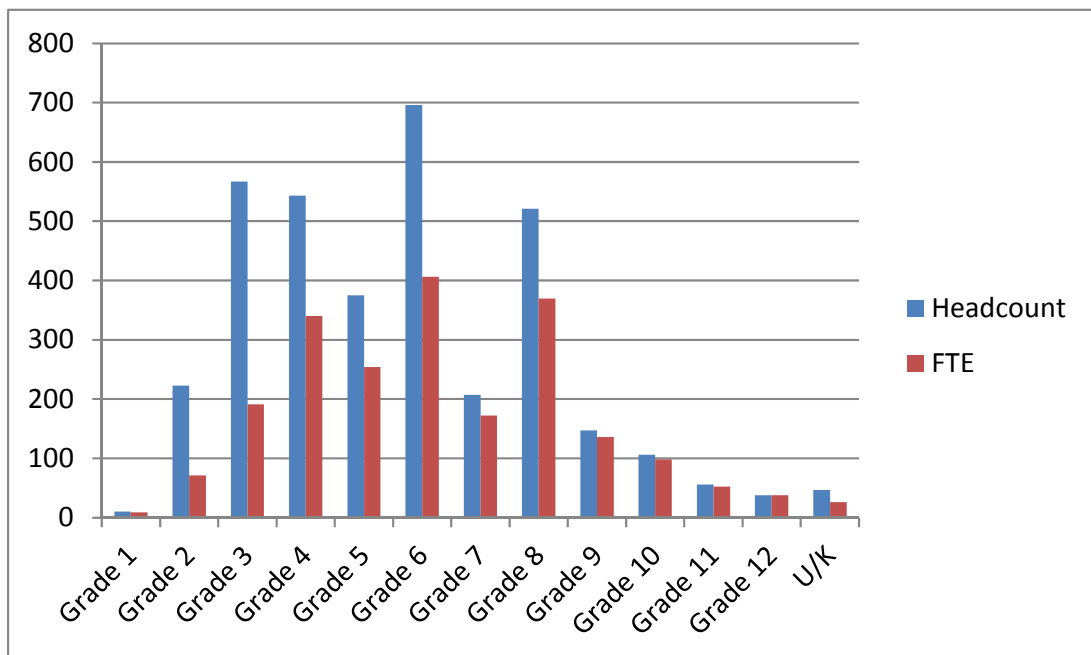
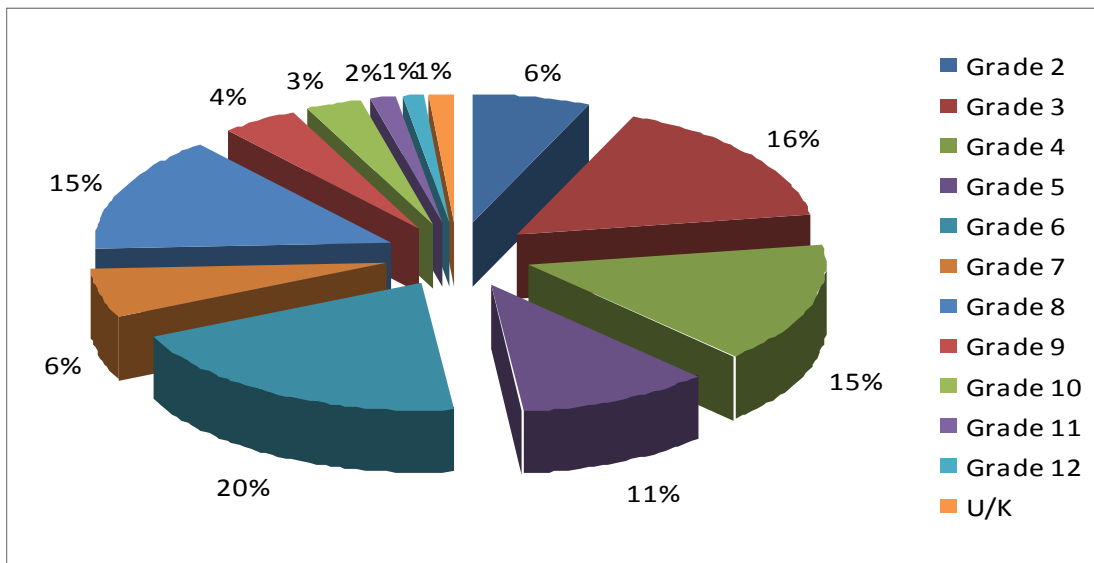
Over the next five years we anticipate that the size of our workforce will decrease in a sustainable manner. We expect this to be in response to changes in Service structures, voluntary severance and to ensure that we can deliver services within the resources available to us.



