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**Report to: Clackmannanshire Council**

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**Date of Meeting: 22 October 2020**

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**Subject: Be the Future Update: Workforce Programme Update**

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**Report by: Chief Executive**

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## **1.0 Purpose**

- 1.1 The purpose of this report is to provide an update on progress achieved in relation to the activities outlined in the Council's reprioritised Be the Future Programme. This report has a specific focus on the development of the Workforce Programme of activity which was agreed by Council as one of the seven refreshed Be the Future priorities on the 10 September 2020.
- 1.2 This update report also complements separate papers previously submitted to Council on the 10 and 24 September in respect of the City Region Deal, including Scotland's International Environment Centre; Skills and Inclusion, the development of the Regional Energy Masterplan, and progress towards implementing our Digital Strategy. This thematic and routine approach to reporting aims to ensure that Council is regularly updated on progress and allows for appropriate governance to be sought as required.

## **2.0 Recommendations**

It is recommended that Council agree:

- 2.1 to fund £20k from the Transformation Fund to develop an action plan to re-establish the Council's GIS (Geographic Information System) capacity which is a key enabler in developing ongoing response, recovery and place based transformation proposals (paragraph 5.4).
- 2.2 to fund £122k from the Transformation Fund and £80k from the non-ringfenced Covid funding from Scottish Government to appoint an additional fixed term Strategic Director level resource for 18 months to focus on ongoing response and recovery activity and transformation priorities (paragraphs 5.5 and 5.6).
- 2.3 to establish an Appointments' Committee to take forward the recruitment of the fixed term Strategic Director (Transformation).

- 2.4 to provide nominations for the Appointments' Committees in line with political balance (two Administration (SNP) representatives, one Labour representative and one Conservative representative).

It is recommended that Council notes:

- 2.5. the background information set out in paragraphs 3.1 to 3.5.
- 2.6. the Workforce Programme and progress to date summarised in Appendix A and paragraphs 3.6 to 3.8.
- 2.7. the Case Study on Health and Safety learning and improvement highlighted in Table 1.
- 2.8. the arrangements for the annual staff survey, taking account of the particular focus on Health and wellbeing (Paragraphs 3.9 to 3.12).
- 2.9. the work being progressed to develop internal communications arrangements for staff and elected members (Section 4 and Appendices B and C).
- 2.10. the agreed additional resources and associated costs to support ongoing response, recovery and renewal activity set out in Table 2 and Section 5.
- 2.11. the update on the Recovery Coordinator post appointment and the consequential release of £79k of committed funds (Paragraph 5.7).
- 2.12. that subject to the agreement of recommendations 2.1 and 2.2, the remaining balance of £600K on the Transformation Fund (Paragraph 6.1).

### **3.0 Background**

- 3.1. In June 2020, Council considered the Respond, Recover and Renew paper which set out the impact of COVID-19, the most significant public health emergency that the UK has faced in a generation. The paper had a particular focus on the impact of the pandemic on the delivery of the Council's agreed Organisational Redesign and Be the Future Programme, and what this might mean for our residents and communities.
- 3.2. In September 2020, Council considered the outputs from the shortlife activity undertaken in partnership with iESE and our partners to reprioritise activity across the Council's previously agreed Organisational Redesign Plan, the Be the Future Programme and Recovery Plan. A key aim in determining these refreshed priorities has been to allow scarce Council and partner resources to be targeted to best effect. It has also provided a valuable insight into the extent to which the planned work to embed and communicate the Be the Future ambitions and the Council vision and values also needs to be prioritised.
- 3.3. Following review Council agreed, at its meeting held 10 September 2020 the following seven core priorities:

