
Report to: Audit & Scrutiny Committee

Date of Meeting: 13 June 2024

Subject: Interim Workforce Strategy Update

Report by: Senior Manager – HR & Workforce Development

1.0 Purpose

- 1.1. This report provides the Audit & Scrutiny Committee with an update on the Interim Workforce Strategy 2023-25.

2.0 Recommendations

Committee is asked to:

- 2.1. Note, comment on and challenge the report.

3.0 Considerations

- 3.1. The Interim Workforce Strategy 2023-25 was approved by Council in September 2023, with this report representing the first six monthly report on progress with the strategy's action plan.
- 3.2. The Strategy is designed to enhance workforce development supports within the Council, ahead of the development of a full Strategic Workforce plan for 2025-28.
- 3.3. The Strategy focuses on a number of themes which are aligned to the Council's organisational change framework. These being:
- Creating the conditions for change;
 - Developing the team; and
 - Releasing the potential.
- 3.4. A summary of progress with the actions aligned to these themes is provided at **ANNEX A** of this report.

- 3.5. To date, significant progress has been made against the action plan including several areas which are now complete.
- 3.6. This includes:
- Establishment of the Team Leaders Forum;
 - The conclusion of the Future Ways of Working Group and hybrid working arrangements; and
 - Roll out of a newly revised staff survey in November 2023.
- 3.7. Several areas continue to be developed in line with targets, however it is considered prudent to highlight that there are actions which whilst underway, will complete out with original timescales.
- 3.8. These include:
- Development of a new corporate induction process;
 - Agreement of new leadership development programmes;
 - An absence process review; and
 - Finalisation of service workforce plans.
- 3.9. In general, delays in progressing these actions can be attributed to operational pressures and lack of capacity to progress bespoke project areas within the HR and workforce development team.
- 3.10. However, members of the Audit and Scrutiny Committee should be reassured that progress is monitored on a regular basis via the Interim Workforce Strategy Oversight Group, and the agreed HR Operational Plan.
- 3.11. A further six monthly update will be submitted to Audit and Scrutiny Committee in Q3 of 2024/25.

4.0 Sustainability Implications

- 4.1. None.

5.0 Resource Implications

5.1. Financial Details

- 5.2. 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

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

Yes

5.4. *Staffing*

5.5. None.

6.0 Exempt Reports

6.1. 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

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".

ANNEX A: Action Plan Summary

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)

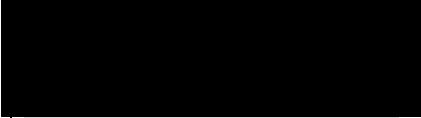
Yes (please list the documents below) No

Interim Workforce Strategy (2023-25)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Alistair Hair	Senior Manager – HR and Workforce Development (Acting)	2045

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director	

Annex A: Action Plan Summary

Creating the Conditions

Action	Timeframe	Update (08/05/24)	RAG
Conclude work in identifying workstyles as part of the Future Ways of Working Programme	Dec-23	Complete	Green
Seek to address resourcing gaps as identified in the Trueman Change report (2022)	Mar-24	Ongoing - will complete out with target. Additional resource provided in 23/24 budget for OD. Procurement resource also provided but there are continued difficulties in recruiting	Red
Review all absence management processes (Trueman Change 2022)	Apr-24	Not started. The intention is to set up a working group and review processes. Work scheduled as part of the HR Operational Plan (24-25)	Red
Conduct a recruitment review (Trueman Change 2022)	Nov-24	On track. Initial discussions taken place with HR Admin Co-ordinator, and work being progressed	Green

Action	Timeframe	Update (08/05/24)	RAG
Assess how we engage with 'harder to reach' staff groups (Trueman Change 2022)	Dec-24	On track. Working group with Clyde Valley Consortium exploring this. The group includes at least 10 other Local Authorities, exploring cross-Council approaches to reaching 'hard to reach' staff groups	Green
Develop an internal communications strategy to engage staff in Council priorities (Trueman Change 2022)	Sep-24	On track - Council Communications Strategy in development	Green
Develop a new Council wide induction process emphasising vision, values, and priorities	Apr-24	Ongoing - will complete out with target. Working group concluded and recommendations being taken forward by the WFD & Learning team. Work scheduled as part of the HR Operational Plan (24-25)	Red
Undertake an employee mapping and diversity exercise (Community Wealth Building Final Report – CLES 2020)	Mar-25	On track. Mapping Exercise completed and passed to colleagues in Economic Development. Schools/Job Centres/Community Councils/Job fairs undertaken, also exploration of how to increase Modern apprentice Programme and/or Graduate Programme undertaken with Economic Development team	Green
Undertake a review of progress against the Fairwork Framework principles	Ongoing	Ongoing - previously looked at, and work ongoing to re-establish the Working Together agreement	Green

