

North Lanarkshire Council Report

Policy & Strategy Committee

Does this report require to be approved? Yes No

Ref: FW

Date 05/12/24

One Workforce Annual Update

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Executive Summary

Following Policy and Strategy Committee approval of the One Workforce Plan in December 2023, this report provides an annual update on progress towards delivery of the commitments within that plan, underpinned by a continued focus on ensuring that the Council has the required workforce capacity and capability to deliver on our strategic aims and objectives both now and in the future. This is in context of continued workforce risks and challenges in our wider environment, most recently highlighted in the national report on Scotland's Local Government Workforce published jointly by SOLACE (Society of Local Authority Chief Executives), SPDS (Society of Personnel and Development Scotland) and the Improvement Service in September of this year ([Local Government Workforce Report](#)).

Aligned to this, and through our One Workforce Plan, the Council continues to take proactive steps to manage the impact of a difficult workforce environment, placing a strong emphasis on workforce planning with a range of actions to address gaps, including setting out detailed service level workforce plans with an agreed bi-annual cycle, led by Chief Officers across all services. The strength of this approach was most recently audited and endorsed as part of our Best Value Workforce Innovation Audit with the outcomes reported to Policy and Strategy in September of this year. This means we are in a good position to demonstrate that we have effective plans in place to manage, where possible, the many workforce risks now apparent and ongoing.

The remainder of this report sets out a full progress update on our One Workforce Plan and strategic workforce priorities to 2028. There are several areas where we have made good broad progress, and these are highlighted in the body of the report against each priority. In addition, we have included some new areas of work, aligned to the recommendations for improvement within the Best Value Audit, and these will further support our continued efforts to build and maintain the Council's workforce to meet both our ongoing operational requirements and our future strategic aims and ambitions.

Recommendations

It is recommended that Policy and Strategy Committee:

- (1) Recognise and acknowledge the continued workforce and wider labour market challenges and associated risks the Council is facing.

- (2) Note continued good progress against the Council's One Workforce Priorities to 2028, their associated strategic aims and the rolling plan of work which supports the delivery of these aims.

The Plan for North Lanarkshire

Priority	Improve North Lanarkshire's resource base
Ambition statement	(23) Build a workforce for the future capable of delivering on our priorities and shared ambition

1. Background

- 1.1 Over the last 12 months, the Council's services have continued to experience a range of pressures in building and maintaining their workforce capacity, and accordingly our corporate HR risk level of 16 continues to reflect these challenges.
- 1.2 North Lanarkshire's local labour market has also maintained a difficult profile, with numbers of unemployed (available for work) residents continuing to sit at its lowest level in over 10 years and indeed dropping further from 6,100 to 5,400 over the last 12 months. It should be noted whilst low levels of unemployment are on one hand a positive measure, they also reflect a concerning shortage of available local labour and this particularly impacts on our ability to recruit staff to many of our larger frontline services, several of which already have an aging workforce profile.
- 1.3 Additionally, like other Local Authorities, we continue to deal with wider financial pressures which impact directly on our ability to build and maintain our workforce capacity and capability, and there is no sign of this abating in future years. These pressures include budget savings requirements, ringfenced budgets and temporary funding, which continually force staffing level reductions and restricted recruitment across services, even in the face of increased service demand.
- 1.4 These combined pressures are now creating challenging conditions within some of our services who must meet demand for critical frontline support in our communities, with some services having to consider alternative workforce sources to maintain service levels, including the increased use of agency workers and high levels of additional staff overtime with associated cost burdens and further risks around staff burnout and increased levels of sickness absence.
- 1.5 With respect to wider pay pressures, and the aspiration of the Trade Unions to achieve a £15 minimum rate of pay in future years, it is hoped that recent larger increases at the lower end of our pay spine will help to attract staff for lower graded positions from other sectors such as retail and transport who have recently begun to offer these rates of pay.
- 1.6 Compression at the upper end of our pay spine however has had the opposite effect on our ability to recruit to mid and senior level professional positions, including lawyers; accountants; architects; all IT disciplines; procurement professionals and project managers, who are all now attracting a much higher salary in the private sector and elsewhere.

- 1.7 Aligned to our One Workforce Plan, we are now starting to take forward the revision of our pay and grading model, and an update on this work is provided within this paper and in a separate report to Policy and Strategy in this Committee. Given the risk profile, cost and complexity of this work however, we expect that it will take several years to complete, and with another heavily differentiated pay award being implemented this year, we will continue to see our competitiveness and attractiveness as an employer decline, particularly for higher graded positions. It is hoped that with a reducing inflation profile, we will see an easing in private sector pay inflation over the coming year taking some pressure off our mid-level and higher graded positions.
- 1.8 Despite the complex and continuing mix of workforce pressures and demands we face; Elected Members should be reassured that the Council is maintaining a strong focus on workforce planning as well as proactively progressing actions required to address gaps and identify more sustainable ways to build workforce capacity in key service areas. This includes work we are involved in at both a regional and a national level working with key partners to develop solutions for known workforce gaps.
- 1.9 The Council's proactive work in this area was fully endorsed as part of the recent Best Value Thematic Audit undertaken by Audit Scotland and reported to Policy & Strategy in August ([Best Value Audit Workforce Innovation](#)) The report identified several areas of good practice including the fact that service workforce plans are robust, covering key service challenges, gaps, and how the service needs to adapt, with references to the council's strategic priorities and how they will support delivery of the Programme of Work.
- 1.10 Additional work will also be undertaken this year to further strengthen our workforce planning approach with a revised process due to be launched in early 2025 to enable a full biannual refresh of our current service workforce plans. This will include enhanced tools and training around workforce capacity and demand planning, including heatmaps for hard to fill roles and service considerations around possible alternatives to overtime and the use of agency workers.
- 1.11 Our workforce plans will also consider other areas of potential workforce change and transformation, including our digital ambitions and the increasing incorporation of AI technology to drive efficiencies and improvement in our services. It should be noted that the impact of AI incorporation on roles and staffing across the Council is expected to augment and improve the work of our employees rather than directly replacing what our staff do. This was clearly set out in the recent report to Policy & Strategy on the Councils Automation and Generative Artificial Intelligence (GenAI) Framework which was approved by Policy & Strategy in September 2024. [Document.ashx](#)
- 1.12 As our Digital NL work, including AI and automation progresses within services, we will work closely with our employees and our trade unions to progress this work and assess the impact on our services and our staff.
- 1.13 A need to further build on our digital skills approach is also highlighted in the Best Value report along with many other areas of important work aligned to our existing One Workforce Plan, including the Council's focus on building stronger workforce capacity in critical professional and statutory roles such as Planning and Social Work, and a further update on good progress being made in these areas is included in the update on our priorities below.

