CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 14 September 2023

Subject: Interim Workforce Strategy 23-25

Report by: Strategic Director – Partnership & Performance

1.0   Purpose

1.1.   This paper presents the Council's Interim Workforce Strategy 2023-25.

2.0   Recommendations

2.1.   It is recommended that Council:

2.2.   **Note** the contents of the Interim Workforce Strategy 2023-25; and

2.3.   **Approve** the Interim Workforce Strategy 2023-25.

3.0   Background

3.1.   The Interim Workforce Strategy 2023-25 follows on from the Strategic Workforce Plan (2018-22) and is designed to ensure that we have the right people, with the right skills, at the right time and in the right place.

3.2.   The Strategy provides detail as to how, over the next two-year period, the Council will set a foundation for workforce development and learning which will support the development of the Be the Future Targeting Operating Model (BtF TOM).

3.3.   Of particular focus will be a continuation of the Council's workforce planning efforts at both strategic and directorate levels, ensuring that as the target operating model is developed, and the need for new roles and skills evolves, we can support and engage our workforce in this journey.

3.4.   The development of this strategy has been informed by a range of sources, including the Trueman Change Capacity and Skills Audit (2022), staff surveys across the period 2018-2021, the Clackmannanshire and Stirling Health and Social Care Partnership Integrated Workforce Plan (2022-25), and Senior Leadership Forum sessions.

4.0   Considerations

4.1.   The Strategy provides context to the key workforce challenges which the Council faces, including the ongoing impact of the COVID pandemic, the need to transform and evolve services (as laid out in the latest Be the Future update paper), and the challenging financial context in which services are delivered.

4.2.   In addition, key workforce data is provided, giving a valuable insight into the demographics of the Council workforce:

- The Council's staff headcount is 2,715, with an Full Time Equivalent (FTE) of 2,039.96.

- The average age of our workforce is 45 years.

- 75% of the workforce are female (which is consistent with the previous Strategic Workforce Plan).

- 55% of the workforce are full time employees, with 34% part time, and 10% casual staff members.

- Of those on part time hours, 93% are female.

- 36% of staff have a length of service of between 0-4 years.

4.3.   The Interim Workforce Strategy 2023-25 also identifies workforce development themes in line with the organisational redesign framework. These are:

- Creating the Conditions

- Developing the Team

- Releasing the Potential

4.4.   All actions identified within the Strategy are aligned to these themes so as to monitor and track progress and ensure that we make positive progress towards an outcome of ensuring that our workforce is supported, understood, respected and engaged.

4.5.   Council should note that progress towards this outcome will be tracked primarily via the roll out of a new staff survey, created in conjunction with Trade Unions, and due for roll out within September 2023.

4.6.   Overall, the actions identified (and the overarching Strategy itself) are designed to create a foundation for workforce development over the next two-year period. This will focus activity ahead of the creation of a full Strategic Workforce Plan in 2025, and will support the development of the Council's Target Operating Model.

5.0   Sustainability Implications

5.1.   There are no direct sustainability implications arising from this report.

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 has been consulted and have agreed the financial implications as set out in the report.   Yes ☑

6.4.   Staffing

6.5.   The Interim Workforce Strategy outlines a range of activities which will be delivered internally by the Council's Workforce Development and Learning, HR, and Communications teams.

7.0   Exempt Reports

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

12.0   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)

13.0   Equalities Impact

13.1   Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes ☑   No ☐

14.0   Legality

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

15.0   Appendices

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

Appendix 1 – Interim Workforce Strategy 2023-25

16.0   Background Papers

16.1   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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Alastair Hair	Team Leader – WFD & Learning	2045

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – P&P	████████████

Interim Workforce Strategy

2023-25

Introduction

This Interim Workforce Strategy (2023-2025) sets out how we will develop our workforce over the next two years. It supports the Council's transformation programme and Target Operating Model (TOM) and will be a key enabler to the development of a new Strategic Workforce Plan due in 2025.

This strategy will ensure that we have a strong workforce development foundation in the Council from which to deliver on our ambitions. It places our people at the centre of our need to change and commits us to the exploration and delivery of new ways in which to support the engagement, wellbeing, and development of staff.

