

Strategic Workforce Plan 2022 – 2027: The Future of Work Strategy

Summary of Consultation Feedback

General points:

- The Strategy was well received, with participants stating that the Strategy was “long overdue” and the priorities are accurate.
- The LGS Trade Unions gave their full support for the Strategy.
- The Teaching Associations commended the strategy document itself, but did not necessarily see how the values and priorities relate to school employees.
- A clear message from the feedback is that there needs to be a clear top down approach from Corporate Directors, owning and supporting the strategy and providing leadership to their respective teams in adopting the behaviours and values of the strategy. This is particularly in relation to empowering people – allowing staff autonomy in their roles, to empower them to make day to day decisions in their workplace. Some respondents shared that they feel reluctant to make decisions as they are concerned that in reality, they are not allowed to make decisions for themselves, and / or they will not be supported if things go wrong or they are perceived to have made the wrong decision.
- The majority of the feedback received can be summarised as relating to operational workplace issues, ranging from pay and grading issues, the Payroll and HR system iTrent, and how managers interpret and apply employment policy and procedure across the council (fairness and consistency).
- Some of the feedback suggested actions to support the delivery of the priorities set out in the strategy so for example:
 - Corporate inductions for new staff and newly appointed managers

- Regular appraisals which identify career paths and how the role links into corporate objectives
- Shadowing opportunities, to give staff experience of different remits and roles within the Authority
- The Trade Unions supported the commitment in the strategy to the development of a leadership and management strategy, leading to comprehensive development programmes. They cited concerns raised by some employees in relation to inconsistency or unfairness in approach and decision making, and supported the council's commitment to ensuring our managers have all the necessary tools to help them be effective managers and leaders at whatever level they are.
- A small minority of participants stated that they found the document too corporate and full of jargon.
- Some frontline staff stated that they felt the Strategy was aimed at office staff and they were unsure how they fit within the Strategy and the Corporate Vision.

Specific points:

Communication

- Feedback is that the Chief Executive is proactive in her approach to communicating with the workforce and contactable.
- Employees who currently do not have access to Yammer feel that we are not being inclusive.
- Accountable managers should use Yammer to update and encourage two way communication to improve services going forward.
- Some employees indicated that they find Yammer intrusive and irrelevant, and they do not pay attention to updates.

A Safe Workplace: Supporting the health and well-being of our employees

- The Strategy should make clear that everyone in the council has the responsibility of maintaining employee health, well-being and safe working practices – this is not the sole responsibility of Occupational Health and Safety.
- Feedback from trade unions, employees and the Occupational Health & Safety Team supported the commitment to investing in an Employee Assistance Programme.

Team NPT / One Council Approach

- There was a mixed response to the term “Team NPT” term with some respondents positive about it and some respondents preferring the term “One Council”.
- Respondents fed back that changing the culture within the council will be a big challenge. Often Teams / Directorates are working in silos, with an indication that this happens more in peripheral sites across the council.
- Systems are out of sync – indication of duplication and / or systems not “talking to each other”. An example was giving around car hire, when we have vehicles available within the council.

Delivery Plan

- The feedback can be summarised as - the delivery plan gives an overview, respondents would have liked to see more detail in how the Strategy will be delivered. For example, Jobs and Skills only have two actions points assigned when a lot more happens.

Resourcing and Retaining Talent

- The feedback received confirms this is a key workforce priority. Respondents agreed that we should have clear career pathways

both at entry level and for people in post (e.g. a Grade 9 employee stated “where else is there for me to go”?)

- Feedback suggests there is inconsistency across the council in relation to management supervision and the application of the performance appraisal process.

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