- 1.14 The Best Value report has 3 areas for recommended action as set out below. Some of these are already encompassed within the One Workforce Plan, with work underway and others will be included as a priority in this next phase of work:

Issue /Risk	Recommendation
1. Acting on staff engagement feedback	As the council develops its staff engagement approach, it should ensure that as well as providing information to staff on council decisions, it also incorporates the views of staff and trade unions to support transparent decision making, and evidence how it is acting on findings from the Summer 2024 Roadshow sessions.
2. Hybrid working policy	The council should continue to monitor the impact of its hybrid working approach. It should continually assess the impact of increasing the number of office days, in terms of performance, staff wellbeing, and recruitment and retention.
3. Temporary workforce	The council should include data reporting on its temporary workforce as part of published workforce data, and once available it should include data on agency workers.

- 1.15 Work is already well advanced as part of our One Workforce Plan to cover recommendations 1 and 2, and a focus on our temporary workforce and the use of agency workers, at set out in recommendation 3, will be included in our next iteration of service workforce plans to be taken forward in early 2025.
- 1.16 Finally, it should be noted that anticipated future changes in employment legislation, aligned to the introduction of the Employments Rights Bill in October 2024 ([Employment Rights Bill overview](#)), will also impact on how the Council engages with temporary workers going forward, and we will begin to consider the impact of these changes in early 2025 with the UK government expected to start consulting on associated legislative reform around that time.

2. Report

2.1 One Workforce Priorities

In the current challenging context, and to ensure a continued focus on making progression towards the delivery of our future operating model, our workforce priorities set out below in figure 1 remain fully valid and aligned to the key areas of workforce change and risk that we need to progress. Set out in the remainder of the report below are the key highlights in terms of progress against these priorities and a further update on our rolling delivery plan is provided in appendix 1.

Figure 1 – Our Strategic Workforce Priorities



2.2 Priority 1 - Managing Workforce Transition

Our strategic aims for this priority are:

- To deliver effective workforce change and transition to our future operating model, managing service realignments and re-structures, including the establishment of new structures and roles; the delivery of workforce changes arising from savings implementations; digital skills and new ways of working and any relevant local or national policy changes which will impact on our workforce model over the next 5 years.
- To undertake an ongoing mapping exercise to define how our services will evolve their workforce service delivery models over the next 5 years, agreeing a clear transition plan, and relevant supports and policies to achieve this through the One Service programme of work.
- To maintain a strong ongoing focus on effective workforce planning, and the delivery of ongoing actions to address gaps and risks, with fully refreshed bi-annual workforce plans and updates on risks and the progression of agreed actions.
- To complete a detailed review and full realignment of our pay and grading model to mitigate against pay compression, recruitment risks and to simplify grades and structures in line with our future operating model.
- To ensure that all relevant workforce policies, processes and terms and conditions are appropriately reviewed and re-aligned where required to support our future operating model and overall workforce ambition.

2.3 Priority 1 - Progress Update

2.3.1 All budget savings with a direct workforce impact aligned to decisions taken in prior years by the Council have been fully progressed in line with the Council's managing workforce change policies. This includes the full conclusion of the early year's workforce transformation and the recent progression of the service review in Waste.

2.3.2 It should be noted that the progression of some of these savings and reviews has been complex and challenging for all concerned, and a key element of their successful

delivery has been strong partnership working with our trade unions who have fully engaged with us to progress the best outcomes for all within the constraints set.

- 2.3.3 Through the One Service Board all Chief Officers have now presented their plans to progress their own service model and associated workforce transitions to our future operating model, and an update on this is included in the One Service Programme of Work update to Policy and Strategy included in this committee.
- 2.3.4 A further update report outlining progression towards our operating model is also included in the Policy and Strategy agenda for December and this includes the progression of new structures and roles which will enable the successful operation of our Community Hubs going forward. This includes the establishment of the new Hub Coordinator Role which will be critical to developing an effective multi service delivery model within our hubs going forward.
- 2.3.5 People Resources fully supports this work, including the shaping and job evaluation of new roles and engagement with staff and trade unions colleagues on these changes. We will continue to work through the One Service Board and with the Operating Model Delivery Manager and services to successfully manage all workforce transitions as they arise going forward as progress and to accelerate the progress of this work in future years.
- 2.3.6 As set out in a separate paper to Policy & Strategy in this committee, the Council will begin a review of its full pay and grading model in January 2025. The overall review will be led by a Project Board chaired by the Deputy Chief Executive and will follow recent changes at Chief Officer level within the Chief Executive's service.
- 2.3.7 It should be noted that the work will be complex and detailed, and it is expected to take several years to complete, and consequently it will be broken into several phases. The first phase will begin in January 2025, with a focus on the initial realignment of our pay spine to the COSLA pay scale and the revision of our grades NLC15 to NLC18 to align with the removal of a further Chief Officer role within the Chief Executive's service, and the consequential reorganisation of activities underneath this level.

2.4 **Priority 2 - Pathways for Progression**

Our strategic aims for this priority are:

- To maintain a strong leadership, development and progression offer to staff, including, learning and development, supported qualifications, graduate apprenticeships and other supported development and skills pathways which enable onward progression and promotion.
- To continue to work with services, and nationally with key partners, to identify new opportunities for traineeships and other funded skills and qualification pathways including new graduate apprenticeships for key areas of skills shortage.
- To become an accredited inclusive recruiter, fully adopting the SCQF Qualification Framework to enable the Council to incorporate a formal "work towards" and qualifications equivalency approach into our grading and recruitment processes.
- To significantly improve the speed and effectiveness of our recruitment processes to ensure we are not disadvantaged in the labour market.
- To continue to work closely with our Employability service and Routes to Work ALEO, to offer and expand where possible our number of work placements and

other entry level employment opportunities offered within the Council to local unemployed or underemployed residents and those furthest from the labour market.

2.5 Priority 2 - Progress Update

2.5.1 Despite having limited funding to invest in the development of our leaders, we have maintained a leadership offering for staff and this was highlighted within the recent Best Value report with a continued offer in our Foundation and Influential Leadership Programmes.

2.5.2 We also support a bespoke leadership development offering for Education & Families and a newly developed dashboard on Learn NL for Social Work, which provides a comprehensive programme of development for all staff within Social Work. This dashboard provides access to the latest learning in the profession as well as access to masterclasses and professional development activities. This dashboard will grow and evolve with the service to ensure staff have access to learning which seeks to enhance their role.

2.5.3 In addition, the implementation of a new mentoring programme was agreed with Corporate Management Team in September of this year, with the creation of a new mentoring Hub on our Learn NL platform as illustrated in figure 2 below.

Figure 2



2.5.4 The programme will offer a step-by-step process for requesting mentorship or requesting to become a mentor. This process includes:

- **Step 1** – Read the Introduction to Mentoring Guide
- **Step 2** – Complete the Mentoring Expression of Interest Form
- **Step 3** – Choose a mentor (mentees only)/Book mentoring training (mentors only)
- **Step 4** – Commence the mentoring process.

