



# **ANGUS COUNCIL**

## **WORKFORCE STRATEGY**

**2015 - 2018**

## Chief Executive's Foreword

The people who work for Angus Council are both our biggest investment and our greatest asset – our success is built on their contribution.

The last few years have seen a period of significant change for Angus Council and this will increase as we continue with our Transforming Angus programme. It's an exciting time to be part of Angus Council however we will only achieve our ambitions and be successful in our transformation through our workforce.

There are many challenges that mean that a robust Workforce Strategy is of particular importance. These include demographic changes which will impact on what our residents need from the workforce, our labour market and changed expectations of employees in terms of retirement age and different types of contracts and working patterns. Also essential changes in the services we provide and how we deliver them will influence the skills and behaviours, working practices and flexibility required of the workforce and continued funding pressures will lead to the need for even greater efficiency, effectiveness and improved productivity.

Engaging our employees and developing the skills, knowledge, attitudes and behaviours we will need for the future is a key priority for the Council to ensure we are prepared for the changes and challenges of the future.

This Workforce Strategy supports our Council Plan and focuses on how we will create and maintain a workforce which is led and managed effectively, is the right size and shape, is committed and motivated and has the skills, knowledge, behaviours and resources it needs to maximise its contribution to service delivery outcomes and realise the Council's vision that "Angus is a place where a first class quality of life can be enjoyed by all"

**Richard Stiff**  
**Chief Executive**

## Angus is changing

Angus Council is changing, the expectations and requirements of our citizens, partners and customers is changing and in response our ways of working and the work we do is also changing and must continue to change. Our workforce is key to this change.

Some of the main drivers for change are:

**An ageing population** – we are living longer and this places new and different demands on our services and how we work with our partners to ensure the people of Angus enjoy a good quality of life. For our workforce it means that some of us may choose to work longer which can have implications for the opportunities and career pathways available to our younger workers.

**Resource reductions and constraints** – over the period from 2008/09 to 2014/15 the funding available to the council has reduced in real terms by £9.4m (4.5%) and it is predicted that this reduction in resource is likely to continue in the foreseeable future. This significant challenge means that we have to be as efficient and productive as possible and be creative and innovative in our approach to service delivery. However, this also means that we will have a smaller workforce in the future. We have to be aware that resource pressures may mean that with a smaller workforce the provision of services may have to change and be re-prioritised in order that demand on employees is acceptable in terms of their health and well-being at work.

**Angus Digital and Agile working** – These are key workstreams of our Transforming Angus change programme which will radically alter how we deliver our services and our ways of working. To be the digital and agile council we aspire to be we will need different skills, knowledge and tools and our patterns of work will also change.

**Health and Social Care Integration** - we will improve outcomes for our service users and their families by working effectively with our NHS, third sector and voluntary sector colleagues. To maximise the benefits of our partnership our social care workforce will be on a journey of change that will develop new ways of commissioning, managing and delivering services.

**Cultural and Leisure Trust** – this is a key project in our Transforming Angus programme which will see our cultural and leisure employees transfer to a new Trust, Angus Alive. This model of service delivery is likely to increase in the future and therefore this will have an impact on the number of employees directly employed by the Council.

## Our current workforce

Angus Council employs approximately 5150 employees (2420 full-time equivalents (FTE)). Details of the employee (FTE) distribution across services, salary costs per service, numbers of employees in Local Government (LGE) salary bands and age profile are shown below.

## Workforce changes

A number of significant workforce changes are already underway or are planned for the next two to three years. These include the creation of the new cultural and leisure trust Angus Alive, Help to Live at Home review, Health and Social Care integration, review of our management structure, clerical and administrative staff review and residential and community care review. These initiatives will change the shape of and reduce the numbers in our workforce. In addition new and improved ways of delivering services digitally and in a more agile way will increase efficiency and require reduced staffing levels.

There are 5514 employees working within Angus Council (4109 Fulltime Equivalents (FTE))

Figure one below shows the distribution of employees (FTE) across services. This picture will change particularly in terms of the numbers employed in leisure, cultural and care services.

