
Report to Council

Date of Meeting: 27 June 2019

Subject: Strategic Workforce Plan 2019-22

Report by: Strategic Director, Partnership & Performance

1.0 Purpose

- 1.1. The purpose of this report is to seek approval of the Strategic Workforce Plan 2019-22.

2.0 Recommendations

It is recommended that Council:

- 2.1. Notes the background to the development of the Strategic Workforce Plan
- 2.2. Notes the Workforce Development Delivery Plan (Annex A: Strategic Workforce Plan)
- 2.3. Approves the Strategic Workforce Plan.

3.0 Background

- 3.1. The Council recognises that appropriate and successful workforce planning arrangements are key to realising improved outcomes for our citizens, as described in the Local Outcomes Improvement Plan 2017-2027 (LOIP). As such, the Strategic Workforce Plan sits as a key strand of the Council's Strategic Framework, and is a key enabler of the Corporate Plan 2018-22.
- 3.2. The Strategic Workforce Plan sets out in clear terms the Council's key workforce planning priorities for the next three year period. These are to:
- Create a positive and inclusive organisational culture;
 - Have a sustainable and resilient workforce;
 - Ensure our workforce feels supported, empowered, respected and engaged; and
 - Ensure our workforce has the knowledge, skills and behaviours capable of meeting future demands.

- 3.3. These key priorities were identified through engagement with both staff and Trade Union colleagues, with the results of our 2018 Staff Survey and subsequent Joint Staff-Trade Union Working Group contributing significantly to the actions defined within this plan. The priorities are also aligned to the Council's values as described within our Corporate plan 2018-22.
- 3.4. We recognise that, to be successful, these priorities must be undertaken in a planned, measurable, and impactful manner. As such, the Strategic Workforce Plan is accompanied at Annex A by a Workforce Development Delivery Plan, designed specifically to identify the key areas of work to be undertaken in order to achieve the Council's workforce planning ambitions.
- 3.5. Designed as a living document, the Workforce Development Delivery Plan includes target dates, responsible Lead Officers, and how achievement / impact will be measured. The Workforce Development Delivery Plan will be reviewed on an annual basis, reporting via the Partnership and Performance Committee.
- 3.6. It is recognised that delivery of this Strategic Workforce Plan will require active investment from staff and managers across the Council; both in terms of delivering on identified priorities, and living the values which have been identified within the Corporate Plan 2018-22.
- 3.7. To embed this active investment the Strategic Workforce Plan identifies clear milestones over the lifetime of the plan (Page 5 of the plan) which seeks to embed objective and detailed workforce planning arrangements within each of the Portfolio areas.
- 3.8. Furthermore, the inclusion of these milestones also achieves a balance between the Strategic Workforce Plan's place as a key, strategic, enabling document, with the need for further, detailed, workforce planning which will now be undertaken at Portfolio level across the lifetime of this plan.

4.0 Conclusion

- 4.1. This report presents a key enabling document of the Council's Strategic Framework, and as such establishes a clear and well defined process for embedding proper and appropriate workforce planning arrangements within the Council.
- 4.2. The report proposes an approach to workforce planning which seeks to balance the need for clear strategic direction (the Strategic Workforce Plan) with objective, and measurable delivery of specific areas of work (the Workforce Development Delivery Plan).

5.0 Sustainability Implications

5.1. None.

6.0 Resource Implications

6.1. *Financial Details*

6.2. 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

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

6.4. *Staffing*

7.0 Exempt Reports

7.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 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)

Clackmannanshire Council Corporate Plan 2018-22

8.0 Equalities Impact

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

Yes No

9.0 Legality

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

10.0 Appendices

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

Appendix 1: Strategic Workforce Plan 2019-22

11.0 Background Papers

11.1 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
Alastair Hair	OD Advisor	X 2045

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership & Performance	



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

Strategic Workforce Plan

2019-22

**Be the
FUTURE**



Introduction

Successful Workforce Planning is key to realising the outcomes of Clackmannanshire's Local Outcome Improvement Plan 2017-2027 (LOIP) and, as such, this Strategic Workforce Plan sits as one of the key enabling documents of the Council's Corporate Plan for 2018-22, and wider Strategic Framework.

