

## ORGANISATIONAL READINESS

### IMPACT OF EU WITHDRAWAL ON PUBLIC SECTOR WORKFORCE - QUESTIONNAIRE

Please use the following scale for questions 1, 2, 4, 5, 7 and 9

- 1 – Very confident
- 2 – Confident
- 3 – Less confident
- 4 – Not at all confident
- 5 – Don't know at present

Please use the following scale for questions 3 and 8

- 1 – Extensive engagement
- 2 – Regular engagement
- 3 – Some engagement
- 4 – Limited engagement
- 5 – No engagement

	Question	Please refer to the scale above					Please provide commentary to support your assessment including any examples of best practice that you would be willing to share.
	Profile	1	2	3	4	5	
1.	<p>How confident are you that you understand the current profile of, and dependency on, non-UK EU workers within your workforce?</p> <p>Areas you may wish to consider include:</p> <ul style="list-style-type: none"> <li>any engagement you have had with the EU nationals within your organisations aimed at understanding the proportion of your workforce that are non UK EU citizens;</li> <li>which part of the organisation they work in;</li> <li>any assessment or engagement taken to understand any specific support that non UK EU nationals may need.</li> </ul>		x				<p>As an organisation, we have a clear understanding of the individuals that are non-UK EU workers, the roles they hold and the departments within the business they are employed in. We have completed a data analysis in order to help us prepare for any communications that will be required or any support we may need to provide to existing staff as well as consideration we may need to give to filling key roles in the future. It should be noted that of the 600+ staff employed by VisitScotland, we estimate less than 5% of roles which are critical to the business are currently filled by non UK EU nationals.</p>
	Plans	1	2	3	4	5	
2.	<p>How confident are you that your workforce plans take account of the impact of the UK's withdrawal from the EU on the availability of labour?</p> <p>Areas you may wish to consider include:</p> <ul style="list-style-type: none"> <li>whether you are aware of any changes in the proportion of EU nationals in your workforce since the announcement of the UK's withdrawal from the EU;</li> <li>whether you think you will be affected by other potentially competing labour demand – e.g. sectors such as early learning and childcare or other regional demand.</li> </ul>		x				<p>We have not yet seen any significant changes in our workforce or a reduction in job applications from non UK EU nationals. The roles that non-EU workers in our business hold are largely split into three groups:</p> <p>Specialist professional marketing roles with language skills and/or a knowledge of a particular market or digital/technical staff with expertise in IT/digital platforms or Customer service posts within our iCentre network</p> <p>As the implications are yet unknown it is difficult to forecast the impact. If there were increased complications to non UK EU citizens working in the UK</p>

							there is potential that we would be competing with a number of other organisations for a reduced pool of suitable candidates.
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Communication		1	2	3	4	5	
3.	<p>To what extent are you discussing the potential workforce impact from EU withdrawal with your management and staff?</p> <p>If you are, please briefly describe what this comprises of.</p> <ul style="list-style-type: none"> <li>What are the key issues emerging from those discussions?</li> </ul> <p>If not, what help or advice would you find helpful to do this?</p>			x			<p>Through workforce planning, some discussions regarding the implications of EU withdrawal have been discussed however given we are yet unclear what the rules will be in relation to employment of EU nationals there is a limited amount we can currently do. The key issues emerging are the concerns around nationals from Europe joining our workforce. We will be competing with other businesses for individuals with specific skills and knowledge. There is also some concern from existing staff about whether they will be able to remain in the UK or if they are, what processes they must follow to do so.</p>
Risk assessment and management		1	2	3	4	5	
4.	<p>How confident are you that you have effective governance structures in place for addressing workforce impacts from EU withdrawal?</p> <p>Areas you may wish to consider include:</p> <ul style="list-style-type: none"> <li>whether the impact of EU withdrawal on your workforce features on your risk register;</li> <li>what the organisation has identified as the key risks to its workforce from EU withdrawal;</li> <li>how significant these risks will potentially be to the effective delivery of your services;</li> <li>how often is the risk register reviewed.</li> </ul>		x				<p>EU withdrawal is within our risk register. The impact of EU withdrawal is currently unknown depending upon the rules and legislation that will be involved in continuing to source and employ EU nationals.</p> <p>The Risk Register is reviewed monthly by the Leadership Group and every 6-8 weeks by the Board</p>
5.	<p>How confident are you of identifying opportunities to mitigate short and medium term workforce pressures?</p> <p>Areas you may wish to consider include:</p> <ul style="list-style-type: none"> <li>whether you have any mitigating actions already in place, e.g: <ul style="list-style-type: none"> <li>youth employment / recruitment schemes;</li> <li>disability employment schemes;</li> </ul> </li> </ul>		x				<p>In the short and medium term we have solutions in place to ensure we attract and recruit staff. We are involved in a variety of initiatives and programmes including the 'career ready' programme, we employ Modern Apprentices, have a graduate programme and work actively with local communities and groups to employ a range of staff. The main concern we have will be attracting staff with specific language skills and a</p>