2.5.5 As highlighted above, a key step in becoming a mentor is the requirement to undertake the appropriate development. To support this, we will roll out bespoke training to support mentors to develop the right skills and approach to become an effective mentor. This will ensure there is a standard level of quality, consistency and effectiveness of mentoring delivery across the organisation.

2.5.6 It is hoped that the mentoring programme will help to accelerate the development of staff to enable them to progress to higher levels roles, and this approach has already been piloted in some services for example it has recently been used in Housing to accelerate the development of NLC7 staff into NLC10 Housing Officer roles, which have proved difficult to fill in recent years.

2.5.7 Excellent progress has been made in the development of our Graduate Apprenticeship (GA) schemes particularly in roles that have been increasingly hard to fill in recent years with key highlights which include:

- The finalisation of our GA in Town Planning with the University of the West of Scotland (UWS), with our first student starting the 2 year accelerated pathway in January 2025, and further students expected to take up the 4 year programme in September 2025.
- Confirmation from the Scottish Funding Council that the GA in Social Work will be available for an initial student intake from August/September 2025, with both UWS and the Open University offering this programme in the first instance.

2.5.8 It should be noted that through our current Social Work Hub we have also continued to invest in the development of Social Worker capacity within the Council and this has resulted in a reduction in the number of vacancies to a much lower level than has been seen in previous years. The hub oversees a number of critical capacity building programmes including those in the table below:

Programme	Description
Trainee Social Worker Programme	In 2022, the Council reinstated its Trainee Social Worker programme. The programme offers existing staff the opportunity to study with the Open University to gain a BA (Hons) in Social Work whilst continuing to work for the Council. This programme is currently running with 9 staff who are training to become fully qualified Social Workers however its size is limited by the fact that the cost of the degree needs to be fully funded by either the Council or the Trainee or a combination of both and costs are substantial (in the region of 12k).
Social Work Student Hub	The Practice Learning team within Talent and Leadership Development manage the Student Hub which supports approximately 100 students per year who are in either their 3rd or 4th year of a Social Work Degree. The Hub provides students with placements across the service as well as a robust and extensive learning programme to develop their skills as a Social Worker.
Newly Qualified Social Worker Programme (NQSW)	Following a pilot programme (led by North Lanarkshire Council and the SSSC) all NQSWs are required to undertake a supported year before going out to practice. This programme was developed by North Lanarkshire Council and has now been adopted across Scotland. To date 36 NQSWs have completed their first year in practice and we currently have 62 currently going through their supported year.

2.5.9 Crucially, the introduction of the Graduate Apprenticeship in Social Work will be open to both existing and new staff and all qualification costs will be fully covered by the Apprenticeship Levy. The Council plans to offer at least 6 opportunities per year for the GA programme with the expectation that all successful applicants will gain

employment at the end of the four-year programme. This will enable us to expand the size of the current Trainee Social Worker Programme and build a pipeline of staff to address gaps and an aging demographic.

- 2.5.10 The programme will be particularly appealing to those staff who are currently completing modules with the Open University as they can be easily transitioned onto the programme. It will also be promoted to school leavers or college students studying a Health and Social Care qualification. A pathway of progression for the GA will be created which will ensure they are ready to apply for a position as a Social Worker on completion of their qualification.
- 2.5.11 The total number of students from January – December 2024 was 60 students; 9 Trainee Social Workers; 46 staff on pathways; 36 NQSW completed and 62 in progress.
- 2.5.12 Positively, the service has also reported that the recent initiative to increase grades for both qualified Social Workers to an NLC11 and Senior Social Workers to an NLC13 have been very impactful in terms of both retention and attraction of Social Workers into the Council.
- 2.5.13 Over and above the good progress made on these crucial GA's the Council has a further 67 staff currently progressing through Graduate Apprenticeships from a range of Council roles and across a variety of frameworks. A summary of this is set out in appendix 2.
- 2.5.14 A significant amount of work is underway to enable the Council to review and identify opportunities for us to improve our recruitment processes. This includes systems improvements and work to develop an improved recruitment policy with more streamlined processes. An update paper will be provided to Audit & Scrutiny Panel in February 2025 detailing all of the work underway and the expected improvements.
- 2.5.15 The Council's Workforce Resourcing Team have continued to work closely with partners in Employability and Routes to Work to facilitate access for those who are furthest from the labour market to gain work skills and employment. In 2023/24, 10 employees were funded through shared prosperity funding with placements in central admin teams and to date, 2 of the employees have been successful in newly promoted posts within NLC, and another 2 are currently in the recruitment process hoping to secure employment as temp clerical assistants.
- 2.5.16 Further work is underway for 24/25, funded through Prospects for Parents funding to secure positions within wider frontline services including, 5 positions, made up of 3 Facility Support Workers (NLC3) and 2 Locality Support Workers (NLC4) and it is hoped that we will be able to grow this work subject to funding being available to support additional places.

2.6 **Priority 3 - Next Generation Council Workforce**

Our strategic aims for this priority are:

- To continue to support a strong Modern Apprenticeship (MA) offering, particularly aligned to areas where we have known workforce gaps and an aging workforce profile.
- To scale up our summer placements programme across all services and building on the good work already underway.
- To investigate the use of foundation apprenticeships, student placements and a graduate scheme as a route to engaging talented young people in a career in Local Government.
- To build linked pathways directly from school into these programmes with onwards progression to more senior roles within the Council.

2.7 **Priority 3 - Progress Update**

- 2.7.1 A full summary of the Council's modern apprenticeship programme is set out in appendix 3. The programme continues to progress well, with 33 Modern Apprentices recruited successfully in the summer intake of this year and winter recruitment for 2024/25 progressing with the intention to take a similar number of apprentices.
- 2.7.2 Our summer students programme was very successful this year with 128 students commencing placements across NLC and external partners. Planning is now underway for our 2025 summer placement scheme, building on the success of the 2024 programme, and we are hoping to scale up the number of placements in our Built Environment Sector programme working through the Brighter Futures programme of work.
- 2.7.3 Work continues to explore how the Council could make use of existing foundation apprenticeships, and although the existing available frameworks are not fully aligned to what we need, we will further explore how these can be adapted to join up with our summer placement scheme.

2.8 **Priority 4 - Vibrant & Flexible Workplace**

Our strategic aims for this priority are:

- To establish and implement a final Hybrid Working Scheme for all staff currently in scope, within a wider framework linked to our operating model and focused on building a vibrant mixed use offering of office and community-based workplace environments across North Lanarkshire.
- To invest in, develop and promote our town and community hub and other flexible community-based workspaces for all staff, engaging with different employee groups to help shape and design how these will evolve as we transition to our future operating model and over the next 5 years.
- To build a digitally enabled, skilled and knowledgeable workforce, who can work efficiently and flexibly within our community-based locations, linked to our broader Digital North Lanarkshire, and Resilient People programmes of work including the roll out of our Trauma Informed Practice workforce culture.