Workforce planning, and the governance arrangements into which it is encompassed and contributes, is critical to developing our workforce for the future, changing our culture and, through all of this, having a workforce which is underpinned by strong leadership at all levels.

This Strategic Workforce Plan clearly outlines our priorities for the next three years in terms of workforce development and planning, and, through the Workforce Development Delivery Plan (Annex A), provides detail on the specific areas of work which we will undertake in support of realising improved outcomes for the citizens of Clackmannanshire.

Clackmannanshire Council Strategic Framework



The Strategic Context to Workforce Planning

This strategic workforce plan has been designed to span a three year period in order to take account of the significant changes and challenges which the Council, and wider public sector will face going forward.

These wider challenges are detailed within the Council's Corporate Plan 2018-22, which provides an important background to the socio-economic factors and wider national picture which will impact on service delivery over the medium to longer term.

However, the strategic context in terms of workforce planning is just as acute. Challenges in terms of workforce demographics, supply of staff and demand for services, and the need for more robust governance processes has created real, and pressing challenges for the Council.

With an average worker age of 47 we face challenges both in terms of staff retention, skills development, and importantly succession planning and retention of local knowledge. Furthermore, results of our recent staff survey (2018) have presented us with opportunities and important information in relation to staff communication, engagement, resilience, and health and well being.

In addition, and underpinning all of these key challenges, there is a need for the Council to develop, foster and create an innovative and collaborative organisational culture driven by inspiring Leaders and Managers who are empowered and skilled to seek out and implement more efficient, effective, and sustainable ways of working.

Meeting these challenges requires robust workforce planning arrangements at all levels of our organisation. That is why over the lifetime of this Strategic Workforce Plan we have set key development milestones, designed to ensure that not only do we embed good workforce planning practices, but that we have sound governance arrangements in place which will ensure that we can effectively, and timely, monitor our progress in achieving our identified workforce planning priorities. These milestones are outlined below.

- Yr1**
 - Senior Accountable Officers for portfolio workforce planning identified
 - Workforce Planning Toolkits updated to reflect Portfolio designs
 - Scrutiny arrangements confirmed with Strategic Directors
 - Initial Portfolio Workforce Plans drafted and submitted to SLG

- Yr2**
 - Workforce Planning fully integrated into business planning cycle
 - Portfolio Workforce Plans identify priority staff development pathways
 - OD and Workforce Development programme of work updated
 - Portfolio training and development requirements reviewed

- Yr3**
 - Portfolio Workforce Plans reviewed and updated
 - Action Plans reviewed ahead of Corporate Plan & Workforce Plan refresh
 - Joint development and collaborative opportunities identified through now embedded workforce planning processes

The Way Forward – Our Vision, Values, and Priorities

This Strategic Workforce Plan:

- Is a key enabler of the Clackmannanshire Council Strategic Framework;
- Describes our workforce planning priorities for the next three years; and
- Outlines, through our Workforce Development Delivery Plan, what we will do to achieve these priorities, when we will do this by, and how we will measure progress.

Our Vision – Be the Future

We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.

Our Values

Be the CUSTOMER	Listen to our customers, communicate honestly and with respect and integrity
Be the TEAM	Respect each other and work collectively for the common good.
Be the LEADER	Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.
Be the COLLABORATOR	Work collaboratively with our partners and communities to deliver our vision and outcomes.
Be the INNOVATOR	Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
Be the FUTURE	Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

Our Workforce Planning Priorities

In order to emphasise the importance of effective workforce planning within the Council we have defined our key workforce planning priorities which will underpin all future workforce development activities. They are to:

- Create a positive and inclusive organisational culture;
- Have a sustainable and resilient workforce;
- Ensure our workforce feels supported, empowered, respected and engaged; and
- Ensure our workforce has the knowledge, skills and behaviours capable of meeting future demands.

