

Members' Library Service Request Form

Date of Document	01/12/23
Originator	Paolo Vestri
Originator's Ref (if any)	
Document Title	2023-2027 Workforce Plan Monitoring Report, December 2023

Please indicate if access to the document is to be “unrestricted” or “restricted”, with regard to the terms of the Local Government (Access to Information) Act 1985.

Unrestricted	<input checked="" type="checkbox"/>	Restricted	<input type="checkbox"/>
--------------	-------------------------------------	------------	--------------------------

If the document is “restricted”, please state on what grounds (click on grey area for drop-down menu):

For Publication

Additional information:

Authorised By	Sharon Saunders
Designation	Head of Communities
Date	07/12/23

For Office Use Only:	
Library Reference	121/23
Date Received	07/12/23
Bulletin	Dec23

REPORT TO: Members' Library Service

MEETING DATE: December 2023

BY: Service Manager Policy, Performance and Organisational
Development

SUBJECT: 2023-2027 Workforce Plan Update, November 2023

1 PURPOSE

- 1.1 This report provides members with an update on the 2023-2027 Workforce Plan.

2 RECOMMENDATIONS

Members are asked:

- 2.1 To note the update on the actions in the 2023-2027 Workforce Plan.

3 BACKGROUND

- 3.1 The council approved the 2023-2027 Workforce Plan in January 2023. The Plan included 32 actions around three themes.
- 3.2 Additional actions arising from issues raised by staff in the 2023 Employee Engagement Survey have been added to the Action Plan.
- 3.3 Appendix 1 provides an update on the progress with all the actions including those arising from the staff survey - actions, 1.5a, 1.11, 1.12a, b, c & d and 1.14a & b.
- 3.4 This update report was to go to the December meeting of the Joint Consultative Committee but since it was cancelled it is being submitted to Members Library so that elected members and others can see the update.

4 POLICY IMPLICATIONS

- 4.1 None.

5 INTEGRATED IMPACT ASSESSMENT

- 5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

6 RESOURCE IMPLICATIONS

- 5.1 Financial – none.
5.2 Personnel – none.
5.3 Other – none.

7 BACKGROUND PAPERS

- 6.1 Appendix 1: 2023 -2027 Workforce Plan Update October 2023

AUTHOR'S NAME	Paolo Vestri
DESIGNATION	Service Manager: Corporate Policy & Improvement
CONTACT INFO	pvestri@eastlothian.gov.uk
DATE	6 th December 2023

2023-2027 Workforce Plan: ACTION PLAN - Update October 2023

1. Sustain a skilled, flexible resilient and motivated workforce

Ref	Action	Lead	Update
1.1	Support services to include a Training and Development Plan within their Service Plans – identifying training and development needs of staff and how these will be met and ensuring the Council has a cohesive and coherent approach to planning organisational capacity and skills that support the delivery of council and service objectives	OD	OD provided a training plan template explaining the benefits and how to complete. This was issued with the new Service Planning Guidance that was issued to Service Managers in June.
1.2	Review service training and development plans, requirements and budgets	OD	This will be undertaken following production of new Service Plans in 2024
1.3	Keep the <i>East Lothian Way</i> under review to ensure the council staff behaviours reflect the Workforce Plan vision, and in particular the emphasis on delivering customer focused, person centred trauma informed and inclusive services	OD	<p>East Lothian Way has been revised so that the Customer Focussed behaviour reflects commitment to person centred and trauma informed.</p> <p>The new Customer Focused/ Person Centred behaviour now reads:</p> <p>We put our customers and the people we work with at the heart of everything we do.</p> <ul style="list-style-type: none"> • We are polite and honest in our conversations with others and about others. • We are flexible and adapt our approach to suit the needs of the person we are working with. • We are empathetic and compassionate towards the people we work with.