- People and Place Hub pilot
  - City Region Deal including Scotland's International Environment Centre and Sustainable ageing proposals
  - STRIVE (Safeguarding through rapid intervention) pilot
  - Income maximisation
  - Digital strategy as an enabler
  - Workforce
  - Embedding vision, values and Transformation with internal and external stakeholders.
- 3.4. The report to Council also indicated that, subject to agreement of these seven priorities, work would be prioritised within the Be the Future Programme, with progress being monitored through the agreed governance Frameworks which comprise the Be the Future Board and Council. Key planned activities to populate this monitoring and evaluation framework were highlighted, including:
- the development of programme and project specifications for each of the priorities
  - the allocation of resources to co-ordinate and lead key projects
  - the development of options appraisals and/or specific business cases to support recommendations for change, investment and/or savings
  - regular progress monitoring information.
- 3.5. This report focuses on providing an update on the development of the Workforce Priority and Programme of activity which has been developed in consultation with staff and trade union representatives. It also covers several aspects of planned work to develop embed and promote a shared understanding of, and commitment to, the Council's vision, values and transformation. The report consolidates and integrates recovery, support and transformation activity previously set out in the Council's Strategic Workforce Plan, Organisational Redesign Plan and the Covid-19 Recovery Plan.
- 3.6. Appendix A summarises the high level programme of activity, which currently comprises 33 projects. It has four overarching themes, drawn from the Strategic Workforce Plan:
- Positive and inclusive organisational culture (12 projects)
  - Sustainable and resilient workforce (5 projects)
  - Our workforce feels supported, empowered, respected and engaged (8 projects)
  - Our workforce has the knowledge, skills and behaviours capable of meeting future demands (8 projects).

3.7. The programme identifies the Project manager and timescales for each activity. An evaluation of the current status of each project is also included, summarised as follows:

- 16 of 33 projects have been completed
- 3 of 33 projects are underway or ongoing
- 3 of 33 projects are subject to a slight delay against milestones due to Covid-19 recovery planning
- 11 of 33 projects have been revised as a consequence of our experience and learning from the Covid-19 pandemic to date.

It is anticipated that this remains a dynamic plan with activity and priority being regularly reviewed in the light of learning, progress and our operating context. It is also envisaged that this activity is a critical enabler for all other activities, hence its prioritisation from both a recovery and transformation perspective. This integrated Programme is now being embedded within the agreed Be the Future Monitoring and Evaluation Framework.

3.8. There is already positive progress evident, with over 50% of the previously approved actions, having been completed. This work includes:

- **PRD process:** The establishment of a new digital PRD process designed to promote good conversations between managers and staff, with particular focus on skills, training, and well being. This has been implemented across services, including with the Chief Executive (who undertakes the process in collaboration with the Council Leader and Group Leaders). This process is a critical feature in supporting staff to understand the the golden thread between the work our staff do and how it contributes to the Be the Future priorities and ambitions.
- **Healthy Working Lives:** We reviewed our approach to Healthy Working Lives, and undertook work in support of achieving the Silver standard for the organisation. H&S and HR colleagues undertook a full review of current well-being initiatives, identifying areas for development and adding to the range of support currently available for staff. The Council was officially certified as having regained the silver standard in late 2019 and continues to work towards maintaining and exceeding this standard for the future.
- **Leadership Development:** As part of the Be the Future programme we have realigned our Senior Management Forum (SMF) group to form a more collaborative and innovative network for our senior leaders. The new Senior Leadership Forum (SLF) will offer opportunities for safe and challenging discussion, with the aim of promoting shared ideas and innovative practice. This change also aims to support the Council's pandemic recovery work by providing a space for reflection and discussion, and aims to support a more cohesive and supported leadership group.

- **Fair Work Framework:** As part of the working together forum (management and trade union representatives), work was undertaken to review the 5 dimensions of the Fair Work Framework namely effective voice, opportunity, security, fulfilment and respect; and show how the Council, as an employer, can demonstrate meeting the recommended supportive practices of the framework. In addition work was undertaken to identify further improvement actions that would allow the Council to demonstrate and strengthen our commitments to achieving the vision of Fair Work. Our review identified that across each of the dimensions we are able to demonstrate how we are meeting the supportive practices examples which include: Trade Union recognition; collective bargaining; communication and consultation arrangements; robust recruitment and selection procedures; promotion and progression practices that are open and equally attainable by all; paying the Living Wage; worklife balance policies; Sick Pay and Pension arrangements; investment in learning and personal development and career advancement; Health, Safety and well-being policies; and Organisational Policies and practices on Dignity at Work that foster a culture of respect.