This two-year strategy builds on the previous Strategic Workforce Plan (2019-2022) and was developed in conjunction with a Short Life Working Group made up of representatives from across Council Services, in addition to our Trade Unions.

The strategy is informed by a range of sources including:

- Trueman Change Capacity and Skills Audit (2022);

- Clackmannanshire Council Staff Surveys (2018-2021);

- Clackmannanshire & Stirling Health and Social Care Partnership Integrated Workforce Plan (2022-25)

- Service based workforce planning workshops;

- Senior Leadership Forum Workshops; and

- Workforce data from our iTrent HR System.

Key Challenges

Workforce planning is often defined as ensuring that we have the right people, in the right place, and at the right time. For the Council it also means ensuring that we have all relevant supports in place so that staff can deliver the right service for individuals in our communities, even when undertaken against a background of significant change.

The diagram below represents some of our key workforce challenges:

Challenging Financial Context

The financial context at both a local and national level continues to create significant challenges for the Council in terms of how services are delivered to meet the changing needs of communities and, often concurrently, transform these services so that they are agile, adaptable, and offer resilient and sustainable models of delivery going forward.

Allied to this are the pre-existing challenges with workforce supply, upskilling, and available budget, all of which compound to create what is one of the most difficult workforce planning environments for managers in recent years.

As such, it is vitally important that we equip our workforce with the skills and aptitudes to navigate these challenges whilst also being able to take a longer term view on how services should develop to meet ever changing demands and the limitations of available budgets.

Developing Our Leaders

Over the past two years we have invested significantly in the work of the Family Wellbeing Partnership and the Values Based Leadership programme facilitated by Columba 1400. Through a blend of residential and community-based work with senior managers, the programme has engaged participants in a relational approach to transformation which is designed to identify opportunities for news ways of working and meaningful collaboration across service areas.

Going forward, our focus is to ensure a strong legacy to this work through the creation of leadership development opportunities for managers which embed a similar theory of innovation and collaboration. In doing so we will ensure that we have a blend of skills in our workforce where operational priorities can be delivered concurrently with the need to innovate and change the way we deliver services.

In addition to this programme approach we will continue to offer a range of ongoing leadership supports, such as with the Senior Leadership Forum (which meets on a regular basis across formal workshop sessions, more informal Open Forum Events, and online through a dedicated MS Teams channel). Moving forward these ongoing supports will be crucial to nurturing collaborative approaches to service delivery, and we will ensure that we engage more staff, at more levels, in these activities.

Attracting and retaining skills

Over the next two years, defining how the Council will retain and attract new talent and skills to the organisation will be key in helping realising our transformation ambitions. With small teams and significant points of failure, as noted in the Trueman Change Capacity and Skills Audit report (2022), the Council must continue to invest effort in Service based workforce planning across all areas in order to identify skills and career pathways (amongst other areas).

Additionally, over recent years the Council's use of apprenticeships has reduced due to the challenging financial climate, despite being an apprentice levy employer (with only 12 active apprentices where there are 80 available apprentice frameworks). As such, the use and benefits of apprenticeship and graduate schemes should be re-assessed as a priority, particularly as a means to reducing vacancies and marking the Council as a local 'employer of choice' in line with our community wealth building agenda.

Digital transformation

The Council's Digital & Data Transformation Programme sets out an ambitious roadmap to becoming a truly digital Council, and is a key part of realising the desired state under the Council's Target Operating Model (see page 7).

Going forward the programme will be key in developing Business Use cases, supported by a new multi-disciplinary team, to ensure that we take full advantage of rapidly developing digital technologies such as AI, and process automation.

COVID Pandemic & Future Ways of Working

As with all other local authorities, the COVID pandemic fundamentally changed the way our organisation works; both in terms of the scale of the initial challenge and response, and how our workforce rapidly shifted from office based to hybrid working styles.

Going forward, our focus will be on assisting staff to navigate this new hybrid working culture, be this through defining new work styles which take account of flexible working opportunities, providing ongoing wellbeing and training supports, and creating new policies and processes to help, support, and benefit our staff.

