
Report to: Partnership & Performance Committee

Date of Meeting: 29 October 2020

Subject: Update on the Strategic Workforce Plan (2019-22)

Report by: Team Leader - Workforce Development & Learning

1.0 Purpose

- 1.1 The following report provides an update on the Council's Strategic Workforce Plan (2019-22) in light of the ongoing Coronavirus pandemic.

2.0 Recommendations

Members of the Partnership & Performance Committee are asked to:

- 2.1 **Note** the impact of the pandemic on the Strategic Workforce Plan (2019-22); and
- 2.2 **Note** the updated Workforce Development Delivery Plan, the narratives provided, and revised timescales where appropriate.

3.0 Background

- 3.1 The Strategic Workforce Plan (2019-22) was approved by Council in February 2019. The Workforce Plan outlines the priority workforce development requirements for the Council over a 3 year period, focussing on the delivery of:
- A positive and inclusive organisational culture;
 - A sustainable and resilient workforce;
 - A workforce which feels supported, empowered, respected and engaged; and
 - A workforce which has the knowledge, skills and behaviours capable of meeting future demands.
- 3.2 Since approval of the Workforce Plan, Officers have continued to progress actions with the last progress report being submitted to the Partnership and Performance Committee in November 2019. As of the November update, all actions were within allocated timescales.

- 3.3 Since late March 2020 the Council has had to deal with the unprecedented circumstances which the Coronavirus pandemic has created for our organisation. In particular, the pandemic has significantly impacted our workforce in terms of:
- Working practices (in particular the move to remote working);
 - Organisational culture (team working and relations);
 - Internal communications and feedback; and
 - Employee health and well being.
- 3.4 In reaffirming the need to address these impacts as part of the Council's recovery and renewal work, the Chief Executive identified the Council's workforce as one of seven key priorities which will be addressed within the Be the Future programme, and, as part of the Council's wider strategic framework via the Strategic Workforce Plan (2019-22).¹
- 3.5 As a result, whilst the overarching workforce development priorities for the Council remain unchanged (as per s3.1 of this report), some of the actions within the Workforce Development Delivery Plan need revised to account for the impact which the pandemic has had on our organisation, and the priorities identified within the Be the Future update paper of 10 September 2020.

4.0 Revised Workforce Development Delivery Plan

- 4.1 Annex A of this report provides an updated Workforce Development Delivery Plan. The updated plan outlines actions which have been completed, are in progress, or are now overdue from their original timescales.
- 4.2 Additionally, the Workforce Development Delivery Plan notes actions which have been revised due to the challenges which the pandemic has created, and the response, recover and renew work now underway. A brief summary of the key challenges (as per s3.3. of this report) are provided below.

Internal communications & staff Feedback

- 4.3 With a significant portion of the Council's workforce now remote working (or experiencing changes to their normal working practices) there is a more urgent need to undertake an in depth appraisal of the Council's internal communications strategy - with particular emphasis on creating engaging, two way feedback mechanisms for provision of information, and feedback from staff.
- 4.4 This challenge is reflected in the most recent Be the Future update to Council, where it was noted that the response, recover and renewal work from the pandemic would be predicated on "a continued and evolving focus on...communication, engagement, and contact mechanisms for elected members, staff and managers".²

¹ Report to Council – Be the Future Update, 10 September 2020.

² Report to Council – Be the Future Update, 10 September 2020: Para 4.5

- 4.5 In order to address this challenge, colleagues across our Communications and HR & Workforce Development teams have been working collaboratively to create a communications and workforce programme which will address key issues arising from the pandemic, and which will seek to provide a continuum to work undertaken pre-covid in support of promoting the Council's vision, values, and Be the Future priorities.
- 4.6 Additionally (and following the Coronavirus Staff Wellbeing Survey in May 2020) the Council wide Staff Survey for 2020 will, for this year, be reviewed and amended to better represent the key priorities which the pandemic has created. This includes a renewed focus on staff health and wellbeing, remote working, and effectiveness of internal communications processes. Via partnership working with out external partners at Craigforth, it is expected that the survey review will take place in September 2020, with roll out of the survey in late October 2020.