3.9. Our learning to date from the Council and partner response to the Covid-19 pandemic has also informed the priority themes which are reflected within this Workforce Programme, resulting in a number of revisions to planned activity. These themes include:

- Health and safety, incorporating homeworking, minimising isolation and supporting good mental health
- Effective communications
- Leadership and flexible skills development.

The Case Study below highlights how we have worked with Trade Union colleagues and staff feedback to inform our learning from the initial phases of our Covid-19 response to continuously improve on our approach.

**Table 1: Case study on H&S in Kilncraigs operational HQ building**

**CASE STUDY: HEALTH AND SAFETY – Kilncraigs HQ**

Significant priority has been placed on ensuring the safety of service users, staff and visitors to our operational buildings in the light of Covid-19 restrictions. Since April, over 50 operational buildings have been subject to a risk assessment process to ensure compliance with restrictions and guidance from Scottish Government and Public Health Scotland, and to provide reassurance for those who need to attend.

At Kilncraigs, the Council's Administrative Headquarters, a range of measures were introduced at an early point which included: undertaking capacity assessments for individual rooms to ensure social distancing requirements can be implemented; clear staff messaging, enhanced building signage, a new operational homeworking policy, enhanced cleaning regimes; one way system, and access to appropriate PPE and sanitising products in workspaces.

With the easing of restrictions on Scottish Government's route map, as more services recommenced, it has been necessary to further review some of these measures. Based on feedback from staff and joint working with trade union colleagues, additional enhanced measures have been introduced which include:

- hourly monitoring and recording of staff numbers on each floor compared with capacity limits
- testing and roll out of the Paxton 'app' for the Kilncraig's door entry system which enables real time monitoring of staff numbers and enables roll call functionality as part of our fire drill/ incident management procedures
- introduction of QR codes across our estate, ensuring visitor details are recorded when attending our premises
- introduction of online 'near miss' reporting to enable our staff to quickly and easily report breaches of health and safety and/or Covid security.

- 3.10 In the September update report to Council, details were provide of the outcome of the Council's COVID-19 Staff Wellbeing Survey which was undertaken in May. At that time, the survey found that of the 1006 responses received 90% felt their mental well being was between fair and excellent. This was a positive response and outcome across our workforce. However, much has happened since May, including more recently, increasing local and national infection rates and a pausing of the Scottish Government's Coronavirus Route Map, alongside the reintroduction of localised measures to restrict the transmission of the virus.
- 3.11 The Council undertakes an annual staff survey in order to understand employee perceptions across a range of themes. The staff survey is a critical enabler in helping us to understand what we need to do to support staff, ensure they are engaged and listened to, and to make the Council a great place to work. However, with the recent effects of the pandemic being felt across all our directorates we recognise that staff welfare and support is more critical than ever; particularly across the themes of communication, health and well-being, and home working practices Many of these themes are equally applicable to elected members.
- 3.12 As such, working in collaboration with the staff survey providers, changes have been made to the Council's 2020 staff survey to provide greater focus on these important themes and to create a natural follow on from the Staff Health and Well Being Survey undertaken in May 2020. In doing so it will be

possible to identify where staff focussed approaches need to be developed and improved, in addition to providing crucial supporting evidence to the workforce development initiatives currently underway via the Workforce Programme which embeds the Strategic Workforce Plan (2019-22). The 2020 staff survey will be undertaken across the Council in late October 2020, with full reporting to Council and trade union colleagues at the start of the new year.

- 3.13 It is anticipated that sustaining the positive staff feedback and outcomes reported in May is likely to be challenging, given the informal evidence of the varied experiences many people are sharing in the workplace. In the interim, prior to the availability of the survey outcome, work is also being undertaken to continue to enhance the signposting of the range of available supports, such as those for health and wellbeing, or both staff and elected members.