Staff Wellbeing & Trauma Informed Approach

In early 2023 the Council approved its wellbeing Strategy, designed to ensure the mental and physical wellbeing of all employees. The Strategy has the following six objectives:

- Promote and improve positive mental health and wellbeing for all employees;

- Promote an open and supportive leadership culture where mental health and wellbeing issues can be raised and dealt with effectively;

- Ensure effective and consistent wellbeing communication to help identify and tackle organisational issues that negatively affect mental health and wellbeing within teams;

- Adopt and implement a more proactive approach to managing work related stress;

- Provide employees experiencing mental health and wellbeing problems with access/sign posting to appropriate professional assistance and support; and

- Reduce barriers to employment and support employees who have experienced, or are experiencing, mental health and wellbeing problems/issues.

These objectives are being delivered by our Corporate Health & Safety team, in addition to being supported by our cross service Healthy Working Lives group.

Allied to the Wellbeing Strategy is the work currently ongoing with assessing the Council's approach to trauma informed practice; designed to ensure that we can be aware of, understand, and support staff (and those in our communities) who have lived experience or adverse childhood experiences (ACES).

Working in conjunction with the Resilience Learning Partnership and led by our Educational Psychology team, this work will ensure that we build towards having a trauma-informed organisation, where our workforce is aware and understands the case for reframing how we interact and design services to benefit those who have been impacted by trauma.

Transforming Services

The Council's Be the Future Transformation Programme sets out an ambitious 10-year programme of activity which aims, through stages of discovery, delivery and legacy to change the way services are delivered to our communities and citizens.

Our workforce sits as key to enabling this change, with 'our people' being a central theme of our desired state under the Target Operating Model (TOM).
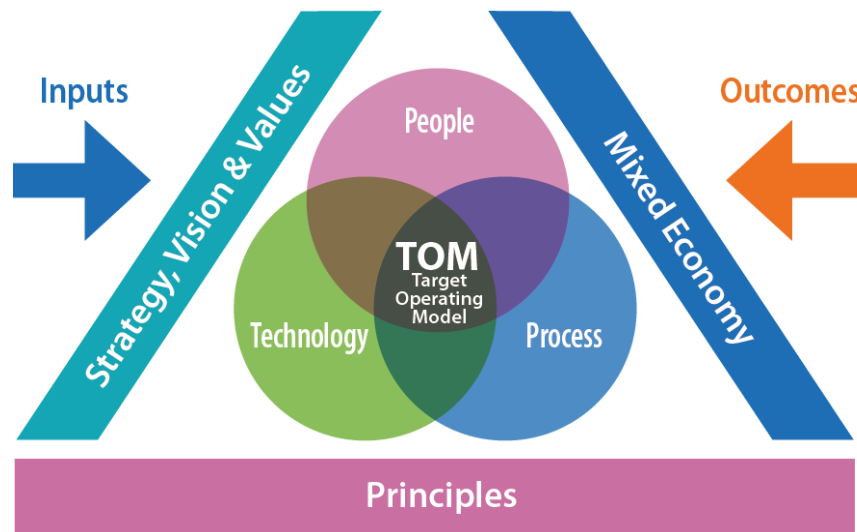
As the TOM is developed we will ensure that our workforce and leaders have the skills and competencies to deliver services whilst (often concurrently) responding to the need for transformational change in a way which addresses the needs of our citizens.
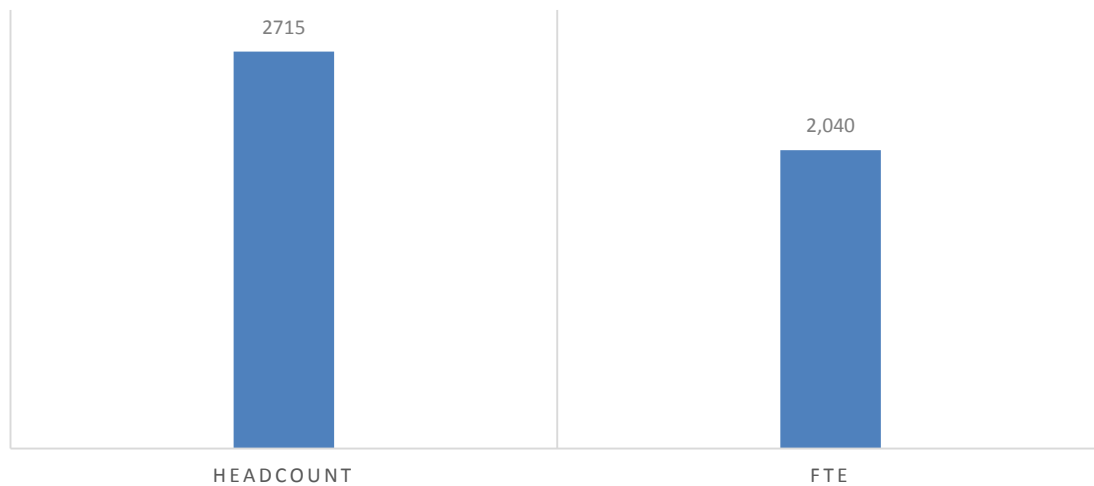
As this journey progresses we will ensure, through this Interim Workforce Strategy, that staff are supported, engaged, and skilled to transition to new ways of working or roles wherever this is required or possible. We will achieve this through a mix of workforce development, communications, and organisational development interventions, all of which are outlined in the action plan at page 14 of this Strategy.