- To maintain a strong offering of HR policies and other supports which continue to support staff to work flexibly, as an employer of choice and in line with the new Employment Relations (Flexible Working) Bill, and associated changes which will be introduced in 2024.

2.9 **Priority 4 - Progress Update**

2.9.1 The operation of our new hybrid model is progressing well with no significant issues. Due to office refurbishments and moves within Civic Square some teams are not yet operating the full model, however all work is expected to be complete by the end of the year with the full hybrid model in place and working by early 2025.

2.9.2 A further hybrid working survey will be issued to staff once the policy has been fully in place for six months, and the outcomes of this will be reported to Corporate Management Team and the council's Joint Consultative Committee in the second half of 2025.

2.9.3 Under our digital skills programme which is overseen by the Digital NL Programme of Work, we have a number of key deliverables namely:

- Utilising information from the digital skills survey to identify digital skills gaps as well as working on a follow up to the survey
- Creating and developing digital leadership skills to create a culture of digital first approach with competent and capable leaders to support digital development
- Invest in upskilling our staff to enhance their digital capabilities.

2.9.4 We currently have limited funding to invest in this area however our projects include:

- Access to resources on LearnNL covering all areas of digital skills development
- Working with early adopters to give staff access to a platform for digital development which will enhance existing skillsets across all groups of staff
- Working on a self-assessment tool for staff to identify their current level of digital skills and identify development for the future
- Work to map a digital leadership profile with key competencies.

2.9.5 We are also investing in Digital Diplomas with:

- A number of staff who have accessed a qualification in Digital Applications to develop and enhance their digital skills.
- Digital Bootcamps – all of our Business Support MAs attended the Digital Bootcamps run by QA to enhance and develop their skills

2.10 **Priority 5 - Employee Engagement & Wellbeing**

Our strategic aims for this priority are:

- To build on our previous IIP survey approach, by developing a broader staff survey and engagement plan, which fully engages our staff at all levels, aligned to our Programme of Work, our One Service programme and linked to our responsibilities as a fair work employer under the key pillar of effective voice.
- To continue to deliver the aims and objectives within both our Mental Health Strategy, and Managing Attendance Policy, including maintaining a strong health

and wellbeing offering to all of our employees and through our service based mental health groups.

- To maintain a strong wider staff support and benefits offering under our Workwell NL banner, providing staff discounts and other health and wellbeing supports to help with cost-of-living challenges, including our salary sacrifice schemes.

2.11 Priority 5 - Progress Update

2.11.1 We have now developed a draft revised survey for the Council which is fully aligned to the Fair Work Framework and in particular the key elements of that framework as set out in the national policy including:

- **Effective Voice** - Effective voice is much more than just having a channel of communication available within organisations. It requires a safe environment where dialogue and challenge are dealt with constructively and where employee views are sought out, listened to and can make a difference.
- **Opportunity** - Fair opportunity is more than the chance to access work. Attitudes, behaviours, policies and practices within your organisation reflects the value placed on fair opportunity. Supportive practices to promote opportunity involve robust recruitment and selection procedures, training and development and promotion and progression practices that are open and equally attainable by all.
- **Security** - Security of employment, work and income are important foundations of a successful life. Predictability of working time is often a component of secure working arrangements and whilst no one has complete security and stability of employment, particularly in our current challenging financial environment, income and work security is an important aspect of fair work.
- **Fulfilment** - Fulfilment is not only giving your workers the opportunity to use existing skills but the chance to exercise some control and to make a difference. Giving them the scope to be appropriately challenged, access to training to maintain skills and learn new things will give them opportunities for personal growth and for career development. Fulfilment can also arise from positive and supportive workplace relationships that promote a sense of belonging.
- **Respect** - Fair work is work in which people are respected and treated respectfully, whatever their role and status. Respect involves recognising others as dignified human beings and recognising their standing and personal worth. At its most basic, respect involves ensuring the health, safety and well-being of others.

2.11.2 Our revised approach is key to supporting the Council to meet its commitments under the Scottish Government's Fair Work First policy and in particular the expectations now placed on public bodies to meet the "employee voice" criteria encompassed within this framework.

2.11.3 It is believed that the Council already offers a positive experience across many of these of these key dimensions, however there will be room for improvement, and we are particularly keen to engage with frontline staff and services. The survey will also allow for service specific questions to be tailored and included to ensure that the outputs are relevant and useful.

- 2.11.4 Key links to the programme of work, and recent roadshows are also included within the employee voice element of the survey, and these will be further strengthened as the approach is developed and in line with the recommendations set out in the Best Value report.
- 2.11.5 Next steps will be to engage with trade unions to share our draft questions and get their initial input and views prior to piloting and further refining our approach. It is intended that a final paper setting out the approach for our new survey will be discussed and approved by CMT during 2025.
- 2.11.6 A full refresh of the Council's Mental Health & Wellbeing Strategy was shared with Finance and Resources Committee in September ([Mental Health & Wellbeing Strategy](#)) and work will now be taken forward aligned to the priorities as set out in the report.

2.12 **Priority 6 - Equality & Inclusion**

Our strategic aims for this priority are:

- To deliver on the actions set out in our newly integrated Equalities Delivery Plan, which includes all strands of our work and to measure our progress through our corporate action plans and established Equality Outcomes Performance Framework.
- To refresh our Equality Strategy and Outcomes in 2024/25 to ensure that they continue to be aligned with our ambition in this area.
- To ensure going forward that all of our HR and workforce policies are inclusive and reflective of our equalities commitments.
- To continue to support and drive the work of the Equalities Board, and associated service Champions and their Service Equality Plans.
- To ensure clear oversight, governance and strong sponsorship of our Equalities & Inclusion agenda, through our Elected Member Equalities Champion, our Executive Sponsor for Race and regular reporting to the Wellbeing & Tackling Poverty Committee.

2.13 **Priority 6 – Progress Update**

- 2.13.1 Our integrated equalities delivery plan is in place and working well and work is progressing well across all programmes with a number of key events held in 2024, including the completion of a British Sign Language Plan for Lanarkshire and the re-accreditation of the Council at Bronze for our Equally safe at Work accreditation.
- 2.13.2 The Council has also launched a number of key policies in 2024 which fully support our equalities agenda including our Menopause and Hormonal Change and Sexual Harassment policies. A disability policy is also in development and is being taken forward with input from our disabled employees. This will be brought forward for approval during 2025.
- 2.13.3 A full launch of our Sexual Harassment Policy was undertaken in August 2024 with an anonymous line for staff to be able to safely report concerns, and campaign across all of our Council locations , with newly created content on MyNL detailing the full range

of supports for employees. ([Gender Based Violence – Support for Employees – My NL](#)). Training for employees and managers has also been included as part of the launch and our focus in the next 12 months will be on ensuring that we get good levels of engagement with the training.