#### **4.0 Internal Communications**

- 4.1 The Workforce Programme set out in Appendix A, highlights a considerable range of areas where Council has agreed that we need to develop a shared understanding of the Council's vision, values and transformation ambitions. This work was originally planned to start in March this year, following agreement of the Be the Future Programme at the Council's Budget meeting. This activity was subsequently deferred in order to allow resources to be diverted onto priority work responding to the Covid-19 pandemic.
- 4.2 One of the earliest and most consistent aspects of learning from staff and partners during the pandemic has been that the clear sense of a common purpose and shared priority considerably enhanced the effectiveness and efficiency of finding solutions, even within such a challenging context. This is a lesson that has a much broader application and that the Council's developing approach seeks to build on.
- 4.3 The Council's ambitious Be the Future programme sets out our commitment to deliver sustainable public services by improving the economic performance of Clackmannanshire and creating conditions which ensure that our people, places and businesses enjoy the benefits of greater prosperity and wellbeing. Delivering on these ambitions is, therefore critical to supporting recovery from the pandemic in Clackmannanshire.
- 4.4 The Council's greatest assets in communicating its vision for the future to our communities are elected members and staff. To do this effectively, it is important that clear and consistent messaging is developed to ensure that staff and elected members are aligned with, and understand, the Council's values and vision and transformation ambitions.
- 4.5 To support this we need to communicate clearly and openly with employees and elected members. Our draft Be the Future internal communications plan sets out how we will engage with our staff and elected members on our transformation journey, our vision and values, our culture and our workforce priorities. It is planned to engage with Trade Union representatives, elected

members and staff to find out if there are any other suggestions that should be included.

- 4.6 To deliver on the Plan, it is proposed that we will use traditional tools such as staff intranet, member and staff briefings and newsletters alongside more modern methods such as video and internal social media. Appendix B highlights a high level summary of the different types of activities that are planned to improve our Communications in respect of:
- individual Be the Future projects
  - Values and culture
  - Workforce communications on training and skills development, service and corporate initiatives.
- 4.7 Two versions of the proposals are provided which recognise activities we are able to start now, within our current IT environment, and enhanced communications tools and approaches as we develop our digital approaches which will start with the migration to Microsoft 365.
- 4.8 One specific activity which is currently being developed is the creation of high level graphics to highlight how individual projects and activities contribute to the delivery of the priorities and ambitions of the Council and its partners. This activity aims to show the significant level of integration and consistency that exist within the Council's strategic planning framework. This is often referred to as 'The Golden Thread' and is a critical tool in helping managers and staff understand how their activity contributes to the delivery of overall Council and partner ambitions and priorities. Appendix C sets out a visual representation of these priorities across the Strategic Planning framework.
- 4.9 An early priority in this process is the mapping of priority activity set out within the LOIP, Be the Future Corporate Plan and Be the Future Programme. This mapping activity is ongoing and will also be a useful input to future discussions with our partners and stakeholders as the basis for considering and maximising the opportunities to streamline our planned activity.
- 4.10 This work on internal communications is being prioritised, however, further work will be developed to support more consistent and effective external communications when this work is suitably progressed.

## **5.0 Resourcing Update**

- 5.1 As priorities are agreed, it is necessary to ensure that the Council's resources are deployed effectively and in line with these priorities. However, as outlined to the EDMF and Council, it has been clear for some time that additional resources are required to ensure that Clackmannanshire Council as an organisation is able to continue to respond to this emergency whilst simultaneously undertaking critical recovery and renewal activity.



5.2 In September, Council agreed to:

- delegate a sum of £250k from uncommitted reserves to the Senior Leadership Group to allow additional resources to be implemented in respect of priority resourcing needs/residual unmet need previously reported; and
- to increase the Transformation Fund by £500k (new balance £742k) to facilitate the delivery of planned priority work required to deliver transformation proposals.

