

Report to: Partnership & Performance Committee

Date of Meeting: 31 October 2019

Subject: Workforce Development Delivery Plan - Update

Report by: Strategic Director Partnership & Performance

1.0 Purpose

1.1. This report provides Committee with an update on the Workforce Development Delivery Plan, part of the Council’s Strategic Workforce Plan (2019-22).

2.0 Recommendations

- 2.1. Committee is asked to:
- 2.2. **Note** the update on progress with the Workforce Development Delivery Plan.

3.0 Background

- 3.1. On 22 August Council agreed a paper, Organisational Redesign: Update, the purpose of which was to provide further information on the key actions to be prioritised in support of our wider Council organisational redesign.
- 3.2. The paper sets out the phased activity being undertaken by Council Officers, and provides a framework which allows the Council to move to a model of sustainable public service delivery in the medium to long term.

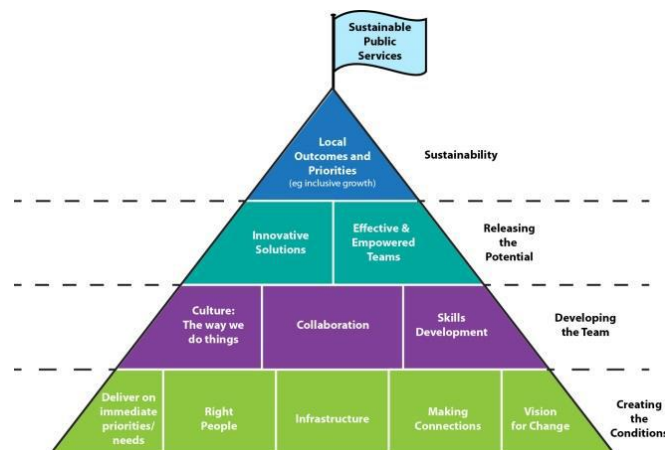


Exhibit 1: Organisational redesign framework

- 3.3. Key to this framework is the principle of developing our team, undertaken concurrently, and indeed complementary of, creating the conditions for change within the Council.
- 3.4. A key enabler to creating the conditions for change, and for developing our staff both now and in the future, is the Council's Strategic Workforce Plan (2019-22) agreed by Council in June of this year.
- 3.5. The Plan identifies clear workforce priorities to be taken forward over the next three year period, focusing on:
 - Creating a positive and inclusive organisational culture;
 - Having a sustainable and resilient workforce;
 - Ensuring our workforce feels supported, empowered, respected and engaged; and
 - Ensuring our workforce has the knowledge, skills and behaviours capable of meeting future demands.
- 3.6. These priorities have been addressed over the past year through progression of the Workforce Development Delivery Plan, with significant influence and direction coming from the outcomes of the 2018 Staff Survey.
- 3.7. Progress with the Workforce Delivery Plan will continue through an evidenced based approach, utilising the results of both the 2018 Staff Survey, and the outputs of subsequent Staff Surveys as a barometer for success and of outcomes achieved.

4.0 Considerations

- 4.1. **Annex A** provides a summary table of actions, as identified in the Delivery Plan, and the progress made to date.
- 4.2. The Workforce Delivery Plan is a live document, with actions/milestones programmed over a period of three years. As such, aspects of planned activity will not yet have been taken forward.
- 4.3. Annex A identifies how, in the future, outcomes of our work will be measured through use of KPI's arising from the Council's Staff Survey.
- 4.4. Council Officers will also ensure that further communication on survey results is taken forward across the Council, with particular emphasis on demonstrating where feedback has been listened to (as per the Workforce Delivery Plan) and what has been achieved at a Portfolio level.