		<ul style="list-style-type: none">• We find solutions with others and offer choices to help them with their requests and problems.• We do what we say we are going to do within the agreed timescales and standards.• We listen to the people we work with and their feedback and use that to inform service improvements. <p>The Working Together Behaviour has been amended to read:</p> <p>We collaborate with our partners, customers and colleagues to build strong and lasting relationships based on understanding, compassion, trust, integrity and mutual respect.</p> <ul style="list-style-type: none">• We work together with others and collaborate with them to find solutions early on, taking time to listen to what is needed.• We value our team and involve them in meaningful consultation and decision making.• We demonstrate a positive attitude that motivates the people that we work with• We are respectful of different opinions and the diverse backgrounds of others.• We have open and honest conversations with people that we work with.
--	--	---

			<ul style="list-style-type: none"> We take responsibility for our wellbeing and development and care about the wellbeing and development of others.
1.4	Continue to promote the values and behaviours we expect of all staff through the <i>East Lothian Way</i> through embedding them into staff induction, management webinars, and regular communications about good practice.	OD	Included in Welcome to the Council induction and e-learning, PRD and webinars where appropriate. Examples of less successful behaviours will be included as part of an ELW animation.
1.5	Continue to develop an improved, flexible Personal Review and Development (PRD) process and promote the benefits of regular 1-1s and team meetings that meet the needs of all services	OD	New guidance and templates made available in 2022 and these have been reviewed and promoted with managers. Learning guide to be expanded to include e.g. shadowing.
1.5a	Increase take up of PRDs - Review PRD guidance and format and promote amongst all staff and monitor of take up of PRDs in each service	OD	A process for monitoring take up of PRDs is to be developed using either the online HR system, itrent, or any new system that supersedes it
1.6	Support the development of a person-centred, trauma informed and responsive workforce, that: <ul style="list-style-type: none"> is informed by people with lived experience recognises the importance of employee wellbeing recognises where staff and service users are affected by trauma and adversity responds in ways that prevent further harm and supports recovery, and can address inequalities and improve life chances 	OD	This will be led by the Senior Project Officer (Person Centred/ Trauma Informed project) who has begun to engage with and work with front line services to establish needs/provide support A Level 1 awareness e-learning module is now available and is being promoted.
1.7	Continue to explore options to address issues around recruitment market conditions and challenges and the need to retain existing employees	HR	A recruitment task group has been established and has undertaken various

			inputs in line with Action Plan such as tailoring advertising of posts
1.8	Keep Council Terms and Conditions under review to respond to current employment market conditions and to ensure they are aligned to achievement of the Council Plan and the Workforce Plan	HR	Some initial work has been undertaken within HR but has not been progressed to conclusion
1.9	<p>Continue to develop measures aimed to meet the Council's commitment to be an Equal Opportunities employer including:</p> <ul style="list-style-type: none"> Carry out a review of recruitment procedures and practice against the Scottish Government's Minority Ethnic Recruitment Toolkit and make any necessary changes Review the Annual Equal Pay Audit in line with Government guidance to assess whether it should include information and actions to address pay gaps faced by employees with protected characteristic groups along with the gender pay gap; for example Ethnicity & race and Disability Pay Gap audits Carry out a stress and mental health audit of employees correlated against the protected characteristics as part of employee engagement surveys; and use the results to inform the development of mental health and wellbeing training and support services Become an "Equally Safe at Work" accredited employer and progress the development of a gender based violence policy Update the Post-employment Equalities Questionnaire to mirror the current 'myjobscotland' questionnaire Promote Stage 3 Data Collection by increasing the frequency of alerts sent to employees reminding them to update their Equalities Information on myHR and the introduction of an additional reminder into the mandatory Equality and Diversity elearning module Make appropriate adjustments to support neuro divergent employees 	<p>HR</p> <p>HR</p> <p>OD/ HR</p> <p>HR</p>	<p>Annual Equal Opportunities monitoring and Pay Gap monitoring reports shared with JCC</p> <p>Awaiting guidance from S. Government on extending pay gap reporting to other protected characteristics groups</p> <p>The 2023 Staff survey focussed on health and wellbeing, including stress. The results are being used to inform development of services to support staff mental health and wellbeing – Updated personal resilience and wellbeing modules on learnPro – running workshops.</p> <p>Council currently represented on Shadow group – not progressing this financial year</p> <p>In progress</p> <p>Periodic reminder sent to employees to update equalities information</p> <p>Ethnic minority recruitment toolkit being used to influence recruitment processes</p>