In doing so, we will provide a foundation for workforce development which will not only support the TOM and the wider Be the Future Transformation Programme, but also pave the way for our Strategic Workforce Strategy in 2025.
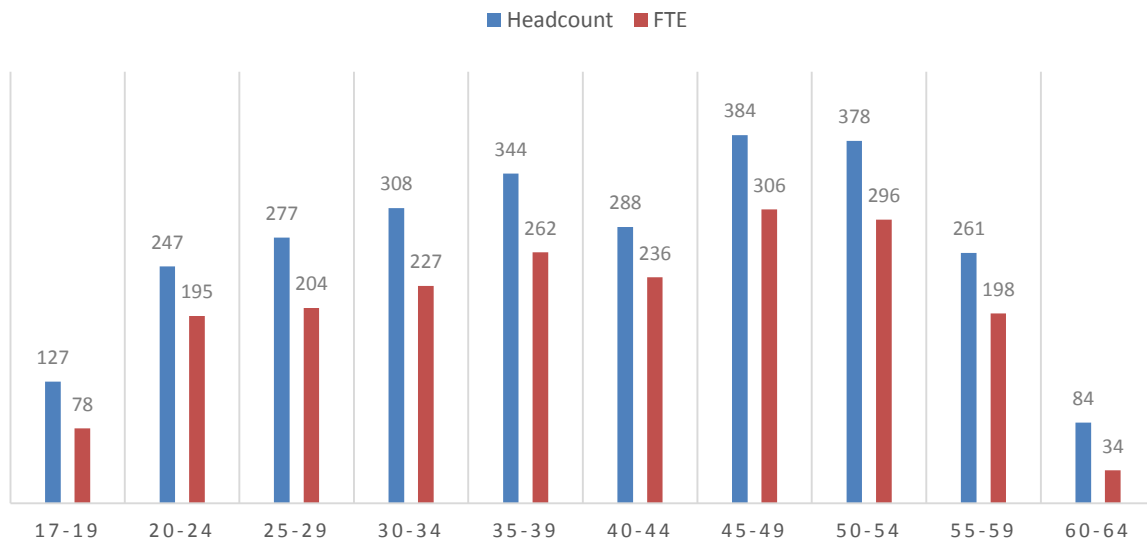
Our Current Workforce