### Grade breakdown, and headcount Vs. FTE analysis

68% of the Council workforce are employed between the non-teaching pay scale grades of 2 - 6. 20% of the workforce are employed at the non-teaching pay scale grade 6 (£22,794 - £25,678).

There are wide ranging variations between the headcount and full time equivalent numbers at each of the grades which we employ under. Between grades 2 - 8 there are significant differences, which will in part account for the high percentage of part time and relief workers which we employ. Between grades 9 - 12 this trend lessens, with the headcount to FTE numbers being relatively consistent. This is representative of the supervisory and managerial roles at these grades, where a high percentage of employees are full time permanent members of staff.



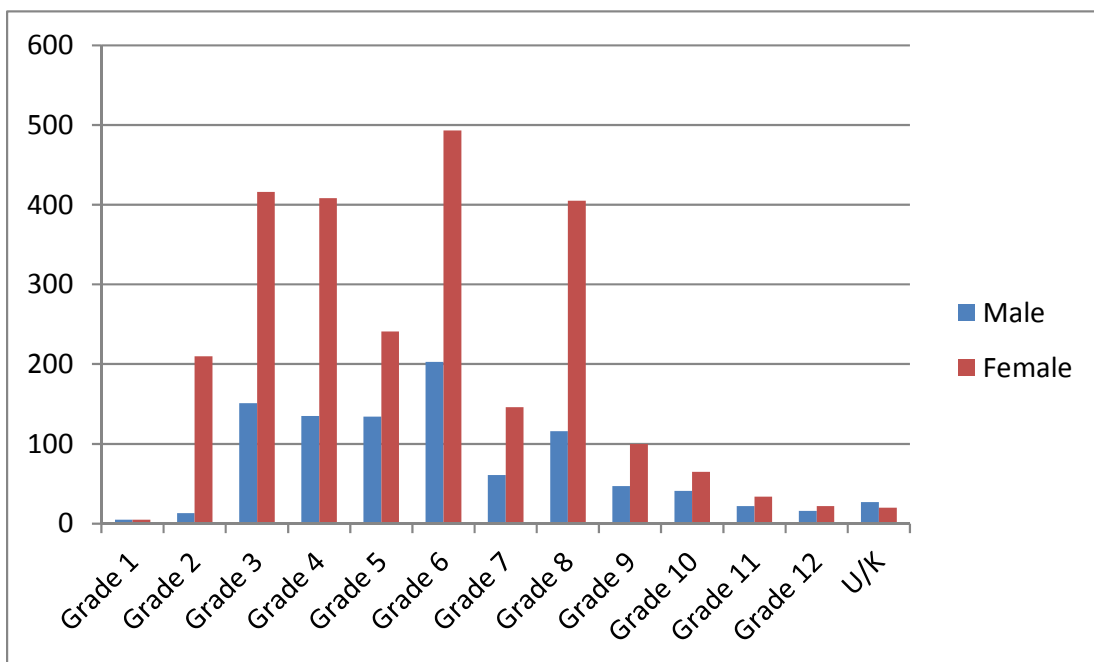
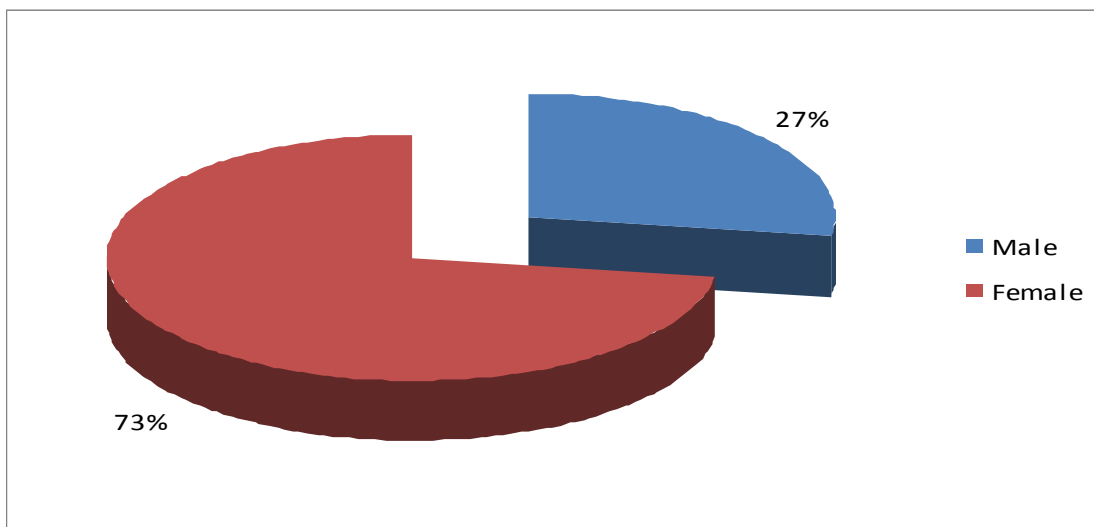
### Gender and Gender by grade

Our workforce is predominantly female, making up 73% of the overall workforce. This is in comparison to a gender split in the wider local area of 49% male, to 51% female.