5.3 Following these approvals, the Senior Leadership Group has undertaken a further review of resourcing pressures to identify critical additional capacity that is required to deliver ongoing response, recovery and transformation work. This item of business is kept under regular review, given the volatility and ongoing uncertainty around a range of local and national requirements. Table 2 below details the immediate priority resourcing requirements considered and approved by the Senior Leadership Group in respect of the delegated sum of £250k. The table sets out each post, its duration and cost. There is unanimous agreement amongst the Senior Leadership group that these resources are critical to the delivery of the priority work highlighted in this and previous update reports to Council:

**Table 2: Priority additional resources agreed by SLG August 2020**

<b>Role</b>	<b>Number of posts</b>	<b>Estimated cost (£000)</b>	<b>Duration of appointment</b>
<b>Asset Management Officer*</b>	<b>1</b>	<b>94</b>	<b>18 months fixed term</b>
<b>Assistant Learning and Development Adviser</b>	<b>1</b>	<b>37</b>	<b>24 months fixed term (partially funded by Training Budget)</b>
<b>Revenues Project Officer*</b>	<b>1</b>	<b>40</b>	<b>12 months fixed term</b>
<b>Senior Project Officer (Redesign)*</b>	<b>1</b>	<b>63</b>	<b>12 months fixed term</b>
<b>TOTAL</b>	<b>4</b>	<b>234</b>	<b>N/A</b>

\* Dependant on outcome of Job Evaluation

5.4 In order to support the Council in developing its place-based transformation options and proposals, and to facilitate more robust analysis of local data and trends, additional expertise is required to re-establish the Council's GIS capability and capacity. It is proposed to establish a fixed term

appointment/procurement to undertake an initial assessment of the current capacity and capability and to develop an action plan to implement the necessary improvements. It is proposed that this discrete appointment would be of 12 week duration at an estimated maximum cost of £20k which is requested from the Transformation Fund.

5.5 Council is also requested to approve a fixed term appointment of an additional Strategic Director post for 18 months (Cost £202K). This post will:

- provide greater corporate resilience across response and recovery work
- support the development of specific priority transformation proposals based on the seven recently agreed priority programmes (Council 10 September)
- create additional resilience and cover in respect of deputising arrangements for both the Chief Executive (as nominated deputy) and Strategic Directors.

This post is requested following the significant impact that the lack of immediate access to/lack of availability of senior team members has had during the pandemic response, in particular, for instance through illness and/or isolating periods.

5.6 It is proposed that this appointment is advertised both internally and externally and as a potential secondment opportunity on a simultaneous basis. The appointment would follow the usual chief officer recruitment process through a formal Appointments Committee. This report requests Council to agree to initiate this process with the establishment of an Appointments Committee. The Job Profile is currently being drafted in line with the existing Strategic Director profiles and will be submitted to the Appointments Committee for approval alongside the job pack prior to recruitment. The post will be funded through non-ringfenced elements of Covid Funding received from the Scottish Government (£80k) and from the Transformation Fund (£122k).

5.7 Additionally, new roles for the Council in responding to the pandemic continue to be advised, for instance in respect of the Isolate and Support Scheme and to support Test & Protect contact tracing activity. This is placing significant demands on a range of council services, including some acute pressures in aspects of support services such as finance and legal. Work is currently being undertaken to confirm that additional resourcing in these areas could be funded on a fixed term basis from the available residual balance of the uncommitted non-ringfenced funding received from Scottish Government.

5.8 In September, Council was advised that following the interview process held in early August to appoint a Recovery Co-ordinator, an external appointment had been made. It was anticipated that the successful candidate would join the Council in October 2020. Subsequently the candidate has, unfortunately, confirmed that they are unable to take up the post. The Strategic Director (Partnership and Performance) is re-evaluating the priority resourcing needs and in the interim, the £79k allocation from the non-ringfenced element of Scottish Government Covid allocation has been released.

## 6.0 Financial Considerations

- 6.1 The current uncommitted balance on the Transformation Fund is £742k. This report proposes additional expenditure of £142k (£122k to recruit an additional fixed term Strategic Director and £20k to develop an action plan to re-establish the Council's GIS capability). Subject to approval of these requests, this would leave an uncommitted Transformation Fund balance of £600k. A further £80k is requested from the Council's non-ringfenced Covid funding as a contribution to the costs of appointing additional response and recovery resource.