Understanding the profile our workforce helps us, at both an organisational and service level, to plan for the future. This section focuses on the make up of our workforce, and is key to helping us develop our approach to workforce development moving forward. Data presented is a snapshot of the Clackmannanshire Council workforce taken in May 2023.
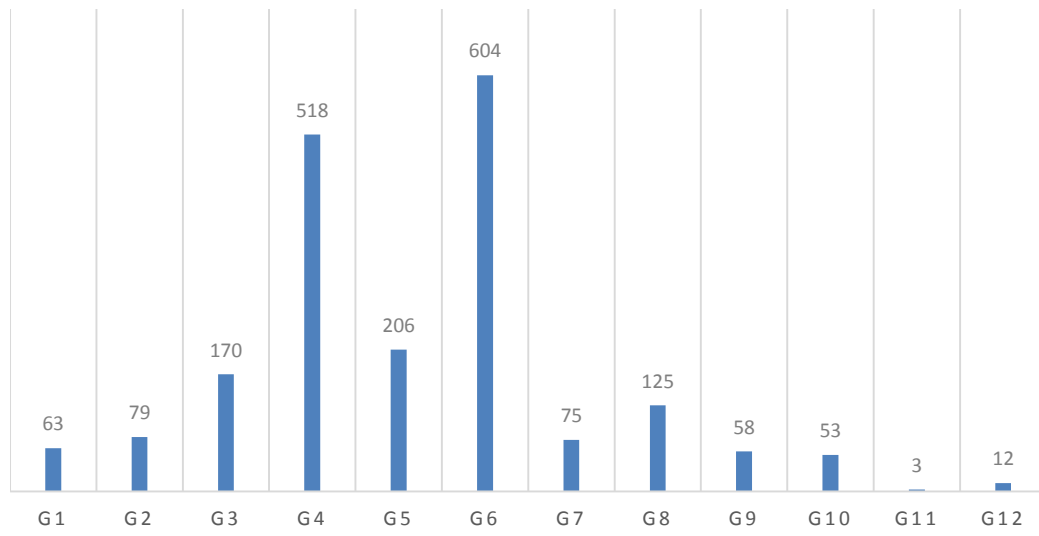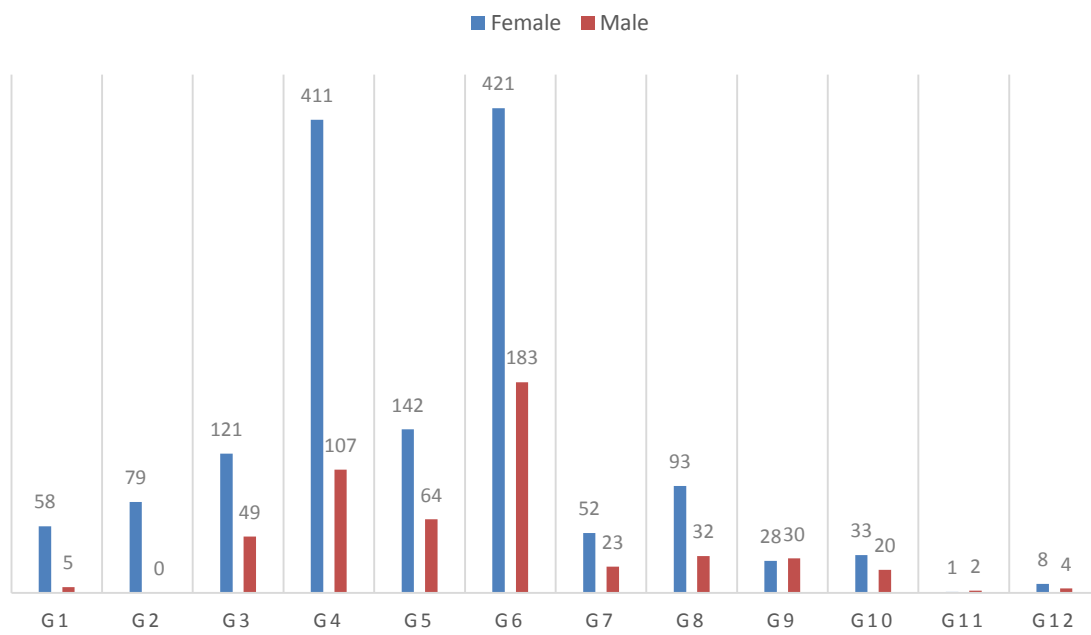
Headcount & FTE

Age Profile

Grade Distribution

Grade	Count
G 1	63
G 2	79
G 3	170
G 4	518
G 5	206
G 6	604
G 7	75
G 8	125
G 9	58
G 10	53
G 11	3
G 12	12

Gender Distribution

Grade	Female	Male
G 1	58	5
G 2	79	0
G 3	121	49
G 4	411	107
G 5	142	64
G 6	421	183
G 7	52	23
G 8	93	32
G 9	28	30
G 10	33	20
G 11	1	2
G 12	8	4