Of particular note is that the overwhelming percentage of those at grade 2 - 7 are female. However, this distinct trend in gender becomes less apparent between grades 9-12, with an even spread visible.

A recent equalities analysis for the year 2014 - 15 found the gender pay gap to currently sit at 3.98%.

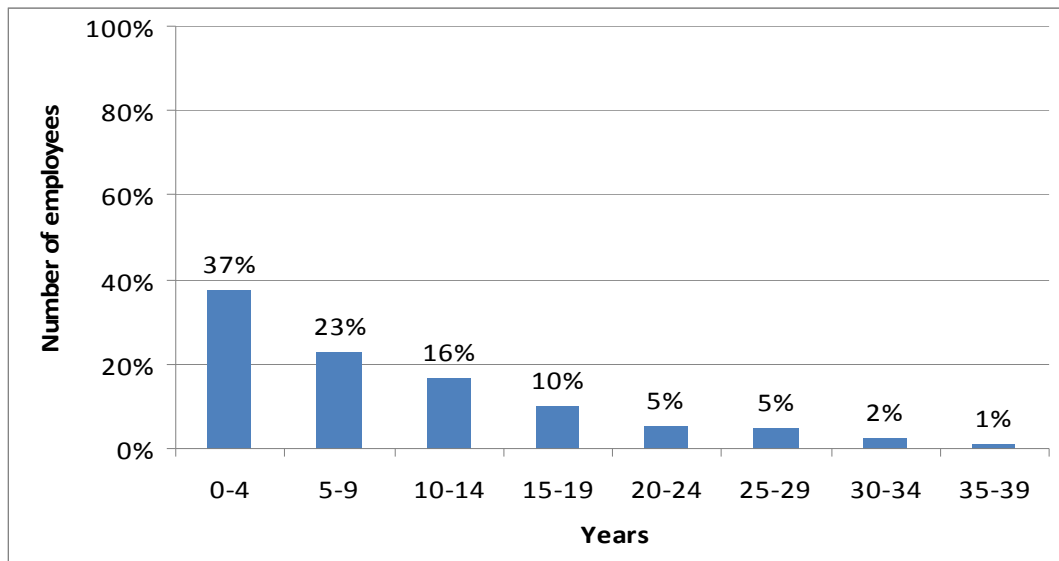
We are committed to reviewing our equalities and diversity information on a regular basis. To reflect this our HR team collate and prepare annual reports for our Council Management Team which detail trends and points of importance in the data we collect.



## Length of service

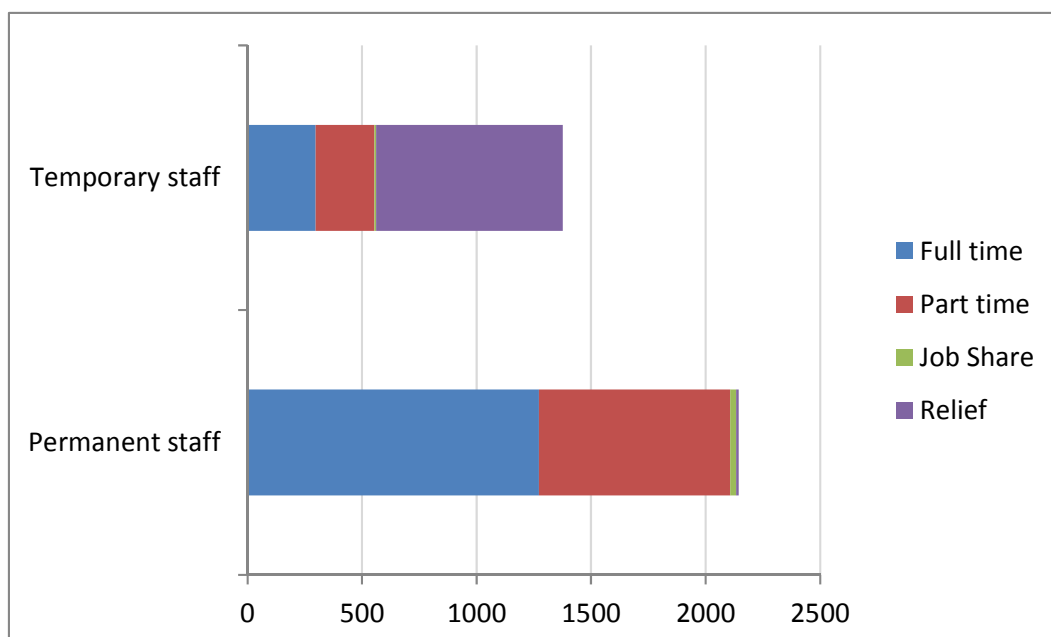
Our workforce has a low average service time, with 1323 of our employees (or 37%) having been employed with us for under 4 years. This is in part reflective of the high level of low pay grade workers which we employ, where an increased rate of turnover is to be expected.