PRIORITY - To create a positive and inclusive organisational culture

Clackmannanshire Council is a major employer within our communities, and as such we should be seen as an employer of choice, and role model for our citizens. Our drive for a more positive and inclusive organisational culture will rest on celebrating and valuing our workforce, and providing all individuals who choose to work with us with the opportunity to develop.

Why is this so important for us?

As a Council, we employ a significant proportion of our workforce from within our communities; it is therefore crucial that in order for us to contribute to the outcomes as defined within the LOIP, we create a working culture which is positive, inclusive, and can contribute to improved outcomes for our citizens.

We also need to be able to attract and retain staff across important professional service areas in order to meet widening recruitment and retention challenges, and in order to do so we need appropriate support, policies, processes and a culture in place that make people want to work for, and stay with us.

We also recognise that developing and changing our culture cannot happen overnight, and that this work will be multi-layered in approach. During the lifetime of this plan we will need to progress and conclude our current organisational restructure, fully embed our vision and values with staff at all levels, and critically, ensure that our desired culture is underpinned, and lived, by a strong base of engaged and skilled leaders and managers.

What will we do moving forward?

- Provide Leadership and Management Development opportunities for all levels of management
- Provide our leaders and managers with the opportunity to develop their change management skills, placing particular emphasis on transformational change, and embedding our vision and values
- Respond and develop our organisation by acting upon our staff survey, and the recommendations of our Staff Survey Working Group
- Explore collaborative leadership development opportunities with our Health and Social Care Partnership colleagues, and the wider public sector
- Improve staff communication to ensure effective cascade of information when we implement or make changes, particularly with 'hard to reach' staff groups
- Provide opportunities for staff to feedback their ideas and suggestions on a continual and informal basis, leveraging the vast knowledge and experience of our colleagues

PRIORITY - To have a sustainable and resilient workforce

Having a resilient and sustainable workforce is key to underpinning the achievement of both our workforce planning priorities, and our wider corporate vision. To achieve this we want a workforce who can not only respond and perform successfully within their roles, but are able to flourish, be empowered to show creativity, and for whom innovation is at the core of the work they undertake.

Why is this important?

We recognise that demands on our workforce are increasing; not only in response to the changing needs of our citizens, but also as a result of continuing uncertainty and fiscal challenge within the Council and wider public sector. Where this continues we have a duty to ensure that our staff are resilient to these changes, and that we strive to have a sustainable workforce who have the knowledge, skills and experience to provide quality services.

Meeting this challenge will cut across many of the wider workforce planning priorities outlined in this Strategic Workforce Plan. It will require our resources to be used in sustainable ways moving forward (the right place, at the right time), and will require support mechanisms that ensure that staff are not faced with excessive or unrealistic workloads, or unfair demands, for extended periods of time.

Throughout the lifetime of this plan we will undertake work to achieve these ends by using the Fair Work Convention's Fair Work Framework (2016) as a principle guide.

This Framework defines 'fair work' as work which offers effective voice, opportunity, security, fulfilment and respect; that balances the rights and responsibilities of employers and workers and that can generate benefits for individuals and society. It is clear that in achieving these outcomes we will contribute significantly to the ongoing sustainability and resilience of our workforce.

We also recognise the importance of continued engagement with Trade Union colleagues as a means to increasing workforce resilience and sustainability, and will continue to engage with all recognised Trade Unions through agreed consultative arrangements. In addition, our Working Together Group will focus on ways in which we can create an environment of mutually acceptable solutions to issues which may arise now, and in the future.

What will we do moving forward?