Working Practices & Organisational Culture (team working)

- 4.7 One of the most immediate changes which the pandemic has created for our organisation is the shift in staff working practices and organisational culture – whereby a significant proportion of staff have moved to either remote working, have experienced extended periods out-with their normal working environments, or have had changes to shift or working patterns and practices.
- 4.8 Whilst the Health and Wellbeing Survey undertaken at a relatively early stage of the pandemic (May 2020) indicated positive experiences from the majority of respondents, it is important that our organisation continues to offer support and training for managers with the aims of maintaining positive working experiences for all staff.
- 4.9 As part of the Council's pandemic response colleagues within HR & Workforce Development have worked at pace over lockdown, and in partnership with Forth Valley College, to scope out, develop and roll out a programme of management training which seeks to specifically address the changes which the pandemic has created.
- 4.10 The Promoting Good Conversations training programme offers a range of interventions for all management levels, including:
- Use of MS Teams for effective team management
 - Adapting to working from home & mental health awareness;
 - Insights into effective communication skills;
 - Coaching & mentoring; and
 - How to lead and motivate high performance teams

- 4.11 Currently, all 40 spaces on the programme are subscribed to, with 22 managers on the waiting list for further cohorts. It is expected that additional cohorts will be available in 2020/21 via the Scottish Government's Flexible Workforce Development Fund, or should it be necessary, through use of the corporate training budget.
- 4.12 In addition to the more immediate leadership response, the pandemic has also forced a wider review of the Council's approach to leadership and management development. With a planned Prior Information Notice (PIN) for the procurement of leadership development programmes being delayed due to pandemic, colleagues in HR & Workforce Development are now taking the opportunity to realign expected outcomes of our development programmes to address the new challenges which the pandemic has created.
- 4.13 Allied to this, the Council's Senior Managers Forum (SMF) has also undergone revision, with a shift to a new Senior Leadership Forum, the first meeting of which took place on 14 September 2020. This new forum, building on the leadership experiences and challenges from the pandemic, seeks to provide a platform for collaboration and innovation amongst our senior leaders, and is closely aligned to both the priorities as identified in the Be the Future programme and the response, recover and renew work which is now underway.

Employee Health and Wellbeing

- 4.14 Tied closely to the changes in working practices and culture is the effect of the pandemic on staff health and well being. Indeed, staff health and wellbeing as a priority cuts across all the areas as noted at s3.3 of this paper, and was recently reaffirmed by the Chief Executive in the Be the Future Update paper to Council, where it is noted that the organisations experiences from the pandemic suggests "a need to prioritise how we maximise the opportunity for staff empowerment...and better sustain support for employee wellbeing within the new operating context".³
- 4.15 In addressing this significant challenge, the Council's health and safety team have worked to ensure that staff have access to a range of resources in relation to maintaining their health and well being (for instance when working from home, or experiencing other challenges which the pandemic may bring). The majority of these resources are accessible via the clacks.gov.uk/staff website, and there continues to be pro-active development of new resources as issues, and areas of priority focus, are identified.
- 4.16 Additionally, HR & Workforce Development colleagues are now looking to develop further information and resources via the Forth Valley LRP (Local Resilience Partnership). Whilst complimentary to the work already undertaken in support of staff health and well being, this approach to partnership working across the forth valley region ensures consistency in what is offered, and creates a strategic approach to staff health and wellbeing which cuts across all Council directorates.

³ Report to Council – Be the Future Update, 10 September 2020: Para 5.5

- 4.17 In addition to the resources on the Council's website, staff can now access a range of resources and training hosted via the Clacks Academy Elearning portal. Designed to be accessible at anytime, and from any device, the portal gives all staff access to information on mental health, general wellness, and stress management both from a staff and management perspective.
- 4.18 Whilst the above gives staff access to a wide range of resources, it is recognised that consideration is now needed as to how we promote and enable access for all, regardless of working pattern, location or role. This will be addressed via the work noted as paragraph 4.3 of this report.