8% of our workforce (or 289 staff members) have service levels of between 25 to 39 years, with our research showing some of these posts to be single staff member 'specialist' roles. These are therefore particularly vulnerable to retirements, voluntary redundancies and other exit methods.



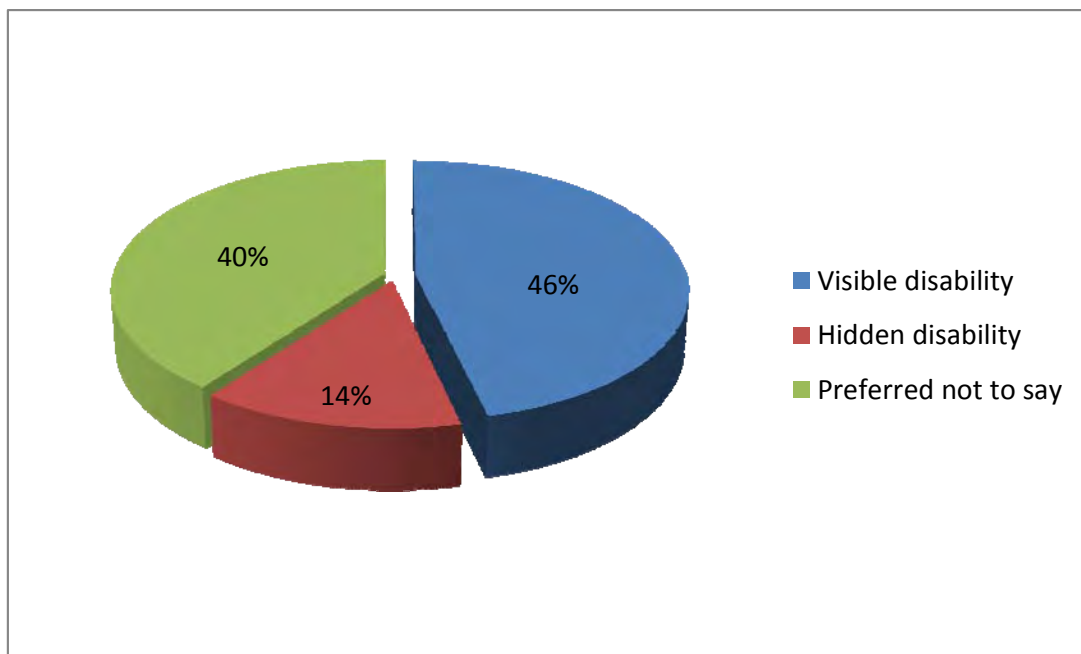
## Employee status

There are distinct trends regarding employment status depending on the nature of our staff members' contract. As expected, with temporary employees we find a high percentage of relief contracts (59%), whilst with permanent employees a similar percentage (also 59%) is representative of full time contract types.



## Disability

There is a large percentage of our workforce (95%) where no data is held on disability status. As we develop our new HR systems this percentage will decrease, allowing us to provide a more meaningful commentary. The following graph represents the percentage of staff where information on disability is held.