- Undertake work to understand how the Fair Work Convention can support our aim of increased organisational sustainability and resilience
- Embed the five dimensions of the Fair Work Convention in our Workforce Planning arrangements, and through the work outlined in our Workforce Development Delivery Plan
- Continue to engage with Trade Union colleagues on an ongoing basis, in order to find mutually acceptable solutions to challenges and issues

PRIORITY - That our workforce feels supported, empowered, respected and engaged

Clackmannanshire Council employees should feel happy and fulfilled in the work they undertake with us. This is a bold and simple statement. However, it is one that hinges on a range of challenges which, if met, will transform how we are seen, and how we operate as an employer.

Why is this so important for us?

In 2018 the Council undertook its first full staff survey in five years. Designed as a means to benchmark staff engagement across our organisation, the survey assessed five key themes. These were – Employee Voice, Engaging Managers, Health and Well Being, Integrity, and Leadership.

34% of staff responded to the survey, resulting in important feedback on working for the Council. This feedback was analysed by a joint Staff – Trade Union Working Group, who then identified actions designed to develop and improve our organisation. These actions have been included within this Strategic Workforce Plan to ensure that we are taking account of, and acting upon the voice of our employees.

Addressing this priority enables us to ensure that meaningful engagement occurs at all levels of our organisation, including with our Trade Unions, and that staff are given the opportunity to participate in a range of initiatives which are centred on their health and well being. The more supported, empowered, respected and engaged our workforce are, the more likely it is that we will achieve the outcomes which are so important to the citizens of Clackmannanshire.

What will we do moving forward?

- Continue work to maintain the Healthy Working Lives Silver standard, and scope out the work required to achieve the Gold standard level
- Provide training opportunities for staff on stress and mental health, and integrate these into the Corporate Training calendar so as to promote classes, and increase uptake
- Undertake work to better understand any challenges in relation to bullying and harassment which may arise from our Staff Survey
- Better emphasise and promote the range of health and well being initiatives we currently undertake so as to raise awareness, increase uptake, and develop a culture of understanding and support
- Continue to engage with staff across various communication channels, fostering a workplace based on continual and relevant communication, and staff led feedback
- Continue to undertake an organisational survey on a regular basis, and continue to leverage our Staff and Trade Union colleagues to help us understand the results, and learn from this feedback

PRIORITY - That our workforce has the knowledge, skills and behaviours capable of meeting future demands

We need our workforce to build a breadth of skills, knowledge and expertise which will help realise positive outcomes for our citizens. To do this we will need to define the level of skills and expertise required in each role, and do this in a way which provides structure, and development pathways for our workforce. This will support recruitment, retention of staff, and enable our staff to have opportunities to build a successful career with the Council, and meet the needs of our communities.

Why is this so important for us?

The continuing financial challenges within the public sector, coupled with rapid technological and socio-demographic change with Clackmannanshire means that development of our staff has never been so important.

We recognise that a significant proportion of our current workforce will make up our future staffing base, and for this reason we need to ensure that we not only upskill our workforce, but provide development opportunities which create and establish clear progression pathways.

What will we do moving forward?

- Undertake a skills audit of our staff to understand better their development requirements, minimum training standards, and required core competencies
- Ensure that we embed Portfolio based workforce planning arrangements within each of our core delivery areas
- Effectively promote learning and development to all staff, using digital technology to increase visibility, uptake, and flexibility of learning
- Invest in technological solutions which break down barriers to learning for our most 'hard to reach' staff groups
- Embed a culture of continual learning, where staff have the opportunity to develop, upskill, and learn in a supportive environment
- Continue to explore and contribute to joint training opportunities with partners across the public sector, and our Trade Unions, in order to drive creativity, collaboration, and innovation
- Create clear workforce planning milestones for the lifetime of this plan, ensuring that we have in place rigorous and reportable governance arrangements across all our Portfolio areas

Summary

We recognise that achievement of our key workforce planning priorities cannot happen overnight, and, that in order to realise our ambitions we require an approach which emphasises monitoring, evaluation, and enables continuous improvement of both our workforce planning practices, and the actions required to take us forward.