Workforce Planning

- 4.19 The Council's initial pandemic response saw staff from across all directorates volunteer, to be temporarily redeployed, or assist in more informal capacities in order to maintain services and respond to what was and still is a rapidly evolving crisis. Many of these employees were able to assist as a result of their normal duties temporarily ceasing, or through changes to working patterns or practices.
- 4.20 However, since this initial response, and with many Council services having resumed in line with the national route map, it is necessary to recognise the need to be able to balance a sustained and dynamic emergency response, critical recovery and renewal activity, and the maintenance of core day to day services to our citizens and partners.
- 4.21 Whilst the Council's Temporary Redeployment process, agreed in conjunction with our recognised Trade Unions, has allowed for movement of staff across Directorates to assist with the organisational response to the pandemic, it is clear that a flexible deployment of resources in support of pandemic response, will be required over the next 6 to 18 months.
- 4.22 This work, which is being progressed for example, to enable Support for Isolation. As such, embedded directorate based workforce planning arrangements will continue to be crucial over the next year so as to create sufficient flexibility , particularly where additional pandemic responses could create unsustainable pressure on normal Council functions.

5.0 Sustainability Implications

- 5.1 None

6.0 Resource Implications

- 6.1 All actions in support of the Strategic Workforce Plan will be taken forward by existing members of the HR & Workforce Development team, with support of colleagues from other Council directorates where necessary.

- 6.2 It should, however, be noted that where the Council continues to prioritise workforce development and support (including both pandemic response and wider staff upskilling) this may result in the need to bolster the resources available to scope, develop, and roll out development programmes, or provide more targeted organisational development support to Council directorates.

7.0 Financial Details

- 7.1 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 ☒
- 7.2 Finance has been consulted and has agreed the financial implications as set out in the report. Yes ☒

8.0 Staffing

- 8.1 None

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".

ANNEX A – Workforce Development Delivery Plan


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)

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Approved by

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ANNEX A: Workforce Development Delivery Plan

The following annex provides an update on actions as identified within the 2019-22 Workforce Development Delivery Plan.

PRIORITY- To create a positive and inclusive organisational culture				
Action	Staff Survey Output?	Update	Revised due date	Outcome KPI(s)
Review our Core Competency Framework so as to link in with Council values	Yes	STATUS: OVERDUE Narrative: This action was due in June 2020 but has been delayed due to the Council's coronavirus response. Output(s): None.	Sep-21	% of staff clear about how they contribute to the organisations goals
When preparing leadership Management Development proposals, ensure our approach incorporates opportunities for all levels of management.	Yes	STATUS: COVID 19 REVISED Narrative: The issuing of a Prior Information Notice (PIN) to the open market was delayed due to the Council's pandemic response. However, as a result of emerging priorities and areas of focus (as per the iESE recommendations and Be the Future programme) our leadership development proposals now need revised to ensure they are reflective of emerging leadership challenges. Output(s): L&MD Programme proposals which address all levels of management.	Nov 2020	% staff commenting positively in relation to Staff Survey Leadership theme
Leadership and Management Development approach to include both transformational change, and resilience training	No	STATUS: COMPLETE Narrative: L&MD proposals include reference to the need for further upskilling of managerial staff in resilience and transformational change. Output(s): Transformational change skills now included within L&MD proposals.	Jul 2019	% staff commenting positively in relation to Staff Survey Leadership theme

Evaluate communication channels for 'hard to reach' groups in order to improve engagement	Yes	<p>STATUS: COVID 19 REVISED</p> <p>Narrative: Since being initially defined, the pandemic has merited the need for a more holistic review of internal communications within the Council. This includes undertaking an options appraisal of available methods and systems which will enhance two communication, and open up how all staff receive important messages in a timely manner.</p> <p>Output(s): Communications and Workforce Programme in support of the Council's response, recover and renewal work</p>	Dec 21	<p>% of staff who get the information and updates needed to do their job well</p> <p>% of staff who's ideas are listened to, and acted upon</p>
Explore options for capturing staff ideas on an on-going basis (staff suggestions)				
Ensure our Corporate Plan, vision and values are visible to staff, and form part of their day to day work	Yes	<p>STATUS COVID 19 REVISED</p> <p>Narrative: As a long term goal, work to date has included a revised communication strategy (draft), wider staff engagement processes, and smaller initiatives designed to promote our vision and values at various Council sites.</p> <p>There is now a need for a more planned approach to how the Council's vision, values and Be the Future programme are promoted, as noted via the most recent update to Council (10 Sept 2020) and through recommendations following the work undertaken by iESE (across summer 2020).</p> <p>Output(s): Communications and Workforce Programme in support of the Council's response, recover and renewal work</p>	Dec 21	% of staff who are clear about how they contribute to the organisation's goals
In line with Policy Group schedule of work review the Council's recruitment procedures to ensure a clear link to our vision and values	No	<p>STATUS: COMPLETE</p> <p>Narrative: This work is to be undertaken in line with the policy review schedule, with our Recruitment Policy and Procedure due for review in December of 2019.</p> <p>Output(s): None.</p>	Sept 2019	% of staff who are clear about how they contribute to the organisation's goals