## Ethnicity

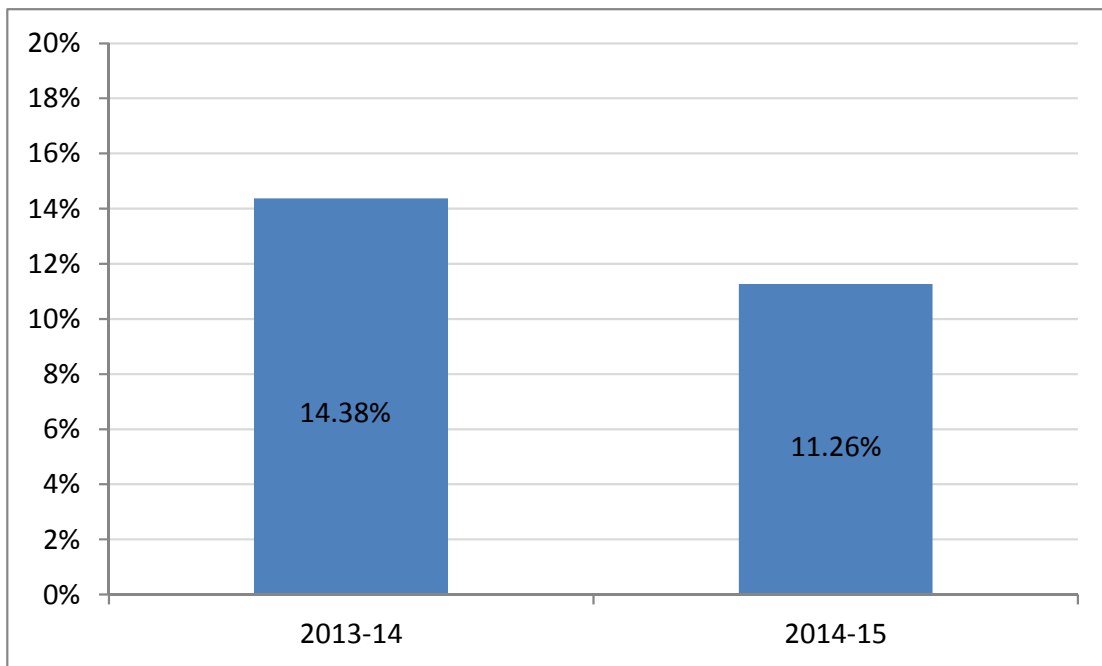
All figures below are shown in percentages. Excluding those where no data is held, the Council is predominately made up of employees categorised as 'white' (97%). As an organisation we are not reflective of the situation both within Clackmannanshire and Scotland. Both these geographic areas show a lower level of diversity, compared to the levels shown within the Council.

| Ethnic Origin                       | 2013/2014 (%) | 2014/2015 (%) | 2011 Census - Scotland (%) | 2011 Census - Clacks (%) |
|-------------------------------------|---------------|---------------|----------------------------|--------------------------|
| African - All Categories            | 0.03          | 0.03          | 0.55                       | 0.17                     |
| Asian - All Categories              | 0.15          | 0.14          | 2.66                       | 1.04                     |
| Caribbean or Black - All categories | 0.03          | 0.03          | 0.12                       | 0.04                     |
| White - All Categories              | 64.68         | 62.99         | 96.02                      | 98.46                    |
| Prefer not to say                   | 1.51          | 1.37          |                            |                          |
| Mixed or Multiple Ethnic Origin     | 0.12          | 0.2           | 0.37                       |                          |
| Other Ethnic Group                  | 0.15          | 0.22          | 0.27                       | 0.008                    |
| Unknown                             | 33.35         | 35.02         |                            |                          |

## Turnover

For 2014 - 15 we had a turnover rate of 11.26%, which is a decrease of 3.12 percentage points when compared to 2013 - 14 (14.38%). This in part is due to a reduction in voluntary severance levels in the past financial year.

It is anticipated that this turnover level will increase in the future when taking into consideration, the financial need to reduce headcount, retirements due to our ageing workforce and service re-structuring.





## **5. Our future workforce**

### **5.1 Our vision is Taking Clackmannanshire Forward. This will be achieved through focussing on:**

#### **Engagement, consultation and partnership**

- We will engage with communities and stakeholders to effectively develop strategies and policies.
- We will continue to support, encourage and protect the vital work carried out by voluntary, community and social enterprise organisations reflecting their commitment to communities and acknowledging the important role they play in the development of Clackmannanshire.
- We will pursue initiatives that create joint working arrangements to benefit the area while always recognising the need for a strong, independent Clackmannanshire Council.
- We will operate in partnership with all community councils, tenants and residents associations in order to maximise the community benefit of council activities.

#### **Excellent financial stewardship**

- We will operate within our means.
- We will seek best value in everything we do.
- We will ensure limited resources are targeted on agreed priorities.
- We will work with all partners and stakeholders to secure as much additional external funding for Clackmannanshire as possible.

#### **Good Governance**

- We will put in place a framework to ensure the highest standards of governance across our Services.
- We will conduct our business using transparent and accountable practices.
- We will promote the values and ethos of good governance throughout our organisation.

#### **Positive Organisational Culture**

- We will embed a corporate philosophy across all our services.
- We will ensure our structures remain fit for purpose and as effective and efficient as possible as contexts change.
- We will engage and support staff.

To be successful in the next five years we will need to have a workforce committed to our vision of providing better services, opportunities, and communities to our citizens.

To realise this vision, our workforce will need to show foresight in navigating a rapidly shifting landscape of business transformation and skill requirements. We will also need to be alert to the changing expectations of our customers and adapt our workforce planning strategies to ensure we have the right people, in the right place, and at the right time.

We must therefore be clear about what type of organisation we need to become. We must also have a clear vision of the type of employee we will need within our organisation and how we will do business in the future.