Staff Status

Total

FULL TIME	PART TIME	JOB SHARE	CASUAL
1496	936	8	275

Length of Service

Headcount

0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39	40+
975	583	331	357	209	108	82	52	18
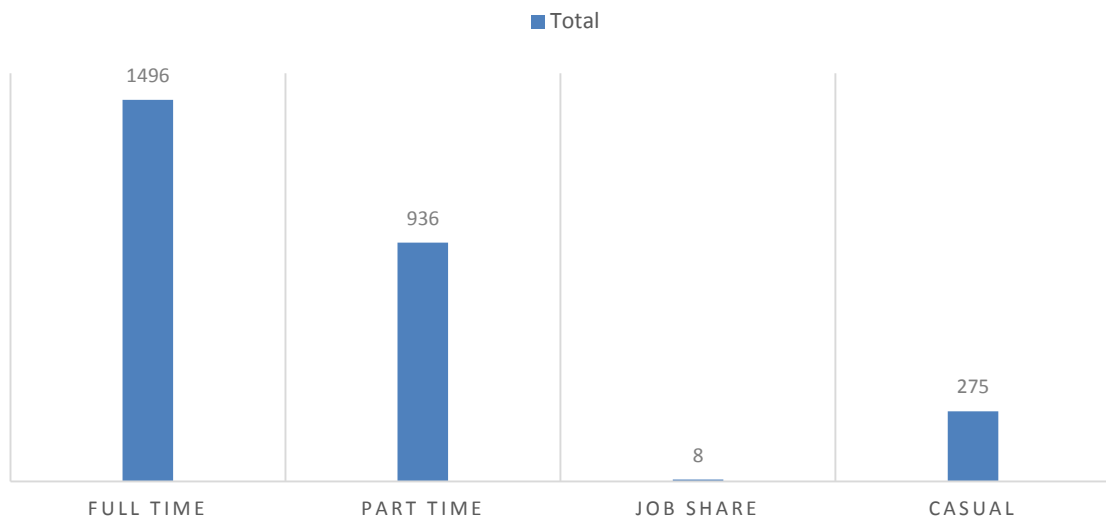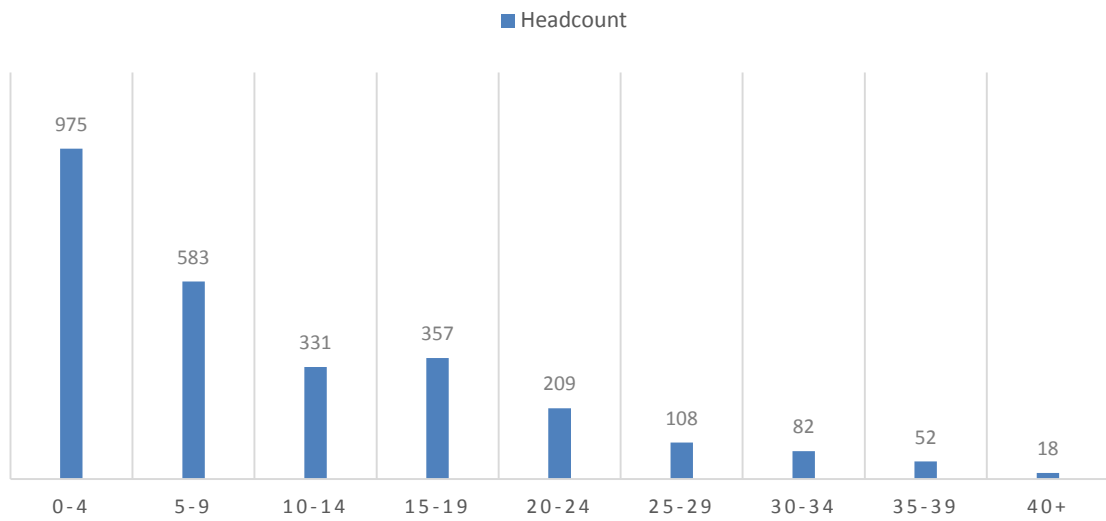
Staff Survey themes

The Council undertook annual staff surveys from 2018-2021 in order to gauge engagement and feedback from employees. As part of this process a short life working group was formed consisting of staff representing all Council services, and recognised trade unions.

Feedback from this group is summarised below, and has been key to developing actions laid out in this strategy. Moving forward, a renewed staff survey will be key to capturing staff feedback, and through bringing management of this in house, we aim to be able to deliver more targeted surveys at regular intervals, increasing the relevance and usability of results.