	<ul style="list-style-type: none"> • Increase the number of targeted recruitment initiatives to promote employment with the Council to people from underrepresented groups and address traditional gender stereotype roles in employment • Further enhance employee engagement in relation to equal opportunities to gain a more qualitative insight into any issues concerning employees – including barriers to disclosing equalities information. 		Guaranteed interviews for people with disabilities who meet post essential criteria
1.10	Continue to support and encourage our young workforce; attracting, recruiting and retaining young people through creating employment and training opportunities through appropriate training schemes and supporting Modern Apprenticeships in various occupational areas	HR/ ELW	<p>Scottish Government Workforce for the Future funding has been subsumed within 'No-one Left Behind' funding.</p> <p>Funding now targeted to support parental employability and the overall level of funding has been cut by £100,000 so there are limited resources available to support Modern Apprenticeships in this financial year.</p> <p>The option for suppliers to provide/support this type of activity is also included within our Procurement Community Benefits Wish list. This includes options for providing work experience/ apprenticeships.</p>
1.11	Support the improvement of Digital literacy skills in the workforce including conducting Digital Skills audits where required and working with the relevant teams/ Service to build capability in implementing and using new systems and digital tools. Consideration will be given to addressing the specific needs of staff affected by the 'digital divide' that may arise from dyslexia or low literacy/ numeracy skills	OD	<p>Activity on digital skills includes:</p> <ul style="list-style-type: none"> • offering digital skills assessment surveys to several teams that are working on new digital systems or starting to use paperless systems; customer service platform, HMS, cab devices in waste. • organising a new IT skills training room at Penston House with 6 desktops for

			<p>staff to access payslips, learnPro and beginner level training. OD has also helped Infrastructure secure desktops in Macmerry depot and requested for Kinwegar</p> <ul style="list-style-type: none"> • identifying how many staff do not have devices and logins. This will be used to target managers of staff with awareness of communal devices, and guides to use learnPro and resources/tools to access beginner level digital training • poster for depots to raise awareness on how to access payslips including QR code for mobiles • sourcing information in relation to eLearning accessibility guidance, to continue to ensure compliance in this area; resources created for Infrastructure services • where the participation of eLearning in group settings is deemed applicable, OD can provide guidance to services on facilitation.
1.12	Continue carrying out annual employee engagement surveys with a focus on health and wellbeing	Policy	<p>2023 staff survey carried out (march 2023) with a focus on Health and Wellbeing. Actions have been incorporated into this Action Plan</p> <p>Survey of school-based staff has been carried out in October – results will be available in November 2023</p>
1.12a	Increase staff survey response rate particularly in 'frontline' services with relatively low response rates	Policy	Short life working group with service managers from relevant services and TU

			reps to develop actions to increase response rates to be established
1.12b	Provide feedback to staff on outcome of the survey and actions being taken in response to issues raised	Policy	You Said We Did article has been published in Inform
1.12c	Inform elected members and Trade Unions of the results of the survey and the actions being proposed to respond to issues raised	Policy	The results of the 2023 survey and the actions have been presented to elected members and Trade Unions at the Joint Consultative Committee
1.12d	Maintain and improve high levels of positive engagement reflected in the eight core engagement questions	Policy / OD	<p>Reviewed the Staff Charter and will promote amongst all staff</p> <p>East Lothian Way has been reviewed and will be promoted amongst all staff (see 1.4)</p> <p>Process for encouraging all staff to contribute ideas for change and improvement is being developed</p> <p>Proposals for training and development for front-line managers are being developed (see 3.3)</p>
1.13	Develop an active approach to succession planning (e.g. job shadowing and short term secondments) that enables the Council to manage the loss of skills, experience and knowledge, build experience and new skills and flexibility to respond to business need and motivate staff to remain council employees	HR	To establish a small task group of service managers
1.14	Continue to explore strategies and initiatives to improve employee attendance and wellbeing	HR	<p>Examples of HWL activity in 2023 include:</p> <ul style="list-style-type: none"> • 3 Virtual Appointment days for Able Futures – all fully booked