## **5.2 We envision that our Council of the future will be one which:**

- Both values and supports its staff who in turn are clear about what is expected of them in terms of how they contribute to achieving organisational goals.
- Has the skills and capacity to deliver a range of high quality services that meet the growing expectations of our citizens.
- Has high expectations that its managers will manage in an effective and flexible way, being able to quickly respond to change.
- Has a 'high performance' culture supported by robust performance management systems and processes.
- Is increasingly using new technology as an enabler to providing modern and efficient services to its citizens, and to support flexible working and more effective communication.
- Effectively and productively engages with a wide range of stakeholders in the public and private sector.
- Is widely regarded as an 'employer of choice', supporting, motivating and engaging its workforce through periods of significant change.

### **5.3 We envision that our employees and managers will be the ones who:**

- Are able to demonstrate more than job knowledge and technical expertise by excelling at creative problem solving and different ways of thinking in order to find effective solutions. This requires employees to be less mired in 'busywork' to allow them the ability to think about future, long term possibilities.
- Are able to meet unexpected situations with quick thinking and resourcefulness (increased agility).
- Are able to evolve their skills to meet the demands of an increasingly technology-driven workplace.
- Are able to use new technology tools to engage and persuade their audiences.
- Are able to develop strategies for engaging and motivating a dispersed group of employees, if leading a virtual team .
- Are more resilient with a solution driven mind-set, coming up with solutions beyond those which are rule-based.
- Are adaptable/flexible.
- Have well-developed team working/collaboration skills - are more socially intelligent with the ability to assess the emotions of those around them and adapt their words, tone and gestures accordingly. This will be vital for building relationships of trust as they collaborate with larger groups of people in different settings.
- Continually reassess the skills they need (as well as those of their team if they're a team leader) and identify the right resources to develop and update these skills. This is where the real value of effective PRD (performance, review and development) comes in and where HR has a key role to play in supporting the workforce.

## **6. The future needs of our organisation**

There will be significant change over the next five years that will impact on the way we operate. These changes will be driven by financial, policy, legislative and demographic factors.

### **6.1 Developing the skills of our staff to meet our priorities**

Changing customer expectations, legislative developments and the drive towards digital will impact on the nature of jobs, and the number of staff we need to deliver cost effective services to our citizens.

To help identify the areas where our staff need developing, our Service Managers conduct an annual training needs analysis of their areas. This is incorporated as part of our performance, review and development programme. The results are then collated by our corporate Learning and Development team, who's responsibility it is to manage a cross-organisational training plan.

For 2015 / 16 we have identified priority areas which are tied into our Leadership and Management Development programmes, and our 'Making Clackmannanshire Better' change programme.

Our priorities are:

- Preparing business cases.
- Project management.
- Setting clear strategic direction.
- Focusing on delivery and outcomes.
- Getting the best from our people.
- Developing a culture of innovation and improvement.
- Delivering consistent and effective management across all Services.
- Meeting governance and legislative requirements.
- Establishing minimum and consistent standards of people management.

We are also committed to using our staff to the best of their ability, and being able to plug gaps in our organisation with existing talent. To help achieve this commitment we will look at developing methods to capture staff skills on an annual basis. This will ensure that the best people are providing the best services to our Customers.

To support this goal we will also undertake a review of our PRD tool. We will seek to create a tool which is more tuned to the diverse roles found across the Council, and focuses more on the pro-active development of our staff, rather than being retrospective and re-active to current issues.

## 6.2 Investing in the right people - those who fit our culture and values

We provide a diverse range of customer focussed Services, so we need to focus on ensuring we have the right people, with the right technical skills, to enable us to achieve our goals. Yet we also know that we need to employ people with the right motivation and cultural fit in order to be a successful and effective organisation.

Our PRD process and Competency framework set out the standards we expect from our staff now, and in the future. These are broken down in to distinct behavioural traits:

- **Driving results** - Our staff should strive to deliver results and continually improve them.
- **Managing change** - Our staff should respond positively to change situations
- **Commitment to quality** - Our staff should seek to achieve the highest standards of personal and organisational performance
- **Developing people** - Our staff should develop the skills and competencies of others to enhance our future capability
- **Effective communication** - Our staff should communicate clearly and concisely, keeping people well informed.
- **Leading others** - Our staff should support encourage their team and other individuals
- **Planning & organising** - Our staff should define key stages, and manage their time to ensure effective deliver of services
- **Excellence in Customer Service** - Our staff should respond professionally and innovatively to meet or exceed the needs of our customers

Reviewing our PRD process and competency framework will ensure that we are not only investing in the right behaviours and attitudes of our current staff, but that we are recruiting new staff who reflect the values of our organisation. These people will share our vision for creating better services, opportunities and communities for the people of Clackmannanshire.