- 2.13.4 This work puts the Council ahead of newly introduced legislation in this area, with a new duty under the Equality Act 2010 which requires employers to take “reasonable steps” to prevent sexual harassment of their employees. [New protections from sexual harassment come into force - GOV.UK](#)
- 2.13.5 Good progress has also been made on the re-drafting of our Equalities Outcomes and Equalities Strategy both of which are due to be refreshed in 2025. Specific work has been undertaken, with good input from all services, to ensure that our outcomes full reflect our ambitions under the Plan for North Lanarkshire and the Programme of Work.
- 2.13.6 Importantly the strategy will also incorporate recent equalities information now released for North Lanarkshire from the 2022 census data which shows that our demographic profile within our communities is changing. We have also seen positive shifts in our employee profile as a result of our focused action on our equalities agenda and the full revised strategy and outcomes will be brought forward for approval at the Wellbeing & Tackling Poverty Committee in the first half of 2025.

2.14 **New Work**

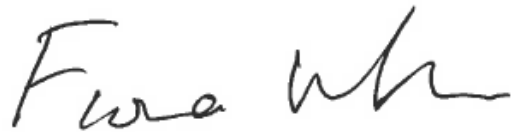
- 2.14.1 Strong partnership working with our trade unions plays an integral part in the progression of our One Workforce Plan and in recognition of this we have now agreed to undertake a joint review of our trade union agreement including our facility time and JCC constitution which have not been reviewed for some considerable time. This is with a view to ensuring these arrangements remain fit for purpose and ensure strong continued partnership working.
- 2.14.2 The review will be agreed and overseen by the Joint Consultative Committee during 2025 with approval sought from the Committee in December 2024 to begin the work. The review will be jointly led by officers within People Resources and our lead trade union representatives from Unison, GMB and Unite.
- 2.14.3 This new piece of work will be added to the rolling plan of work to support the One Workforce Plan under our Priority 5 - Employee Engagement and Wellbeing with progress reported to Policy & Strategy in the 2025 annual update.

3. **Measures of success**

- 3.1 Progress against priorities and actions identified within the One Workforce Plan and associated rolling delivery plan.
 - 3.3 Continued strong workforce planning and associated delivery of actions to manage and mitigate ongoing risks and close identified gaps in our current workforce.
 - 3.4 Positive ongoing survey feedback from staff regarding their engagement in the overall programme of work and as the council transitions its operating model in the coming years.
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4. Supporting documentation

- 4.2 Appendix 1 – One Workforce Rolling Delivery Plan
- 4.3 Appendix 2 – Graduate Apprenticeships Summary
- 4.4 Appendix 3 – Modern Apprenticeships Summary

A handwritten signature in black ink, appearing to read 'Fiona Whittaker', written in a cursive style.

Fiona Whittaker
Chief Officer (People Resources)

5. Impacts (<http://connect/report-template-guidance>)

<p>5.1 Public Sector Equality Duty and Fairer Scotland Duty Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>If Yes, has an assessment been carried out and published on the council's website? https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p>5.2 Financial impact Does the report contain any financial impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.3 HR policy impact Does the report contain any HR policy or procedure impacts? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>All policy impacts have been taken forward with full input from People Resources and trade unions.</p>
<p>5.4 Legal impact Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes <input type="checkbox"/> No <input type="checkbox"/> The report sets out a number of employment legislation changes which will impact the Council's workforce arrangements over the next 12 months and these will be fully managed in line with the plan.</p>
<p>5.5 Data protection impact Does the report / project / practice contain or involve the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk Yes <input type="checkbox"/> No <input type="checkbox"/></p>

5.6 Technology / Digital impact

Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?

Yes No

If Yes, please provide a brief summary of the impact?

Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?

Yes No

5.7 Environmental / Carbon impact

Does the report / project / practice contain information that has an impact on any environmental or carbon matters?

Yes No

If Yes, please provide a brief summary of the impact?

5.8 Communications impact

Does the report contain any information that has an impact on the council's communications activities?

Yes No

If Yes, please provide a brief summary of the impact?

5.9 Risk impact

Is there a risk impact?

Yes No

If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?

Workforce risks have been fully captured in the Corporate HR risk and are also reflected in service risk registers.

5.10 Armed Forces Covenant Duty

Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?

Yes No

If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.

5.11 Children's rights and wellbeing impact

Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?

Yes No

If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes No

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Rag Key: ■ Complete. ■ In progress, on track. ■ In progress, requires focused action. ■ Paused or not started.

1. Managing Workforce Transition

Actions	Description	Lead Officer	RAG Status	Comments
1.1 Support the delivery of all ongoing workforce and structure changes arising from agreed service revisions and savings exercises.	Full HR support for the delivery of workforce changes linked to agreed and future savings, along with ongoing service realignments linked to our future operating model and One Service programme of work.	HR Business Partnership Manager		<p>Progression of agreed budget workforce related savings is complete across all services, and in line with agreed workforce change policies.</p> <p>Service reviews, agreed at the February 2023 budget with workforce implications are currently being progressed and will be concluded before the end of 2024.</p>
1.2 Continue with organisation and workforce mapping to identify transition plans for future workforce models and structures as these evolve over the next 3-5 years.	An ongoing process of mapping and improving our service models and structures, including digital transformation and where and how staff will work to deliver our services as we evolve to a hub-based community delivery model.	HR Business Partnership Manager/Operating Model delivery Manager		<p>All services have now presented their service model and workforce transition plans to the One Service Board to set out future plans for ongoing service redesign and transition towards our future operating model.</p> <p>Going forward, governance and progression of this work will be aligned with and reported through the One Service Board as set out in the December update to Policy & Strategy on the One Service Programme of Work.</p>
1.3 Complete a full review of the Council's single status pay and grading model and implement approved changes.	Successive differentiated pay awards have resulted in significant compression of the Council's single status pay and grading model, which is now required to undergo a full review of all grades. A full review	Employment and Policy Manager		A longer-term plan of work has been scoped and the first phase actions, including required funding have been agreed and incorporated within the medium-term financial plan.