Our key workforce planning milestones (as outlined at page 3) will contribute significantly to this by creating a planned approach to developing and embedding workforce planning. This will move the Council to Portfolio based arrangements which emphasise detailed assessment of current environmental factors, analysis of supply and demand factors, and which seek to identify and capitalise on the development of staff in order to address widening succession planning issues within our existing workforce.

However, realising the benefits from our milestones will require an active investment from our leaders, managers and staff. In year one, amongst other activities, we will refresh our guidance, toolkits and training opportunities to emphasise the benefits of workforce planning.

By year two we will have ensured that workforce planning has become truly owned by all managers and leaders, and will have begun work to identify succession planning and development pathways for staff.

Lastly, year three of our plan will ensure workforce planning is operating at an integrated level, where Portfolios are able to plan effectively for the future of their workforces, and seek out and identify collaborative and joint development opportunities which will ensure we have the right people, in the right place, and at the right time.

We know that work in many of these areas has already begun, however this Strategic Workforce Plan aims to tie these strands together to form a cohesive approach which is intrinsically tied into our Strategic Framework, the Council's Corporate Plan and importantly, our organisational values.

This will ensure that our workforce planning practices effectively contribute towards our 'Be the Future' priorities, and make a long term contribution to achieving the outcomes as defined with the Local Outcomes Improvement Plan.

Appendix A: Workforce Development Delivery Plan

This Delivery Plan outlines the programme of work the Council will undertake to deliver our workforce planning priorities, as described in our Strategic Workforce Plan 2019-22. This Delivery Plan will be reviewed on an annual basis, updated accordingly with progress, and monitored to ensure it is reflective of the Council's wider strategic priorities and outcomes.

Action	Impact	By When	Lead Officer	Progress Measure
PRIORITY- To create a positive and inclusive organisational culture				
Review our Core Competency Framework so as to link in with Council values	The Council's vision and values are embedded through the Competency Framework at key staff milestones, including: recruitment, induction, PRD and career development pathways.	June 2020	OD Advisor	Tracked by Target Date Report to SLG
When preparing leadership & Management Development proposals, ensure our approach incorporates opportunities for all levels of management.	Our proposals will be holistic, and on implementation will contribute to creating strong, capable leaders and managers who can drive organisational change, and contribute towards realising a sustainable and resilient workforce.	July 2019	OD Advisor	Tracked by Target Date Report to SLG
Leadership and Management Development approach to include both transformational change, and resilience training	Implementation of transformational change training into a structure development programme will further contribute towards the achievement of the 2018 Best Value Audit recommendation from Audit Scotland.	July 2019	OD Advisor	Tracked by Target Date Report to SLG
Evaluate communication channels for 'hard to reach' groups in order to improve engagement	Our Staff Survey Working Group feedback indicates challenges with communication at multiple levels. Realising effective communication will increase engagement, and contribute to developing an inclusive culture amongst staff.	December 2019	Communications Manager	Tracked by Performance Indicator (%) effective communication Staff Survey Results Report

Explore options for capturing staff ideas on an on going basis (staff suggestions)	Our Staff Survey Working Group identified the lack of a staff suggestions scheme as a barrier to realising efficiencies and better way of working. Exploration of themes should lead to the implementation of a new scheme for staff.	September 2019	Communications Manager	Tracked by Target Date Report to SLG & Implementation of Scheme
Ensure our Corporate Plan, vision and values are visible to staff, and form part of their day to day work	Our Staff Survey Working Group identified a lack of awareness of the Council's revised vision and values. Further promotion will help embed why people work for us, and what their work helps us achieve.	March 2020	Communications Manager	Tracked by Performance Indicator (%) awareness of vision and values Staff Survey Results Report
In line with Policy Group schedule of work review the Council's recruitment procedures to ensure a clear link to our vision and values	Prospective employees of the Council will be aware of our vision and values, and how their work will contribute towards our wider outcomes.	September 2019	HR Service Manager	Tracked by Target Date Implementation of revised recruitment procedures in line with review policy
PRIORITY - To have a sustainable and resilient workforce				
Undertake a matching exercise, designed to explore how the Council currently meets the Fair Work Framework dimensions, and the work required for future alignment	Aligning our workforce development and HR activity to the Fair Work Convention provides a framework for building organisational resilience and sustainability.	December 2019	HR Service Manager	Tracked by Target Date Report to SLG
PRIORITY - That our Workforce feels supported, empowered, respected and engaged				
Undertake a review of our approach to Healthy Working Lives, including viability of achieving the Gold Standard	The Healthy Working lives standard provides a baseline for staff health and well being. Undertaking a review will help frame future work, and identify potential areas of issue or challenge moving forward.	October 2019	HR Service Manager	Tracked by Target Date Report to SLG

