
Report to: Audit & Scrutiny Committee

Date of Meeting: 12 December 2024

Subject: Interim Workforce Strategy Update

Report by: Senior Manager – HR & Workforce Development (Acting)

1.0 Purpose

- 1.1. This report provides the Audit & Scrutiny Committee with a progress update on the actions contained within the agreed Interim Workforce Strategy 2023-25.

2.0 Recommendations

Committee is asked to:

- 2.1. **Note, comment, and challenge** as appropriate.

3.0 Considerations

- 3.1. The Interim Workforce Strategy 2023-25 was approved by Council in September 2023, with this report representing the second update 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. Of a total of 28 actions identified, 9 remain outstanding and will complete out with their original target.
- 3.6. Actions completed over the period include:
- Agreement of a rolling programme of leadership develop activities including SLF (Senior Leadership Forum) and TLF (Team Leaders Forum) events aligned to CIPFA (Chartered Institute of Public Finance and Accountancy) local Code of Governance themes;
 - Development and roll out of the 2024 Council wide Staff Survey; and
 - Re-establishment of the Council's Healthy Working Lives Group.
- 3.7. It is considered prudent to note that a number of actions will now complete out with their original timescales. Updates on the reasons for these delays are noted at **ANNEX A** of the report. However, it is anticipated that despite delays all actions will complete within the lifetime of the strategy, and ahead of the development of a new Strategic Workforce Plan.
- 3.8. Outstanding items include:
- Development of a new corporate induction process;
 - Agreement of a new Corporate Communications Strategy;
 - Absence management, and recruitment process reviews;
 - Skills matrix project; 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 2024/25 HR Operational Plan.

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

(2) **Council Policies**

Complies with relevant Council Policies

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)

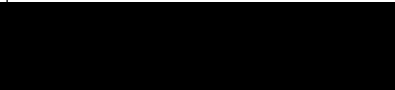
Yes (please list the documents below) No

Interim Workforce Strategy (2023-25)

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director – Partnership and Performance	

Annex A: Action Plan Summary

Theme: Creating the Conditions

Action	Timeframe	Status	Narrative	RAG
Conclude work in identifying workstyles as part of the Future Ways of Working Programme	Dec-23	Complete	Workstyles agreed, and Council's policy on hybrid working cascaded throughout the organisation.	Green
Seek to address resourcing gaps as identified in the Trueman Change report (2022)	Mar-24	Complete	Additional resource provided in 23/24 budget for OD (organisational development). Temporary procurement resource also recruited to assist with Be the Future Priorities	Green
Review all absence management processes (Trueman Change 2022)	Apr-24	Ongoing	To complete out with target. Update: New Absence Management Review Group now established with remit to review absence processes on a Council wide basis. Absence Compliance Officer now in post leading work with absence review.	Red
Conduct a recruitment review (Trueman Change 2022)	Nov-24	Ongoing	To complete out with target. Update: Due to long term absence this project will now complete out with original timeframes.	Red

Action	Timeframe	Status	Narrative	RAG
Assess how we engage with 'harder to reach' staff groups (Trueman Change 2022)	Dec-24	Ongoing	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	Ongoing	To complete out with original target. Update: Draft Communications strategy complete, with paper due to be considered by SLG.	Red
Develop a new Council wide induction process emphasising vision, values, and priorities	Apr-24	Ongoing	To complete out with original target. Update: Work scheduled as part of the HR Operational Plan (24-25) with recommendations being brought forward to SLG for approval.	Red
Undertake an employee mapping and diversity exercise (Community Wealth Building Final Report – CLES 2020)	Mar-25	Complete	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	Complete	Review undertaken, with additional work to reestablish the Working Together group with refreshed terms of reference agreed.	Green

Theme: Developing the Team

Action	Timeframe	Status	Narrative	RAG
Roll out a Leadership Programme which supports the TOM principles	Nov-23	Ongoing	To complete out with original target. Update: New Senior Leadership Forum / Team Leaders Forum programme agreed and being delivered – centred around the CIPFA Local Code of Governance themes with the aim of upskilling staff, supporting the Council priorities, and contributing to our continual internal corporate self-assessment.	Red
Ensure all staff are engaged in the Constructive Conversations process	Ongoing	Ongoing	Uptake measured via staff survey and Directorate reports. Reporting due 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 Exotixin place..	Green
Consider remote working for some posts (Trueman Change 2022)	Dec-23	Complete	Hybrid working models now in place, with options for remote working identified and processes in place for consideration of requests	Green
Provide training opportunities on customer / colleague interaction to emphasise our organisational values (Trueman Change 2022)	Sep-23	Ongoing	will complete out with original target. Update: Framework for training complete, however needs to be reflective of the forthcoming Council Communications Strategy (which is due to be considered by SLG).	Red
Define, communicate and provide training on service, team and line management (Trueman Change 2022)	Aug-24	Complete	New Senior Leadership Forum / Team Leaders Forum agreed on CIPFA Local Code of Governance themes	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	
Monitor implementation of the Council's Wellbeing & Health and Safety Strategies	Ongoing	Ongoing	Regular reporting established via the Council's A&S Committee	
Address member / officer interactions as noted in the Trueman Change Report (2022)	Apr-24	Ongoing	To complete out with target. Update: Training Needs Analysis to be issued to Elected Members so as to capture skills development requirements. Discussions underway with the Improvement Service to support this work.	
Roll out thematic training on Community Wealth Building & Trauma Informed Approach	Ongoing	Ongoing	Ongoing - training on Community Wealth Building being arranged by colleagues within Economic Development. Training on Trauma Informed Approach rolled out with SLF and staff groups, with ongoing engagement on subject via Educational Psychology colleagues.	

Releasing the Potential

Action	Timeframe	Status	Update (08/05/24)	RAG
Roll out the Team Leaders Forum	Feb-24	Complete	Group now established across face to face events / online spaces	Green
Finalise Service Workforce Plans in order to support the development of the Strategic Workforce Plan 2025-28	Apr-24	Ongoing	To complete out with original target. Update: 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. Interactive screens being used for key messaging. Council Communications Strategy will define further work moving forward.	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	Complete	Revised workforce data dashboard now issued to all Directorates for consideration at Senior Management Team / Bipartite meetings.	Green
Undertake a review of the Council's values & core competency framework	Mar-25	Ongoing	Work scheduled as part of HR Operational plan (24-25)	Green
Explore the development of a set of management skills passports – defining skills pathways at each level of Council management.	Jun-24	Ongoing	To complete out with original target. Update: Short Life Working Group established to develop the approach to a Council wide skills analysis. Further detailed proposals to be brought back to the group for approval prior to wider roll out of the project.	Red

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, with follow up survey being launched in November 2024.	
Explore methods to promote a 'customer first' culture within the organisation	Apr-24	Complete	Customer Services training framework includes section on 'customer first' approaches	