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	of the model is expected to take a number of years to complete.			A report detailing next steps, including the establishment of a formal Pay & Grading Model Review Project Board will be presented to Policy & Strategy Committee in December for oversight and approval.
1.4 Progress actions from 23/24 Service Workforce Plans in 2024/25 with a full refresh of plans in 2025/26.	Given known workforce challenges and risks, a robust ongoing process for workforce planning requires to be in place across all services to manage known risks. Detailed actions must be in place to support these plans with a focus on the progression of actions to address current and future gaps.	Talent & Leadership Development Manager/Business Partnership Manager		<p>Following the achievement of a positive report on the robustness of our workforce plans as part of our recent Best Value audit, which was shared with Policy & Strategy in September 2024, Best Value Audit Workforce Innovation, we will continue to work with services to follow up on their agreed actions.</p> <p>A refreshed workforce planning process toolkit is nearing completion, and this will include further enhancements around service workforce capacity planning and the impact of digital transformation on the Councils workforce profile. This will be launched in early 2025, along with refreshed manager training, to support a full update of our service workforce plans to 2027.</p>
2. Pathways for Progression				
Actions	Description	Lead Officer	RAG Status	Comments
2.1 Maintain our leadership and learning and development offering	The Council has limited funding to allocate to leader and staff development however we have maintained where possible our leadership and learning and	Talent & Leadership Development Manager		The Council has maintained a full ongoing learning and development offering under Learn NL for all staff and has developed and maintained a bespoke leadership offering for

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for all staff within budget constraints.	development offering through Learn NL. Going forward we will look for additional work-based development opportunities to grow staff through rotational placements and other development opportunities including mentoring.			both Education and Families and Social Work over the last 12 months. We have also recently agreed the roll out of a Council wide mentoring programme which will be used to support and enhance succession planning and accelerated development across services.
2.2 Maintain and extend our Graduate Apprenticeship Scheme.	The Council's graduate apprenticeship scheme has been running successfully since 2018 with 96 staff in progress or having completed their qualification. The operation of the scheme will be critical going forward to help address identified shortages in key professional and specialist areas.	Talent & Leadership Development Manager		Of the 97 staff who have started a Graduate Apprenticeship, 30 have now graduated with either a degree or honours degree in their chosen subject. Our current program has 67 active students across seven cohorts. Two new GA frameworks are coming online which the Council will offer to staff. A GA in Town Planning will be available from January 2025 and a GA in Social Work from September 2026.
2.3 Complete a review of our higher duties policy arrangements	The Council's higher duties guidance supports employees to take on new and promoted remits on a temporary basis. This now needs to be reviewed to support and align with our programme of work and to more easily enable staff to take on development opportunities and contribute to projects and programmes.	Business Partnership Manager/ Employment & Policy Manager		A full review of our higher duties guidance is now complete and will be considered and approved by CMT late 2024/early 2025. This will be rolled out in 2025 with additional guidance and support for managers on our MyNL Portal.
2.4 Incorporate the SCQF (Scottish Qualifications & Credit Framework) qualifications into our job grading and	Incorporation of the SCQF framework will allow the Council to become an inclusive recruiter, providing us with the ability to undertake qualifications equivalency and recognise relevant experience where	ESC Manager		A working group to progress our journey to become an inclusive recruiter is now underway and training will be rolled out for HR staff and managers in late 2024 and early 2025. Its is thought that this work will take a number of

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<p>recruitment processes to become an inclusive recruiter.</p>	<p>people fail to meet the required qualification on the essential criteria. This will help to widen our potential pool of candidates for key supervisory and manager shortage areas such as in Waste and Fleet.</p>			<p>years to complete as we work through key services areas where this approach will be advantageous in attracting a wider field of potential candidates.</p>
<p>2.5 Improve the speed and effectiveness of our recruitment processes.</p>	<p>Work is required to improve the speed and effectiveness of our recruitment processes to ensure that we are not disadvantaged in the recruitment market.</p>	<p>Business Partnership Manager/ESC Manager</p>		<p>Work is well underway to implement an improved approach to recruitment across the Council with work focused across several areas including:</p> <ul style="list-style-type: none"> • A refreshed stand-alone recruitment policy, with supporting guidance and training for managers. • Core systems improvement, including work required to make the current i-Trent recruitment system more efficient and user friendly. • End to end process mapping to improve the customer experience and identify gaps and further areas for improvement. <p>A full report will be brought to Finance and Resources in the first half of 2025, including our revised recruitment policy for review and approval.</p> <p>A detailed report will also be taken to Audit and Scrutiny in February 2025 outlining work underway and positive changes proposed to our overall approach.</p>

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2.6 Extend our engagement with Employability and Routes to Work to fill vacant and hard to fill roles at entry level.	Over the last 2 years, the Council has worked successfully with Routes to Work to place unemployed residents into temporary entry level roles within the Council. In a number of areas this has resulted in permanent roles being offered with onward promotion prospects.	ESC Manager		Following a successful programme in 2023/24 for 10 placements, further work is underway for 24/25, funded through Prospects for Parents monies to secure positions within wider frontline services including, 5 positions, made up of 3 Facility Support Workers (NLC3) and 2 Locality Support Workers (NLC4).
3. Next Generation Council Workforce				
Actions	Description	Lead Officer	RAG Status	Comments
3.1 Continue with our Modern Apprentice programme to support service workforce plans.	The Council has continued to extend and grow its modern apprenticeship programme particularly to support known and ongoing workforce gaps across our services.	Talent & Leadership Development Manager/Business Partnership Manager		Our MA programme continues to be successful with another 33 new starts in September 2024. This will be increased in the winter recruitment campaign commencing in November. A paper has been submitted to CMT to increase the MA rate of pay to be in line with the Real Living Wage making the programme more attractive to young people and it is expected the programme will be fill on an annual basis up to 56 placements.
3.2 Extend our annual work placements scheme for senior phase pupils and school leavers to align to workforce plans and gaps.	Our 2023 summer placement scheme has been very successful with around 30 senior phase and school leaver pupils taking up a six-week placement across a range of services.	Talent & Leadership Development Manager/Business Partnership Manager/Brighter Futures Manager		Our summer students programme was very successful this year with 128 students commencing placements across NLC and external partners. An update paper was provided to Policy & Strategy in June 2024. Summer Placements Planning is now underway for our 2025 summer placement scheme, and we are hoping to maintain the success of the 2024 programme.

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<p>3.3 Explore the use of Foundation Apprenticeships for key areas of the Council workforce where there are known shortages and to build pathways direct from school.</p>	<p>The Council does not currently offer Foundation Apprenticeships within our own services, and this is a priority area which has been identified for 2024. There are currently a range of Foundation Apprenticeship frameworks which are relevant to areas identified within our workforce plans.</p>	<p>Talent & Leadership Development Manager/Brighter Futures Manager</p>	<p style="background-color: orange;"></p>	<p>Work continues to explore how the Council could make use of existing foundation apprenticeships, and although a review of existing available frameworks suggests that they are not fully aligned to what we need, we will further explore how these can be adapted to join up with our summer placement scheme.</p>
<h4 style="text-align: center;">4. Vibrant & Flexible Workplace</h4>				
<p>Actions</p>	<p>Description</p>	<p>Lead Officer</p>	<p>RAG Status</p>	<p>Comments</p>
<p>4.1 Develop and implement the Council's final Hybrid Working Scheme.</p>	<p>Following a number of years of interim arrangements, the Council will now to move to the implementation of its final Hybrid Working Scheme which impacts around 1300 previously office-based staff.</p>	<p>Employment & Policy Manager Manager/Business Partnership Manager</p>	<p style="background-color: blue;"></p>	<p>Our revised scheme is now fully agreed and in place. We will follow up with a planned survey of our hybrid arrangements in the second half of 2025 and as agreed within the actions from the Best Value thematic Audit Report.</p>
<p>4.2 Develop our community-based workplace settings, promoting and tracking staff usage of our community hubs as these develop and expand.</p>	<p>We will continue to support the further development of our community-based workplace offering aligned to our leadership and operating model and under our One Service programme of work.</p>	<p>Business Partnership Manager/Operating Model delivery Manager</p>	<p style="background-color: green;"></p>	<p>Work will be ongoing through 2024/25 to continually survey the usage of our current facilities and encourage and promote staff, including those who are hybrid working, to increase the use of our community facilities. The work will be monitored under the One Service Board.</p>