	<ul style="list-style-type: none"> <li>○ upskilling / staff development programmes;</li> <li>○ talent attraction from the rest of the UK;</li> <li>○ support available through our enterprise and skills bodies or trade unions;</li> <li>○ using flexible approaches to deployment of workforce.</li> <li>• what help or advice would you find helpful.</li> </ul>						knowledge of European markets. The pool of candidates will potentially be reduced if it is more difficult for EU citizens to work in the UK. We will be competing with many other organisations for marketing staff or technical staff with language skills if the talent pool from Europe was to reduce. It would be useful to understand the implications of recruitment of EU citizens post Brexit.
Cost		1	2	3	4	5	
6.	<p>How confident are you that you considered the potential cost and availability of future workforce training requirements?</p> <p>Areas you may wish to consider include:</p> <ul style="list-style-type: none"> <li>• whether you understand the future skills requirements and the skills profile of your current workforce;</li> <li>• whether you have considered the potential costs of training replacement staff should current EU nationals leave;</li> <li>• whether your current training is delivered in house or delivered by someone else;</li> <li>• whether you have considered how future training would be delivered;</li> <li>• what help or support would you find helpful.</li> </ul>		x				<p>We have a clear understanding of our strategy for the next 2-3 years and the types of positions, skills and knowledge required. We have a clear understanding of the roles that require language skills and we also have a clear understanding of more technical roles that are difficult to recruit generally due to lack of suitable candidates, EU or otherwise.</p> <p>We are currently experiencing difficulties recruiting digital development staff and are outsourcing some of this work. We would expect, regardless of the situation, to take this approach.</p> <p>We offer our staff a range of training programmes and opportunities. The nature of the roles we offer means that language skills must be present prior to recruitment and not something we would necessarily invest in.</p>

Engagement		1	2	3	4	5	
7.	<p>How confident are you that you that your Scottish Government sponsor team / lead contact is aware of the potential impacts of EU withdrawal on your workforce?</p> <p>Areas you may wish to consider include:</p> <ul style="list-style-type: none"> <li>• whether there are effective forums in place to have these discussions;</li> <li>• what other information would you like to receive from: <ul style="list-style-type: none"> <li>○ your Scottish Government sponsor area / lead contact;</li> <li>○ the wider Scottish Government.</li> </ul> </li> <li>• whether there are any workforce related issues that should be considered as part of the Scottish Government's negotiations with UK Government;</li> <li>• whether these have been discussed with Scottish Government sponsor area / lead contact.</li> </ul>					x	<p>We have not had discussions directly with our sponsor team on this matter as the number of job roles impacted is manageable as a business.</p> <p>As information becomes available about the administration process required by non UK EU staff currently working for VisitScotland it would be helpful to receive this so we can actively support and help staff. Equally, it would be helpful to understand the process required to attract potential candidates currently based in the EU and what we can do as an organisation to ensure that we continue to have access to this workforce.</p>
8.	<p>To what extent are you engaging with other public bodies to discuss or assess the potential impact of withdrawal from the EU?</p> <p>Areas you may wish to consider include:</p> <ul style="list-style-type: none"> <li>• whether there are relevant forums to discuss workforce issues and develop shared plans;</li> <li>• what help or support would you find helpful.</li> </ul>				x		<p>We have had no direct discussions with other public bodies but have engaged with the tourism industry and contribute to various SG work groups. Many tourism businesses are dependent upon non UK EU workers. It would be useful to have an all-inclusive forum to discuss workforce issues and skills shortages regardless of the implications of Brexit.</p>

Supply Chain / Delivery Partners		1	2	3	4	5	
9.	<p>How confident are you that the workforce impact from EU withdrawal is being considered by your service providers / contracted bodies?</p> <p>Areas you may wish to consider include:</p> <ul style="list-style-type: none"> <li>• whether you have discussed the impact of EU withdrawal on their workforce delivering your services;</li> <li>• whether they have identified any specific risks;</li> <li>• whether they sought your help / advice on how to mitigate any concerns;</li> <li>• what help or support would be helpful.</li> </ul>		x				<p>Comments to follow</p> <p>VisitScotland have a limited number of direct services contracts where on-site labour is provided by contractors, with majority of our contract spend focussed on the external supplier provision such as marketing services, media, PR and IT services. Accordingly, the impact of Brexit withdrawal to VisitScotland should be minimal.</p> <p>We have not yet made contact with our key contractors to assess the workforce impact that they perceive, and are therefore not in a position to comment on what considerations they have made on this matter. We will obtain a statement and risk assessment from core contractors as a matter of course.</p> <p>VisitScotland has signed participation agreements and has call-off contracts in place drawn down from a number of Scottish Procurement collaborative frameworks. In order to reduce the burden on vendors and contracting authorities alike, it would be extremely supportive if Scottish Procurement could co-ordinate the impact assessment to all its framework contractors. If Scottish Procurement undertake this activity, evaluate the risk factors and report the findings to the contracting authorities it would ensure that such risks can be managed at a local contract authority level.</p>
External Advice		Yes		No			

10.	Have you identified any external help or advice to help you manage any impact of EU withdrawal on your workforce?		x	No, this is not something we have explored primarily due to the small number of roles relative to our total staff population.
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