## 7.0 Sustainability Implications

- 7.1 N/A

## 8.0 Resource Implications

### 8.1 *Financial Details*

- 8.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

- 8.3 Finance have been consulted and have agreed the financial implications as set out in the report. Yes X

### 8.4 *Staffing*

## 9.0 Exempt Reports

- 9.1 Is this report exempt? No

## 10.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities** (Please double click on the check box )

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

Our families; children and young people will have the best possible start in life

Women and girls will be confident and aspirational, and achieve their full potential

Our communities will be resilient and empowered so

that they can thrive and flourish

(2) **Council Policies** (Please detail)

**11.0 Equalities Impact**

11.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes  No

**12.0 Legality**

12.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

**13.0 Appendices**

13.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix A: Workforce Programme  
Appendix B: Communications Plan  
Appendix C: Be the Future: 'Demonstrating the Golden Thread'

**14.0 Background Papers**

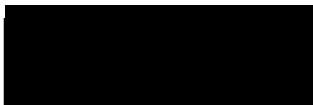
14.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No
























**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

**Approved by**

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

Reference Document	Action	Project Manager	Due Date	Status	Narrative
<b>Positive &amp; Inclusive Organisational Culture</b>					
Strategic Workforce Plan	Review our Core Competency Framework so as to link in with Council values	OD Advisor	Sep-21	Overdue	
Strategic Workforce Plan	When preparing leadership Management Development proposals, ensure our approach incorporates opportunities for all levels of management.	OD Advisor	Nov-20	COVID Revised	
Strategic Workforce Plan	Leadership and Management Development approach to include both transformational change, and resilience training	OD Advisor	Jul-19	Complete	
Strategic Workforce Plan	Evaluate communication channels for 'hard to reach' groups in order to improve engagement	Communications Officer	Dec-21	COVID Revised	
Strategic Workforce Plan	Explore options for capturing staff ideas on an on-going basis (staff suggestions)	Communications Officer	Dec-21	COVID Revised	
Strategic Workforce Plan	Ensure our Corporate Plan, vision and values are visible to staff, and form part of their day to day work	Communications Officer	Dec-21	COVID Revised	
Strategic Workforce Plan	In line with Policy Group schedule of work review the Council's recruitment procedures to ensure a clear link to our vision and values	Senior Manager - HR & WFD	Sep-19	Complete	
Organisational Redesign Framework	New corporate values: Be the Future	Communications Officer	May-19	Complete	
Organisational Redesign Framework	Leadership Development in place: ESLG	OD Advisor	Jul-20	Complete	
Organisational Redesign Framework	Planned Senior Leadership Forum following recruitment	OD Advisor	Jan-21	Underway	
Organisational Redesign Framework	Management charter and action plan for ESLG	Unknown	Unknown	Unknown	Updated required on action
Recovery Plan (COVID-19)	Leadership development and training needs analysis	OD Advisor	Apr-21	COVID Revised	Cross references with row 31 - Council wide skills audit
<b>Sustainable and Resilient Workforce</b>					
Strategic Workforce Plan	Undertake a matching exercise, designed to explore how the Council currently meets the Fair Work Framework dimensions, and the work required for future alignment	Senior Manager - HR & WFD	Dec-19	Complete	
Organisational Redesign Framework	Creation of a Workforce Strategy (Strategic Workforce Plan)	OD Advisor	Jul-19	Complete	
Organisational Redesign Framework	Significant refresh and new workforce policies e.g. carers ,menopause, various H&S	Senior Manager - HR & WFD	Feb-20	Complete	
Recovery Plan (COVID-19)	Continued and evolving focus on health and safety; homeworking; and minimising risk of isolation	H&S Advisor	Ongoing	Underway	Work being undertaken via the LRP
Recovery Plan (COVID-19)	Revisions to employment policies to reflect the evolving new work environment	Senior Manager - HR & WFD	ongoing	Ongoing	All existing policies on cyclical review process.
<b>Our workforce feels supported, empowered, respected and engaged</b>					
Strategic Workforce Plan	Undertake a review of our approach to Healthy Working Lives, including viability of achieving the Gold Standard	H&S Advisor	Oct-19	Complete	
Strategic Workforce Plan	Create a Communications Strategy for all in-house Health & Well Being initiatives	Communications Officer	Oct-19	Complete	
Strategic Workforce Plan	Undertake Portfolio based analysis of future staff survey results in order to understand hotspots and areas of action	OD Advisor	Jan-21	COVID Revised	2019 analysis to be undertaken and incorporated into 2020 staff survey results
Strategic Workforce Plan	Undertake a review of our communications strategy, with a view to developing our approach to cascades of important information, and building approaches for 'hard to reach' staff groups	Communications Officer	Dec-21	COVID Revised	
Organisational Redesign Framework	Reinvigorating communications	Communications Officer	Dec-21	COVID Revised	
Organisational Redesign Framework	Staff Survey baseline: Collaborative action planning with Tus and Staff	OD Advisor	Jan-19	Complete	
Organisational Redesign Framework	Development of employee voice initiatives	Communications Officer	Dec-21	COVID Revised	
Recovery Plan (COVID-19)	Communication, engagement and contact mechanisms for elected members, staff and managers	Communications Officer	Dec-21	COVID Revised	
<b>Our workforce has the knowledge, skills and behaviours capable of meeting future demands</b>					
Strategic Workforce Plan	Undertake a Council wide workforce analysis in order to identify training, skills gaps and behavioural competencies	OD Advisor	Apr-21	COVID Revised	
Strategic Workforce Plan	Create a structured approach to promotion of all L&D activities, to increase uptake, and increase breadth of opportunity for all staff	OD Advisor	Aug-19	Complete	
Strategic Workforce Plan	Promote communication and social skills courses on the Clacks Academy for all managers and leaders	OD Advisor	Mar-19	Complete	
Strategic Workforce Plan	The Council's transformation programme should consider workforce development and OD / LD requirements at project initiation stage, and within all business cases	OD Advisor	Aug-19	Complete	
Strategic Workforce Plan	Undertake a review of our 360 Development Tool with a view to a staggered roll out across all management levels	OD Advisor	Sep-21	Overdue	
Strategic Workforce Plan	Roll out the revised Digital PRD process to all staff	OD Advisor	Sep-19	Complete	
Strategic Workforce Plan	Roll out of the Chief Executive PRD process	OD Advisor	Sep-19	Complete	
Organisational Redesign Framework	New PRD Process	OD Advisor	Sep-19	Complete	