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 details

6.5. None.

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)

N/A

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: Workforce Development Delivery Plan - Update

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

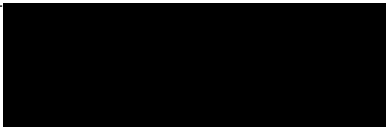
Strategic Workforce Plan 2019-22

Organisational Redesign: Update – Clackmannanshire Council 22 August

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership & Performance	

ANNEX A: Workforce Development Delivery Plan – Summary Update

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

PRIORITY- To create a positive and inclusive organisational culture				
Action	Staff Survey Output?	Update	Due Date	Outcome KPI(s)
Review our Core Competency Framework so as to link in with Council values	Yes	STATUS: YEAR 2 ACTION Narrative: Not due. Output(s): None.	Jun 2020	% 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: COMPLETE Narrative: L&MD proposals include a tiered approach which seeks to provide both practical and leadership theory based interventions, thereby creating the conditions for change, and building a base of skilled, collaborative and innovative leaders. Output(s): L&MD Programme proposals which address all levels of management.	Jul 2019	% 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: IN PROGRESS</p> <p>Narrative: During August we held a staff focus group designed to review current communication practices and distribution of information within the Council. In addition, wider staff engagement via the Chief Executive Roadshows has looked at 'hard to reach' groups and the methods which can be employed to increase engagement and communication.</p> <p>Output(s): Focus groups undertaken, Communication Strategy drafted.</p>	Dec 2019	% of staff who get the information and updates needed to do their job well
Explore options for capturing staff ideas on an on-going basis (staff suggestions)	Yes	<p>STATUS: IN PROGRESS</p> <p>Narrative: The Council's SLG have undertaken work in identifying innovative solutions for capturing staff ideas which move away from more traditional models, to ones which drive change and enable the identification of future budgetary savings.</p> <p>Output(s): None.</p>	Sept 2019	% of staff who's ideas are listened to, and acted upon
Ensure our Corporate Plan, vision and values are visible to staff, and form part of their day to day work	Yes	<p>STATUS: IN PROGRESS</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>Output(s): Communications Plan drafted. Roadshows held with staff. New corporate communications TV installed within Kilncraigs atrium. Noticeboards installed at various Council sites. Email signatures amended to include values.</p>	Mar 2020	% 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: Due in line with Policy Review Schedule</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: YEAR 2 ACTION IN PROGRESS</p> <p>Narrative: Lessons learned from the 2018 Staff Survey has identified that more in depth portfolio analysis and action planning is required in order to address hotspots within the organisation. These will be supplemented by regular staff updates in order to make staff engagement a more continual, holistic process.</p> <p>Output(s): Communications strategy for 2019 Staff Survey in place. Action planning in place for 2019 Staff Survey.</p>	Jan 2020	% 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: YEAR 2 ACTION IN PROGRESS</p> <p>Narrative: This action is not yet due, but will be considered as part of the wider work with regards to the Council's Communication Strategy, and work to target 'hard to reach' members of staff.</p> <p>Output(s): Communications Strategy drafted. Options exercise undertaken exploring methods for cascading information to staff. Clyde Valley Consortium (Elearning) options exercise undertaken for building communication with 'hard to reach' staff groups.</p>	Apr 2020	% 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	STATUS: YEAR 3 ACTION Narrative: This action is not yet due. Output(s): None.	Apr 2021	% of staff who feel their team works well together % of staff who feel they get the support they need to do their job well
Create a structured approach to promotion of all L&D activities, to increase uptake, and increase breadth of opportunity for all staff	Yes	STATUS: COMPLETE 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. Output(s): Corporate Learning & Development Promotions Schedule	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	STATUS: YEAR 2 ACTION IN PROGRESS Narrative: This action is not yet due, but has been considered as part of the wide Clacks Academy promotional schedule. Output(s): Corporate Learning & Development Promotions Schedule	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	STATUS: COMPLETE 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. Output(s): OD/LD requirements included within Project documentation.	Aug 2019	% of staff who feel they are involved in decisions within their team" % of staff who have trust and confidence in the decisions made by their manager

Undertake a review of our 360 Development Tool with a view to a staggered roll out across all management levels	Yes	<p>STATUS: YEAR 2 ACTION IN PROGRESS</p> <p>Narrative: Use of the 360 development tool is being considered as part of wider Leadership and Management Development proposals.</p> <p>Output(s): None.</p>	Apr 2020	% 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