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5. Employee Engagement & Wellbeing				
Actions	Description	Lead Officer	RAG Status	Comments
5.1 Build from our current IIP staff engagement approach by developing a broader staff survey strategy which supports our programme of work and engages staff at all levels.	The Council needs to establish a broader staff survey approach which allows us to engage staff at all levels in our programme of work and our future ambition and operating model. This will be taken forward linked to the One Service programme of work and aligned to the Councils wider commitments under fair work.	Talent & Leadership Development Manager		A draft framework for the new Fair Work survey has been developed alongside a full set of questions. These will be shared with the trade unions in early 2025 for early input and discussion with a view to running a pilot survey in the first half of 2025.
5.2 Continue with our current programme of work designed to provide staff support for mental health & wellbeing and reduce levels of mental health related absence.	Our levels of mental health related absence have materially reduced in recent years through targeted action and support; however, this area remains our most significant reason for absence overall. Good progress has been made on the development and implementation of our wider mental health strategy with service-based groups now established across all services.	Occupational Safety & Wellbeing Manager/Employment & Policy Manager		A full refresh of the Council's Mental Health & Wellbeing Strategy was shared with Finance and Resources Committee in September (Mental Health & Wellbeing Strategy) and work will now be taken forward aligned to the priorities as set out in the report.
5.3 Maintain and extend where appropriate our successful range of staff benefits	We continue to get good engagement with our staff benefits under our Workwell NL platform which includes staff discounts and a range of salary sacrifice schemes.	Occupational Safety & Wellbeing Manager/ESC Manager/ Talent & Leadership		Our Green Car scheme has now fully launched and has proved very popular with staff. Uptake in the first year has been significantly higher than estimated with 136 staff now

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and supports through our Workwell NL offerings.		Development Manager		having taken up the scheme since its launch in January of 2024.
5.4 (New Work) Undertake a joint review of our current trade union consultation and collective agreement arrangements	The scope of the review will include facility time, the constitution and operation of the JCC and other linked service based consultation arrangements. The work will be taken forward in partnership with Unison, GMB and Unite colleagues.	Employment & Policy Manager		Initial discussions have now taken place with full time branch officials and local representatives from Unison, Unite and GMB around the proposal to jointly review arrangements and feedback has been positive with the trade unions keen to engage in this work. A paper will be taken to the JCC Committee in early December to approve the initiation of this work and thereafter a joint working group of officers and trade unions representative will meet to conduct the review during early 2025. Updates and proposals will be shared with the JCC as this works progresses.
6. Equality & Inclusion				
Actions	Description	Lead Officer	RAG Status	Comments
6.1 To implement our integrated Equalities Delivery Plan which now includes all strands of our work under one plan.	Our Equalities Delivery Plan and associated framework of measures will ensure the progression of all of our Equalities programmes including our commitments under the Race at Work Charter, Equally Safe at Work and Disability Confident Leader.	Equalities Manager		Our integrated equalities delivery plan is in place and working well. Work is progressing well across all programmes with a number of key events held in 2024. Good progress has also been made in the review and redrafting of our equalities outcomes which will be encompassed within our refreshed equalities strategy which is currently being developed.

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<p>6.2 To continue to support the work of our Equalities Board.</p>	<p>Our Equalities Board was established in early 2023 and has representation from all services across the Council. The work of the Board involves oversight of the plan, and more importantly, establishing and driving service level equalities plans in each of our services and the sharing best practice.</p>	<p>Equalities Manager</p>		<p>Good progress has been made on the drafting of our equalities strategy which will be brought forward for approval at Policy & Strategy in the first half of 2025. This will include recent equalities information for North Lanarkshire from the 2022 census data.</p>
<p>6.3 To ensure going forward that our HR policies and relevant and inclusive and that they support our equalities outcomes.</p>	<p>Our HR policies are critical to supporting our equalities plan and desired outcomes and will be kept under review to ensure that they are aligned. Where required new policies will be developed to support our delivery plan.</p>	<p>Equalities Manager/ Employment & Policy Manager</p>		<p>During 2024, two new policies were launched in the areas of Menopause and Hormonal Change and Sexual Harassment. Both of these represent progressive new policies which support our equalities agenda. A disability policy is also in development and is being developed with input from our disabled employees. This will be brought forward for approval during 2025.</p>

Graduate Apprenticeships Overview of our current programmes



Student support programme includes:
a work placed mentor, work place
assessor, academic writing guidance, IT
skills, exams & revision and reflective
practice

2018 Cohort 1 (17 GAs + 21 CP)	2019 Cohort 2 (14 GAs)	2020 Cohort 3 (3 GAs)	2021 Cohort 4 (5 GAs)	2022 Cohort 5 (10 GAs)	2023 Cohort 6 (9 GAs)	2024 Cohort 7 (applications to date)
BA (Hons) Business Management 16 students: <ul style="list-style-type: none"> • CE 2 • E&C 14 • E&F 1 	BA (Hons) Business Management 9 students: <ul style="list-style-type: none"> • CE 5 • E&C 4 	BA (Hons) Business Management 2 students: <ul style="list-style-type: none"> • CE 1 • E&C 1 	BA (Hons) Business Management 2 students: <ul style="list-style-type: none"> • CE 1 • E&C 1 	BA (Hons) Business Management 6 students: <ul style="list-style-type: none"> • E&C 4 • E&F 2 	BA (Hons) Business Management 6 students: <ul style="list-style-type: none"> • CE 2 • E&C 4 	BA (Hons) Business Management 3 students: <ul style="list-style-type: none"> • E&F 1 • E&C 2 BA (Hons) Business Management with Project Mgt 4 students <ul style="list-style-type: none"> • CE 1 • E&C 1
BSc (Hons) Construction & the Built Environment 1 student: <ul style="list-style-type: none"> • E&C 	BSc (Hons) Construction & the Built Environment 3 students: <ul style="list-style-type: none"> • E&C (all Quantity Surveying) 	BSc (Hons) Construction & the Built Environment 1 students <ul style="list-style-type: none"> • E&C 	BSc (Hons) Construction & the Built Environment 1 student <ul style="list-style-type: none"> • E&C 	BSc (Hons) Construction & the Built Environment 2 students: <ul style="list-style-type: none"> • E&C 2 (1 Quantity Surveying, 1 Building Surveying) 	BSc (Hons) Construction & the Built Environment 3 students: <ul style="list-style-type: none"> • E&C (Building Surveying) 	BSc (Hons) Construction & the Built Environment 2 students <ul style="list-style-type: none"> • E&C (1 Building Surveying and 1 quantity surveying)
Non GA funded by E&F BA (Hons) Childhood Practice 21 students <ul style="list-style-type: none"> • E&F 	MSc Cyber Security 1 student <ul style="list-style-type: none"> • CE 		MSc Cyber Security 1 students <ul style="list-style-type: none"> • CE 	BSc (Hons) Civil Engineering 1 student <ul style="list-style-type: none"> • E&C 		
	MA (Hons) IT: Management for Business 1 student <ul style="list-style-type: none"> • CE 		BSc Data Science 1 student <ul style="list-style-type: none"> • CE 			