## 6.3 Future workforce supply and demand

We know that as we continue to provide the level of service expected by our citizens, despite decreasing annual budgets, the importance of being able to forecast supply and demand trends becomes critical.

We will therefore continue to be creative in mitigating resource shortfalls and surpluses moving forward, and will increase our corporate awareness through the development of our cross-organisational workforce planning toolkit.

We also recognise that due to external job markets, some vacancies are notably harder to fill than others. In response to these pressures we will continue work to identify where there is the potential for future skills gaps - particularly in response to local or national trends, and experienced staff leaving the Council.

To contribute towards this we will also continue to develop our job families project, which is designed to assist the Council with being more flexible with its current workforce, and to make the most of the talent we currently have.

## **7. How we will achieve our vision**

To achieve the Council's vision and priorities, it is vital that our workforce is more diverse, flexible, skilled, engaged and motivated than ever before. We need to build on the strategies that we have already put in place to align our workforce requirements directly to our business plans. By doing so we will be able to identify and address the gaps between the workforce we have today and the human resourcing needs of tomorrow.

Our workforce plan will allow us to focus on the medium and long term but at the same time provide a framework for dealing with immediate challenges in a consistent way.

### **7.1 How we will develop the skills of our workforce:**

- By continuing to invest in the development of all our staff, in order to give them the tools they need to meet our changing organisational requirements.
- By reviewing our competency framework. We will ensure that our competency framework is representative of the skills required for each of our diverse roles. We will also ensure that our competency framework is aligned to promote career progression not just within Services, but the Council as a whole.
- By pro-actively planning for succession, through use of our Performance, Review and Development (PRD) process as a means to identifying in house talent and open opportunities for career development.
- By using our PRD process to identify our Leaders and Managers of the future. We will ensure that where talent is identified we will nurture this, provide opportunities to act up, and prepare staff for the demands of higher level posts.
- By ensuring that our staff's objectives are reflective of both their Services' priorities and their own personal needs. To be effective, our staff require tailored objectives which focus on their own development needs whilst allowing us to provide a first class customer service to our citizens.
- By ensuring that staff skills are recorded on an annual basis in order to make our organisation more resilient.
- By offering staff, through our annual training needs analysis, the opportunity to take on learning, and E-learning which will prepare them for their current and future work.
- By continuing to offer leadership development opportunities for managers, specifically through the role out of Pathway three of our Leadership and Development programme.
- By continuing to look at the opportunities for apprenticeships at trainees where there is a business need, and where it is to the benefit of our organisation.
- By continuing to work jointly with partners through strategic partnerships, thereby enabling us to share information and expertise and to plan jointly;
- By ensuring that our people policies and procedures are robust, reviewed regularly and implemented effectively.

## **7.2 How we will develop the organisation:**

- By undertaking a comprehensive flexible staff deployment project. This will help us increase the fluidity of our workforce, making us more responsive to operational changes, and the changing demands of our customers.
- By pursuing initiatives that create joint working opportunities to benefit the area, whilst always recognising the need for a strong, independent Clackmannanshire Council.
- By ensuring that our core values reflect the current aspirations of the organisation and a support a positive, inclusive organisational culture.
- By promoting a culture and leadership style that reflects our core organisational values (Commitment, Trust and Partnership, Openness and Accountability, Respect and Dignity, Equity, Fairness and Inclusion).
- By ensuring that staff are supported through change where our Services are re-structured in response to changing customer and operational needs.
- By continuing to operate a self assessment process, designed to realise efficiencies in our procedures, and embed a culture of continuous improvement.
- By providing managers with workforce planning tools and support which will help them manage their Services on a medium to long term basis.
- By continuing to be open to new technologies which will help with develop our organisation, and improve our performance.
- By centralising our recruitment process.

## **7.3 How we will engage with our workforce:**

- By ensuring our workforce is Supported, Understood, Respected and Engaged. This includes identifying the core needs of our workforce, and ensuring all staff, whether represented by a Trade Union or otherwise, have a voice within the organisation.
- By reviewing and refreshing our People Survey. We will ensure that we survey our staff on an annual basis in order to understand how people are engaged with the organisation. This is particularly important during periods of significant change, and we have a duty to ensure our staff are supported and engaged through this process.
- By acting on the results of our annual People Survey. We will ensure that where we ask for staff perceptions on our organisation, we will act on these perceptions and seek to redress and improve on any negative trends which become apparent. This will include the creation of action plans specifically targeted at improving staff engagement.
- By using the PRD process, among other tools, to recognise high performance and to share good practice.
- By providing a comprehensive learning and development programme which encourages employees to identify, develop and realise their potential.
- By listening to, and importantly acting upon staff feedback.