Homeworking

"We should continue to ask questions in relation to homeworking in future surveys"

"We should continue to explore how best to support staff mental and physical wellbeing as an ongoing concern, focussing on consistent support for all staff"

"Guidance for managers needs to be contextualised to home working. This should be reflected in our PRD process"

Communication

"The PRD review should look to establish how managers can support teams more consistently, so as to ensure staff are engaged and supported in their work with the Council"

"HR & WFD should ensure that the next wellbeing week is effectively promoted to all staff, across a range of communication mediums, and that it is seen as a priority to attend by management"

Wellbeing

"We should ensure that future development with working practices, support for staff, and guidance for managers takes account of the range of personal circumstances our staff find themselves in."

"We should ensure that future communications are tailored for different staff, and that messages are effectively cascaded, and made a priority for all staff regardless of workplace"

Our Future Council

The Council's transformation programme, Be the Future, has sought to develop the way services are delivered by 2030 to support the delivery of:

- Improved economic performance with more, better paid jobs and development opportunities for local people;

- Sustainable health and social care and improved quality of life for our residents;

- Improved choice and chances as a consequence of raising attainment and skills development opportunities;

- More services designed, developed and delivered in partnership, including with our communities;

- Greater integration with our partners;

- Greater resilience and independence within our communities to minimise the impacts of poverty and inequality; and

- Clear strategies and innovations which place Clackmannanshire in a leading role in meeting climate change.

We will do this (through our organisational redesign framework) by:

Creating the conditions for sustainable change by investing in our people for the future.

Developing the team through embedding a positive and empowering culture which supports our vision for change.

Releasing the potential through the establishment of effective and empowered teams who are confident in delivering both operational service delivery and innovative proposals for change; and

Sustainability characterised by effective delivery of our agreed outcomes and priorities.

Workforce Strategy Action Plan

This strategy, over its two-year lifetime, focuses on creating the foundations for a positive, collaborative and innovative organisational culture which will contribute significantly to our Be the Future ambitions.

Outlined below are the actions we will take forward over the next two years, and looking ahead to the development of the Council's full Strategic Workforce Plan (2025-28)

Creating the Conditions			
Action	**Intended Outcome / Output**	**Owner**	**Timeframe**
Conclude work in identifying workstyles as part of the Future Ways of Working Programme	Agreeing workstyles will provide consistency in hybrid working arrangements across the Council	Senior Manager (HR)	December 2023
Seek to address resourcing gaps as identified in the Trueman Change report (2022)	Addressing perceived resource gaps in organisational development (OD) & procurement so as to build organisational resilience.	Senior Manager (HR)	March 2024
Review all absence management processes (Trueman Change 2022)	Reviewing processes to emphasise absence management and address perceived issues with non-compliance becoming a cultural norm	Senior Manager (HR)	April 2024
Conduct a recruitment review (Trueman Change 2022)	Review processes so as to increase process compliance, clarify roles, and identify process efficiencies.	Team Leader – HR Operations	November 2024
Assess how we engage with 'harder to reach' staff groups (Trueman Change 2022)	So as to increase compliance and visibility with Council processes, and drive engagement with those who have limited contact with managers or access to traditional engagement routes.	Team Leader – WFD & Learning	December 2024
Develop an internal communications strategy to engage staff in Council priorities (Trueman Change 2022)	A dedicated strategy will transform how we engage with staff, raise the profile of compliance, and make training & engagement visible	Team Leader – Communications & Community	September 2024
Develop a new Council wide induction process emphasising vision, values, and priorities	To engage our workforce when they first arrive, and to emphasise our values and vision for our communities / customers	Team Leader – WFD & Learning	April 2024

Undertake an employee mapping and diversity exercise (Community Wealth Building Final Report – CLES 2020)	Undertaking this review will clarify the pathways for career progression within local communities, with the Council acting as one amongst other anchor employers	Senior Manager (HR)	March 2025
Undertake a review of progress against the Fairwork Framework principles	Reviewing progress to date will ensure that staff have an effective voice, opportunity, security, fulfilment and respect in their work.	Senior Manager (HR)	Ongoing