			<ul style="list-style-type: none"> • Once monthly Wellbeing Wednesday messages signposting to support, including: Refresh your wellbeing, Time to Talk, Cancer Awareness, Burnout, Benefits of Walking. • EAP provider attending team meetings in H&SC and Libraries to promote the Service • EAP Wellbeing App promoted • Listening Ears programme being re-invigorated with development sessions. • Promotion of Mental Health Awareness Week. • Massage /Reflexology sessions ongoing • Scottish Mental Health First Aid Training provided • Step Count Challenge • Menopause Group promotion and support • Carers Wellbeing Support
1.14a	Respond to 50% of staff reporting work related stress and concerns about workload and to concerns about Mental Wellbeing and Physical Health	HR/ OD/ Policy	<p>All services should review responses to stress related questions in the survey and engage with Health & Safety and HR partners to identify actions to respond to particular issues highlighted by the survey and ensure required support/ supervision is provided for staff in services where 'stress' is in the 'nature of the job'</p> <p>The new Customer Strategy attempts to reduce/ more effectively manage pressure from customers caused by service 'failure'/ multiple forms of engagement</p>

			<p>Re-prioritising services, new ways of working, service re-design and further development of digital services should aim to reduce workload/ caseload/ pressures that cause work related stress</p> <p>Further consideration to be given to support provided to Home and Hybrid working staff to reduce stress related to 'social isolation' and 'lone working'</p> <p>Review support, advice and learning resources provided to help managers and staff deal with work related stress</p> <p>Survey results shared with HR and Healthy Working Lives team to assess whether further actions are required to support staff and to increase awareness of support available.</p>
1.14b	Respond to concerns raised about bullying and harassment	HR/ OD	<p>Review of Harassment at Work Policy to be brought forward and completed in 2023 and then awareness of the policy to be promoted amongst all staff</p> <p>OD to review e-learning material available to managers and staff to deal with bullying and harassment and to continue to raise awareness of the East Lothian Way endorsement of good behaviour and awareness of unacceptable behaviour</p>

1.15	Keep the Council's Health and Safety Policy and Management arrangements under review and continue to embed best practice in health and safety across the Council	Health & Safety	Health and Safety Policy and Management arrangements are reviewed on an ongoing basis and health and safety reports are presented to departmental Joint Consultative groups
1.16	Continue to review staff recognition, rewards and benefits (including the range of non-cash employee benefits in terms of salary sacrifice schemes and discount scheme) to ensure the Council recognises and promotes the success, achievement and commitment of its staff	HR	A new Salary Sacrifice scheme (AVC) was introduced in 2022. HR looking at opportunity to introduce other offers such as a home electronic scheme
1.17	Continue to develop and implement an effective staff communications plan, including encouraging and supporting the sharing of ideas and best practice, which will reach all staff, to ensure staff feel engaged with, understand and contribute to the change agenda	Comms	Ongoing review of internal communications channels and content to ensure appropriate dissemination of news and information to employees and opportunity for engagement
1.18	Procure a new Learning Management System (LMS) for on-line learning that is user friendly and can more effectively engage staff in using e-learning modules and digital learning	OD	OD have researched options for procuring a new LMS. However, procurement has been put on hold due to budget constraints. Off the shelf modules on leadership and personal development have been purchased and are now available