Overall Demographics cohorts 1 -7



"I am passionate about my future development and believe successful completion of this course will allow me to apply for jobs within the council and to be part of the new ambition plan moving forward"
Stefan Bryson, Clerical Assistant, Chief Executives



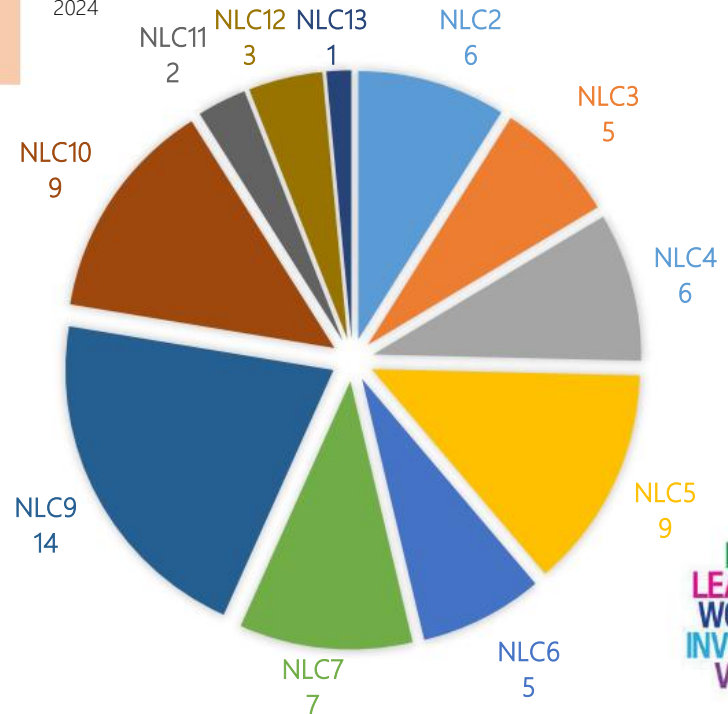
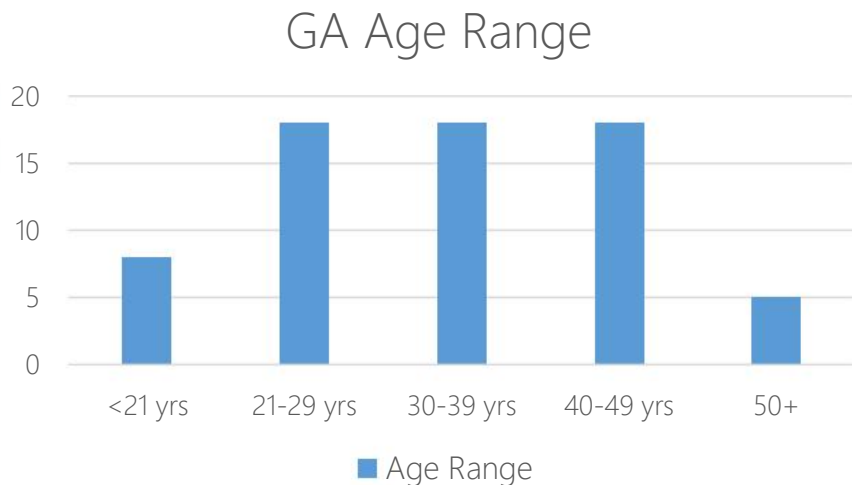
"I am now at that point in my career where a degree is necessary to progress upwardly and fulfil my full potential..."
Michelle Currie, Senior Administrator, Chief Executives

67 participants
Average age = 33

49%   51%

Academic Partners					
NLC GA Students*	13	25	15	1	8

*5 universities to be confirmed for 2024



**LIVE
LEARN
WORK
INVEST
VISIT**

Appendix 3

Modern Apprenticeships Overview of our current frameworks



Modern Apprentice support includes:
An early careers supervisor, a work place manager, work place buddy, and a college assessor




Business Support	Children & Young People (Inclusion)	Customer Service	Digital
<p>Business Administration SCQF Level 5 4 apprentices based within:</p> <ul style="list-style-type: none"> • 2x Chief Executives Office • 2x Education & Families <p>Business Administration SCQF Level 6 11 apprentices based within:</p> <ul style="list-style-type: none"> • 5x Chief Executives Office • 3x Education & Families • 3x Enterprise & Communities 	<p>Social Services (Children & Young People) SCQF Level 7 2 apprentices based within ASN Schools</p>	<p>Customer Service SCQF Level 6 1 apprentice based within the Customer Service Hub</p>	<p>Digital Applications Support SCQF Level 6 2 apprentices based within CEO – ESC Workforce Systems Team</p> <p>Digital Technology Technical (Data Analytics) SCQF Level 8 1 apprentices based within CEO – ESC Workforce Analytics Team</p>
Early Learning & Childcare	Housing	Health & Social Care	Regulatory Services
<p>Social Services (Children & Young People) SCQF Level 7 8 apprentices based with Family Learning Centres and Nursery Classes.</p>	<p>Housing Technical Officer at SCQF Level 6 1 apprentices based within housing localities.</p>	<p>Social Services & Health Care SCQF Level 6 1 apprentice based within Health & Social Care, Assisted Technology Team</p>	<p>Regulatory Services at SCQF Level 7 2 apprentices based within Protective Services, Trading Standards Team</p>

MA 2024/25 programme – by cohort

Summer Intake

Summer intake (2024)- 33

64%  36% 

Academic Partners				MA in Regulatory Services @ Ayrshire College
NLC MAs	27	1	3	2

Average Age = 19

MA Age Range