Developing the Team			
Action	**Intended Outcome / Output**	**Owner**	**Timeframe**
Roll out a Leadership Programme which supports the TOM principles	Creation of a leadership programme aligned with our corporate priorities will drive engagement and contribute significantly to the desired state as defined by the TOM	Team Leader – WFD & Learning	November 2023
Ensure all staff are engaged in the Constructive Conversations process	Engaging with this process will increase staff engagement, and ensure staff are supported, understood, and respected in their roles.	Team Leader – WFD & Learning	Ongoing
Continue to develop and roll out wellbeing supports for all staff	H&S team and Healthy Working Lives group will continue to develop supports so as to ensure staff are safe and supported in their work	H&S Manager	Ongoing
Consider remote working for some posts (Trueman Change 2022)	Remote working persona (define as part of the Future Ways of Working group) will give flexibility in how we recruit to some posts (where appropriate)	Senior Manager (HR)	December 2023
Provide training opportunities on customer / colleague interaction to emphasise our organisational values (Trueman Change 2022)	Customer service training will ensure that staff are aware of how to interact with those in our communities (or internally), taking particular cognisance of the impact of trauma	Team Leader – WFD & Learning	September 2023

Define, communicate and provide training on service, team and line management (Trueman Change 2022)	Development of this training package seeks to address perceived tensions between support services and management	Team Leader – WFD & Learning	August 2024
Explore ways to promote the Council as an employer of choice, particularly around modern apprentice / graduate pathways	Review the cross-service approach to apprentices / graduate schemes in order to fill vacancies and create career pathways within the Council	Senior Manager (HR)	April 2025
Monitor implementation of the Council's Wellbeing & Health and Safety Strategies	H&S team to monitor uptake so as to compliance, safety of our workforce, and that the Council transforms its H&S culture	H&S Manager	Ongoing
Address member / officer interactions as noted in the Trueman Change Report (2022)	Provide support to Elected Members so as to address perceived issues with boundaries and operational demands	Senior Manager (HR)	April 2024
Roll out thematic training on Community Wealth Building & Trauma Informed Approach	Delivery of training against these important initiatives will ensure that staff and managers have the appropriate skills to work in a manner which achieves our priorities	Team Leader – WFD & Learning	Ongoing

		Releasing the Potential	
Action	**Intended Outcome / Output**	**Owner**	**Timeframe**
Roll out the Team Leaders Forum	To replicate success with the Senior Leadership Forum (SLF) by creating a forum for engagement, discussion, and collaboration for Team Leaders	Team Leader – WFD & Learning	February 2024
Finalise Service Workforce Plans in order to support the development of the Strategic Workforce Plan 2025-28	To embed good working planning practices across all directorates.	Team Leader – WFD & Learning	April 2024
Re-assess the allocation of training budgets and in house development to ensure a wider range of learning and development opportunities for staff	This will ensure that the Corporate training offering, both bought in and in house developed is reflective of the needs of our workforce	Team Leader – WFD & Learning	Ongoing

Increase visible leadership across all Council directorates (Trueman Change 2022)	Increased visibility of leaders at all levels will drive engagement with staff and help communicate the Council's vision and values	Team Leader – Communications & Community	Ongoing
Review our use of workforce data (iTrent, leavers data etc) to ensure that we can develop supports for staff and retain talent	'Unlocking' our HR data will allow the Council to be more responsive to the needs of our staff, and promote action on issues such as absence management and leaver reasons.	Senior Manager (HR)	September 2024
Undertake a review of the Council's values & core competency framework	Reviewing our values will ensure relevancy to our vision, priorities and desired state under the TOM. Clear values will also help engage staff with the organisation, and help the development of relevant staff supports across training, leadership development, and talent management.	Team Leader – WFD & Learning	March 2025
Explore the development of a set of management skills passports – defining skills pathways at each level of Council management.	Skills passports will help define the management development supports we create and deliver for staff, in addition to engaging management in how they can develop and progress with us.	Team Leader – WFD & Learning	June 2024
Develop and roll out a renewed Council wide Staff Survey, created in conjunction with Trade Unions	Designed to engage staff across the Council, a bespoke 'in house' developed solution will give flexibility of survey content, timing, and relevancy.	Team Leader – WFD & Learning	October 2023
Explore methods to promote a 'customer first' culture within the organisation	This should include a review of approaches and presentation of recommended actions to SLG	Team Leader – WFD & Learning	April 2024