2. Support and initiate transformational change, encouraging and supporting staff to work in a more agile way

Ref	Action	Lead	Update
2.1	Support service re-design through the provision of project support, improvement methodologies and change management training and support	OD	Ongoing as requested, for example support provided to Customer Services and a change management webinar has been held. A more focused approach is to be taken to provide targeted support to support the Transformation Programme priorities, including: To design sustainable (core) council services and, digital by-default customer services
2.2	Reshape the council workforce profile in the light of demographic, financial and other pressures and to align with alternative service models such as the development of digital services and the wider transformation programme	HR	Work ongoing with regard to financial pressures. Service review activity increasing and to be aligned to the Transformation programme priorities.
2.3	Review the Council's Human Resources policies and procedures to support the Council's transformation agenda and support effective people management practice at a time of change, including ensuring effective management of issues of grievance, underperformance and capability	HR	Policies constantly under review/ development in line with policy development workplan. The bullying and harassment policy will be reviewed in 2023/24
2.4	Monitor the proposal to create a National Care Service to understand the implications of the proposal not just on adult and children's social work staff but on staff across all services; and, where possible, take actions to mitigate negative impacts on council staff	Policy/ HR	The Government has delayed the introduction of the National Care Service legislation so no action being taken by the council at this stage

2.5	Continue to provide ongoing development ideas/ learning via Manager's monthly on how to support hybrid working and staff health and mental wellbeing	OD	Manager monthly now on Teams channel. HWL will be taking a tab so they can post relevant information.
2.6	Provide training, advice and support for staff in adapting to new ways of working such as Hybrid Working	OD	Guidance on how hybrid working works in practice across council services is to be developed
2.7	Continue to grow and develop the Digital Champions network to ensure employees have the required knowledge and skills to use Microsoft 365 and other relevant applications	OD	There are now almost 100 champions with an active Teams Channel where apps and tools are being discussed.
2.8	Promote flexible approaches to learning and building capability for succession planning and for emergency situations and business continuity - e.g. job shadowing, short term secondments, re-skilling of employees for deployment.	OD	See Action 1.13

3. Build and sustain leadership and management capacity

Ref	Action	Lead	Update
3.1	Continue to deliver leadership development programmes for all people managers (CMT/ SMT/ Team Leaders and first line managers) to ensure consistent modelling of leadership behaviours across the council and to further enhance our culture of empowerment and continuous improvement	OD	CMT and SMT workshops now completed with Teams channel for learning resources. Peer coaching for several members of SMT has been established. Coaching network training starting in September. Proposals for Future Team Leader development being discussed by CMT
3.2	Continue to provide a blended programme of learning for managers via webinars, face-to-face sessions and mentoring for new and	OD	Face to face workshops (e.g. Coaching and Interview Skills) are being provided along with webinars on a range of topics.

	existing people managers on topics to support them with individual learning needs and core manager skills		
3.3	Continue to provide introduction to management learning options e.g. webinars, e-learning and videos to those who are keen to develop into a managerial position in the future to support career progression	OD	New Intro to Management course started in April. Renewed licence for leadership videos and podcasts
3.4	Develop interventions to support managers and staff supervisors in communicating and engaging with staff to support effective team management, team building and team relationships	OD	Recent team development programme in Customer Services and Economic Development with coaching for managers to support. Using Future Workforce Development Fund funding to provide support staff development, in particular around digital skills
3.5	Ensure all managers receive training on how to deliver PRD's, give effective feedback, support staff development and tackle staff and team performance issues early on	OD/ HR	OD run PRD sessions and Difficult Conversations workshops which focus on early intervention.
3.6	Ensure all managers have information and access to learning resources and development and learning opportunities so they can support and advise staff with identified development requirements	OD	Manager's Monthly posts regular resources. L&D intranet pages have been updated to make resources easier to find. ELC Skills Network now established.