Staff	Be the Future projects			
	Webinar			
	Infographics illustrating project plans			
	Infographics illustrating project plans for briefing			
	Images			
	Video messages about Be the Future projects embedded and shared via Yammer.			
Managers	Build an elected members section on intranet containing information and briefings.			
	Values & Culture			
	Infographics telling a different story behind each value			
	Infographics			
	Images			
Members	Workforce			
	Infographics			
	Infographics on workforce			
	Build an elected members section on intranet containing information and briefings			
	Video messaging			

# Current/Future Comms with current IT system

Staff	Managers	Members
<b>Be the Future projects</b> (Communication tools we can use to share the message)		
Managers briefing		●
Cascade briefing from SL		●
Briefings from SLF		●
Intranet	●	●
Members Service update newsletter		●
SLF Blog	●	●
Team meetings with managers either face-to-face (where possible) or through Teams		●
Team meetings with staff either face-to-face (where possible) or through Teams		●
<b>Values &amp; Culture</b>		
Staff wellbeing programme through the Health and Wellbeing Group – introduce yoga sessions. Encourage staff through staff suggestions boxes to suggest ways Clacks Council could improve their working lives.		●
Promote to members through SLF blog the work being carried out for employee wellbeing.		●
Promote to staff Clacks Council's affiliation with Healthy Working Lives etc.		●
Clackmannanshire 5 – top 5 stories of the week from across the Council		●
<b>Workforce</b>		
Digital training on Microsoft 365 and Teams	●	●
Social media training	●	●
Training for staff managing remote teams		●
Annual Staff Survey and production of an action plan from feedback. Action plans should be communicated to staff through manager briefings and posted on the intranet.		●