PRIORITY - To have a sustainable and resilient workforce				
Action	Staff Survey Output?	Update	Due Date	Outcome KPI(s)
Undertake a matching exercise, designed to explore how the Council currently meets the Fair Work Framework dimensions, and the work required for future alignment	No	<p>STATUS: COMPLETE</p> <p>Narrative: A matching exercise was undertaken in May 2019 with the outcomes being shared with trade union colleagues and Strategic Directors. A Working Together Agreement (based on the Fair work Framework) has been drafted and is now under consultation with Trade Unions. The aim of this Agreement is to formally establish the principles and practices of partnership as the foundation for how the SLG, management, counsellors, employees and trade unions will work together to achieve shared commitments.</p> <p>Output(s): Working Together Agreement (draft)</p>	Dec 2019	% of staff who feel that they are treated with dignity and respect

PRIORITY - That our Workforce feels supported, empowered, respected and engaged				
Action	Staff Survey Output?	Update	Due Date	Outcome KPI(s)
Undertake a review of our approach to Healthy Working Lives, including viability of achieving the Gold Standard	Yes	<p>STATUS: COMPLETE</p> <p>Narrative: A review of our approach to Healthy Working Lives was undertaken resulting in the publication of a staff wide Employee Health and Wellbeing Survey, and the reconvening of our Healthy Working Lives Working Group. Consultation on progress with Healthy Working Lives with NHS Forth Valley has resulted in a re-evaluation of the Council's commitment to the Gold standard, due to a need to fully embed the silver award standard in all areas of the Council (feeding in from the outcomes of the Staff Survey Working Group also). As such, the Council will continue activities to embed the silver level award for this financial year and within 20/21, with a view to then scoping out the gold standard thereafter.</p> <p>Output(s): Employee Health and Wellbeing Survey published, Healthy Working Lives Group convened with Silver Award evaluation undertaken.</p>	Oct 2019	% of staff who feel the organisation cares about their health and wellbeing.

Create a Communications Strategy for all in-house Health & Well Being initiatives	Yes	<p>STATUS: COMPLETE</p> <p>Narrative: The Healthy Working Lives group was reconvened in September 2019 in order to progress work in re-validating the Council's Silver award status. Part of this work includes identifying the well being initiatives that will be taken forward by staff, and the means as to which these will be promoted. This has been drafted and will be taken forward by the Healthy Working Live Lead.</p> <p>Output(s): Timetable of promotional events.</p>	Oct 2019	% of staff who feel the organisation cares about their health and wellbeing.
Undertake Portfolio based analysis of future staff survey results in order to understand hotspots and areas of action	Yes	<p>STATUS: COVID-19 REVISED</p> <p>Narrative: Whilst full portfolio analysis of the 2019 staff survey results as not been possible due to the coronavirus response (and lack of available resources), in consultation with trade union colleagues it has been agreed that the Council's OD Advisor will undertake a peer reviewed analysis of results, with outputs being used to help inform the 2020 staff survey, and the Council's approach to staff health and well being.</p> <p>Output(s): Peer reviewed analysis of 2019 Staff Survey responses.</p>	Jan 21	% Staff Engagement score for organisation & Portfolio areas.
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	Yes	<p>STATUS: COVID 19 REVISED</p> <p>Narrative: Since being initially defined, the pandemic has merited the need for a more holistic review of internal communications within the Council. This includes undertaking an options appraisal of available methods and systems which will enhance two communication, and open up how all staff receive important messages in a timely manner.</p> <p>Output(s): Communications and Workforce Programme in support of the Council's response, recover and renewal work</p>	Dec 21	% of staff who feel they get the information and updates they need to do their job well.