#### **7.4 How we will resource and attract 'top' talent to the organisation**

- By developing smarter recruitment and retention strategies to address current and future hotspots.
- By increasing use of digital recruitment strategies to build a relationship with potential staff and convey the benefits of working for the organisation.
- By strengthening the organisation's reputation through conveying and promoting our values and achievements via a range of media sources. This will help retain our position as an 'employer of choice'.
- By ensuring we employ people who are able to display our competencies, with the right motivational and cultural fit, as well as having the right 'technical skills'.
- By continuing to explore the creative use of graduate, apprenticeship and other trainee schemes.

#### **7.5 How we will pay and reward our workforce**

- By continuing to ensure that our pay and reward systems are equal pay compliant by undertaking and reporting an annual equal pay audit, which will identify any areas for concern and action plan solutions;
- By auto-enrolling all our employees into the appropriate pension scheme, assisting and supporting our workforce to make sufficient pension provision for when they retire.



## Annex A: Strategic Action Plan

| Action   | Detail   | Lead directorate                    | Progress to date |
|--|--|-------------------------------------|------------------|
| <b>Theme: Organisational Development</b>                             |  |                                     |                  |
| Definition of core Council functions                                 | Definition of core Council functions in order to support future supply and demand forecasts  | All Council Services                | On going (MCB)   |
| Development of a corporate workforce planning toolkit                | A workforce planning toolkit will assist each Council Service area to assess and capture key drivers and future gaps.  | Strategy and Customer Services (OD) | On going         |
| Job Families Project   | HR to undertake a Job Families project in order to ensure that the Council is being creative with staff structures, and to make best use of the staff we currently have.               | Resources and Governance (HR)       | On going         |
| Ensure our workforce is supported, understood, respected and engaged | Increased emphasis on staff welfare is required, particularly during periods of significant financial and operational change. This work will be led by OD, L&D and HR.                 | Strategy and Customer Services (OD) | On going         |
| Review of competency framework                                       | Conduct a full review of the Clackmannanshire Council competency framework, with the intention of making more specific competencies which will increase the fluidity of our workforce. | Strategy and Customer Services (OD) | Not started      |

|   |   |                                     |             |
|---|---|-------------------------------------|-------------|
| Review of Performance, Review and Development (PRD) process | Following on from the competency framework review, revise our PRD process in order to emphasise use of core competencies within roles, and to promote and re-align the process primarily as a staff development tool. | Strategy and Customer Services (OD) | Not started |
| Review of staff objectives through PRD process              | Ensure that any revised PRD process focuses on SMART objectives which are linked to our core competency framework.  | Strategy and Customer Services (OD) | Not started |
| Refresh of Staff Survey                                     | Staff survey to be reviewed in order to ensure relevancy to current key themes within the Council. Particular emphasis on change management required.   | Strategy and Customer Services (OD) | On going    |
| Review of the Council's core values                         | Core values to be reviewed in order to ensure relevancy to the organisation now, and the organisation we hope to be in the future.  | Collaboration between OD and HR     | Not started |

| <b>Theme: Learning &amp; Development</b>  |   |   |             |
|---|---|---|-------------|
| Continuation of Leadership and Development programme pathways                             | Delivery of Pathway 3 of the Leadership and Development programme   | Strategy and Customer Services (L&D)        | On going    |
| Promotion of core values  | Reviewed core values to be promoted to Managers and Supervisors in order to embed a leadership culture which reflects the aspirations of our organisation.  | Strategy and Customer Services (L&D)        | On going    |
| Development of low cost, high impact learning interventions through the use of e-learning | Due to current financial pressures, develop low cost holistic solutions for internal learning and development, particularly through promotion of our Olle E-learning platform                                   | Strategy and Customer Services (L&D)        | On going    |
| Investigate learning solutions regarding change management                                | During periods of significant operational and financial change it is key that staff are effectively managed and led. OD and L&D will lead on  | Strategy and Customer Services (L&D and OD) | Not started |
| <b>Theme: Recruitment and retention</b>   |   |   |             |
| Review of key HR policies   | Review of key HR policies in order to support recruitment, and particularly the retention of current staff.   | Resources and Governance (HR)               | On going    |
| <b>Theme: Skills Development</b>  |   |   |             |
| Increase knowledge on staff skills  | Investigate solutions to recording and holding centrally information on staff skills. This would be in order to increase our business intelligence, and to aid with redeployment of staff across Service areas. | Collaboration between OD and HR             | Not started |

## Annex B: Making Clackmannanshire Better

Making Clackmannanshire Better is the Council's approach to delivering outcomes in a way that is financially sustainable and which gets maximum benefit from all its resources. There are four key strands to Making Clackmannanshire Better:



Taking forward these four strands will assist the Council to get maximum benefit from all the resources available to it and deliver priority services effectively and efficiently.



## Annex C: Our People Outcomes



## Annex D: Our organisation structure