Developing the Team

Action	Timeframe	Update (08/05/24)	RAG
Roll out a Leadership Programme which supports the TOM principles	Nov-23	Ongoing - will complete out with target. Proposals redrafted to reflect the need for a new leadership and staff development framework, which includes alignment with the TOM, skills passports, and development opportunities for all staff. The delay experienced reflects the need for a nuanced approach to leadership development which is reflective of the Clackmannanshire context, and not utilising 'off the shelf' solutions.	Red
Ensure all staff are engaged in the Constructive Conversations process	Ongoing	Ongoing - measured via staff survey and Directorate reports. Reporting through ESLG/SLG on uptake	Green
Continue to develop and roll out wellbeing supports for all staff	Ongoing	Ongoing – Healthy Working Lives group relaunched, support pages on web site are maintained, with ongoing health promotions. Stress Risk Assessment portal in Exotix to be launched in Q1 24/25.	Green
Consider remote working for some posts (Trueman Change 2022)	Dec-23	Complete. Persona's identified, SLG mandate also in place re no less than 40% attendance.	Green
Provide training opportunities on customer / colleague interaction to emphasise our organisational values (Trueman Change 2022)	Sep-23	Ongoing - will complete out with target. Framework for training complete, however needs to be reflective of the forthcoming Council Communications Strategy.	Red
Define, communicate and provide training on service, team and line management (Trueman Change 2022)	Aug-24	On track- as part of Leadership and Development Programme proposals	Green
Explore ways to promote the Council as an employer of choice, particularly around modern apprentice / graduate pathways	Apr-25	Ongoing - work being progressed with Economic Development to explore feasibility of revised approaches to apprentices / graduates	Green

Action	Timeframe	Update (08/05/24)	RAG
Monitor implementation of the Council's Wellbeing & Health and Safety Strategies	Ongoing	Report submitted to Audit and Scrutiny 18/04/24 and work ongoing	Green
Address member / officer interactions as noted in the Trueman Change Report (2022)	Apr-24	Ongoing - will complete out with target. Revised approach to member development following induction programme now required.	Red
Roll out thematic training on Community Wealth Building & Trauma Informed Approach	Ongoing	Ongoing - training being arranged by colleagues within Economic Development	Green

Releasing the Potential

Action	Timeframe	Update (08/05/24)	RAG
Roll out the Team Leaders Forum	Feb-24	Complete - Group now established	Green
Finalise Service Workforce Plans in order to support the development of the Strategic Workforce Plan 2025-28	Apr-24	Ongoing - will complete out with target. Further work being undertaken to align workforce planning with the business planning cycle	Red
Re-assess the allocation of training budgets and in house development to ensure a wider range of learning and development opportunities for staff	Ongoing	Ongoing - budgets assessed annually via the Training Needs Analysis process	Green
Increase visible leadership across all Council directorates (Trueman Change 2022)	Ongoing	Ongoing - video messaging now rolled out in addition to podcasting initiatives. Council Communications Strategy will define further work	Green
Review our use of workforce data (iTrent, leavers data etc) to ensure that we can develop supports for staff and retain talent	Sep-24	On track - Use cases defined via the digital transformation programme	Green

Action	Timeframe	Update (08/05/24)	RAG
Undertake a review of the Council's values & core competency framework	Mar-25	On track – work scheduled as part of HR Operational plan	
Explore the development of a set of management skills passports – defining skills pathways at each level of Council management.	Jun-24	On track as part of leadership development proposals	
Develop and roll out a renewed Council wide Staff Survey, created in conjunction with Trade Unions	Oct-23	Complete. Revised staff survey launched in November 2023	
Explore methods to promote a 'customer first' culture within the organisation	Apr-24	Complete. Customer Services training framework includes section on 'customer first' approaches	