PRIORITY - That our workforce has the knowledge, skills and behaviours capable of meeting future demands				
Action	Staff Survey Output?	Update	Due Date	Outcome KPI(s)
Undertake a Council wide workforce analysis in order to identify training, skills gaps and behavioural competencies	No	<p>STATUS: COVID-19 REVISED</p> <p>Narrative: Originally planned for implementation in 2021, there is now a more pressing need to bring forward the development of a staff wide skills analysis as part of the Council's pandemic response.</p> <p>This will be taken forward as part of directorate based workforce plans, which will be incorporated into the Council's response, recover and renew processes.</p> <p>Output(s): Directorate Workforce Plans, and a staff database providing information on skills, competencies, and potential roles or tasks where colleagues can be redeployed in the event of a second pandemic wave.</p>	Apr 21	<p>% of staff who feel their team works well together</p> <p>% of staff who feel they get the support they need to do their job well</p>
Create a structured approach to promotion of all L&D activities, to increase uptake, and increase breadth of opportunity for all staff	Yes	<p>STATUS: COMPLETE</p> <p>Narrative: A schedule of promotional activity has now been created in order to assist with driving uptake of courses, particularly amongst those who are not based within the Kilncraigs campus.</p> <p>Output(s): Corporate Learning & Development Promotions Schedule</p>	Aug 2019	% of staff who feel they are given time to invest in their own learning and development
Promote communication and social skills courses on the Clacks Academy for all managers and leaders	Yes	<p>STATUS: COMPLETE</p> <p>Narrative: This action is not yet due, but has been considered as part of the wide Clacks Academy promotional schedule.</p> <p>Output(s): Corporate Learning & Development Promotions Schedule</p>	Mar 2020	% of staff who feel they are given time to invest in their own learning and development

The Council's transformation programme should consider workforce development and OD / LD requirements at project initiation stage, and within all business cases	No	<p>STATUS: COMPLETE</p> <p>Narrative: All projects in support of the Council's transformation programme now consider OD and WD requirements as part of the project process. Council's OD Advisor is kept in sight of projects so as to pro-actively plan consultative OD and planning work.</p> <p>Output(s): OD/LD requirements included within Project documentation.</p>	Aug 2019	<p>% of staff who feel they are involved in decisions within their team"</p> <p>% of staff who have trust and confidence in the decisions made by their manager</p>
Undertake a review of our 360 Development Tool with a view to a staggered roll out across all management levels	Yes	<p>STATUS: OVERDUE</p> <p>Narrative: Use of the 360 development tool is being considered as part of wider Leadership and Management Development proposals, and has not been prioritised due to the need to focus on strategic priorities arising from the pandemic.</p> <p>Output(s): None.</p>	Sept 21	% staff commenting positively in relation to Staff Survey Leadership theme
Roll out the revised Digital PRD process to all staff	No	<p>STATUS: COMPLETE</p> <p>Narrative: The Council wide Digital PRD process rolled out in October 2019, with Head Teachers undertaking the Education ERD process in August 2019.</p> <p>Output(s): PRD process launched Council wide. Good conversations training to supplement process roll out scheduled for throughout Oct-Dec 2019.</p>	On approval of Business Plans	% of staff who are confident that performance is managed well within the organisation
Roll out of the Chief Executive PRD process	Yes	<p>STATUS: COMPLETE</p> <p>Narrative: During 2019, process guidance in support of the CEX PRD process was agreed by both the Chief Executive, and the Council's Leadership Group. Following approval, the first CEX PRD was undertaken in September 2019.</p> <p>Output(s): CEX PRD process documentation drafted and agreed. CEX PRD process undertaken.</p>	In line with staff PRD process	% of staff who are confident that performance is managed well within the organisation