Create a Communications Strategy for all in-house Health & Well Being initiatives	Our Staff Survey Working Group identified proper communication of health and well being initiatives as a significant contributing factor to realising improved engagement with our organisation. Better promotion will help realise outcomes of a more engaged, resilient and sustainable workforce.	October 2019	Health Working Lives Lead	Tracked by Target Date Report to SLG
Undertake Portfolio based analysis of future staff survey results in order to understand hotspots and areas of action	Our Staff Survey Working Group identified the need for Portfolio based analysis, resulting in improved staff engagement across all themes moving forward, and leading onto more targeted OD interventions where identified.	January 2020	OD Advisor	Tracked by Target Date Staff Survey Results Report
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	Our Staff Survey Working Group identified that key cascades of information are not happening consistently. Reviewing our approach to cascading 'important' information will build confidence with staff, improve compliance, and increase engagement.	April 2020	Communications Manager	Tracked by Target Date Implementation of new Cascade Procedures
PRIORITY - That our workforce has the knowledge, skills and behaviours capable of meeting future demands				
Undertake a Council wide workforce analysis in order to identify training, skills gaps and behavioural competencies	Staff members will be clear of the minimum skills and training required for roles, with development pathways being created to aide personal and career development.	April 2021	OD Advisor	Tracked by Target Date Report to SLG
Create a structured approach to promotion of all L&D activities, to increase uptake, and increase breadth of opportunity for all staff	Our Staff Survey Working Group identified L&D promotion as key to increasing uptake. As a result of better promotion, uptake of learning and development will be demonstrable via performance reports.	August 2019	OD Advisor	Tracked by Performance Indicator (%) increase in uptake P&P Portfolio Performance Report

Promote communication and social skills courses on the Clacks Academy for all managers and leaders	Our Staff Survey Working Group identified communication at all levels requiring development. Promotion of these courses will drive knowledge of day to day communication techniques, thereby increasing engagement with staff.	March 2020	OD Advisor	Tracked by Performance Indicator (%) increase in uptake Partnership & Performance Portfolio Performance Report
The Council's transformation programme should consider workforce development and OD / LD requirements at project initiation stage, and within all business cases	Identification of future workforce development, OD and LD requirements will allow staff to effectively plan resources, finances, and identify potential joint procurement / collaboration ventures with other LA's and wider public sector partners.	August 2019	Programme Manager - Transformation	Tracked by Target Date Business Case Templates
Undertake a review of our 360 Development Tool with a view to a staggered roll out across all management levels	Our Staff Survey Working Group identified the roll out of our 360 development tool as key to driving self-reflection and evaluation of our managers, and promoting behavioural competencies aligned to our vision and values.	April 2020	OD Advisor	Tracked by Target Date Roll out of 360 Development Process
Roll out the revised Digital PRD process to all staff	The digital PRD process will refocus performance management on quality conversations, emphasising staff development, and creating objective reporting on uptake of the process.	June 2019 (or on approval of Business Plans)	OD Advisor	Tracked by Target Date Roll out of Process
Roll out of the Chief Executive PRD process	Our Staff Survey Working Group identified the CEX PRD process as important to establishing a top down approach to performance management within the Council.	June 2019 (or in line with staff PRD process)	HR Service Manager	Tracked by Target Date Roll out of CEX PRD Process