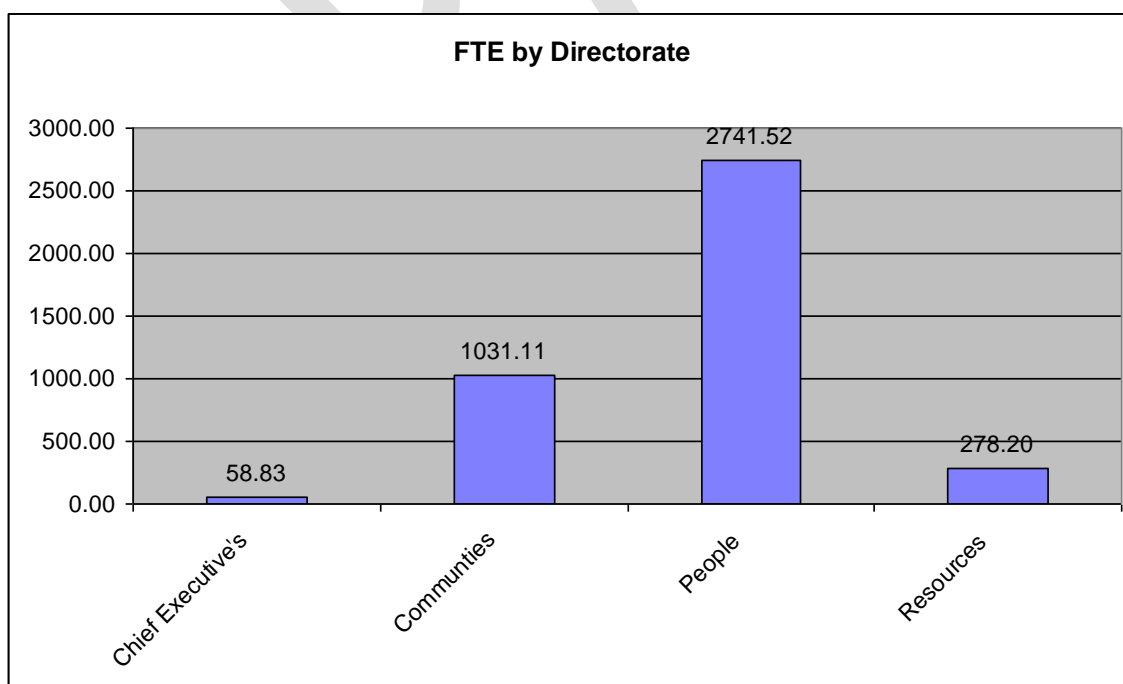


Fig. 1

Figure 2 shows salary costs across services. Total salary costs are approximately £150m per annum (including on-costs). Once again this picture will change in line with the changes planned for care services and leisure and cultural services.

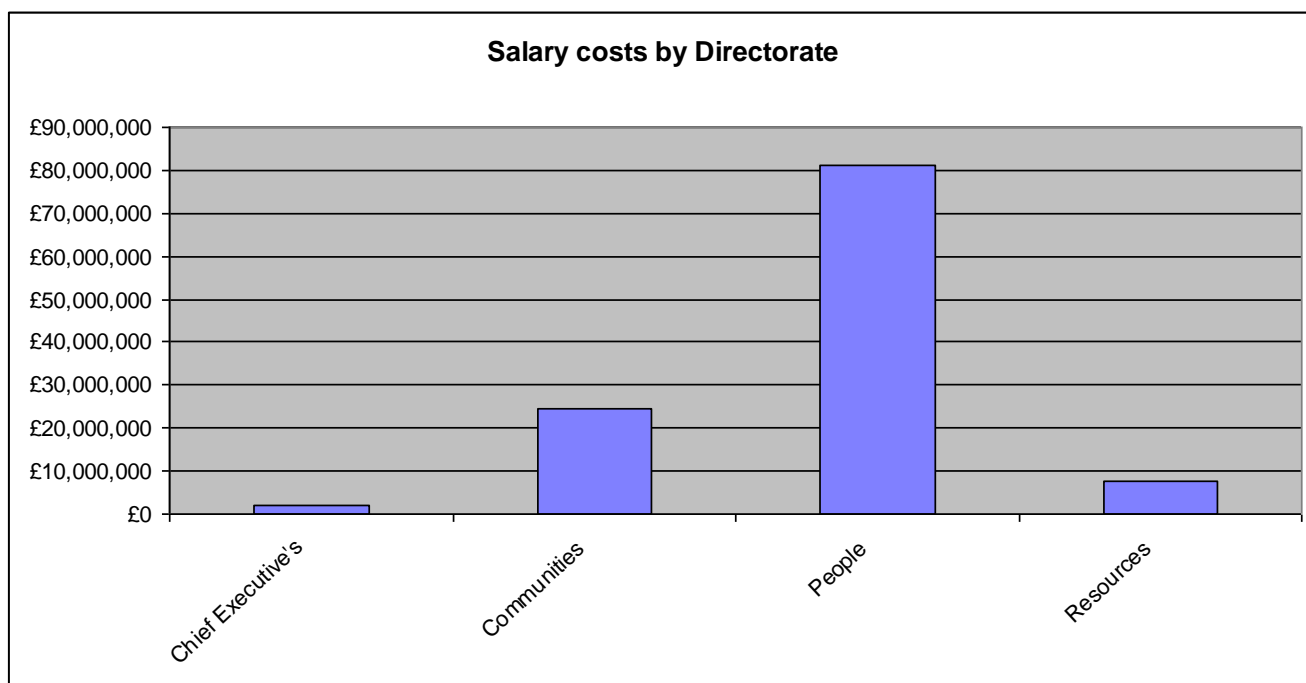


Fig.2

Figure 3 below shows that approximately 871 (23%) of our Local Government workforce (excluding teachers) are graded between LG8 and LG14. This shows that there is a significant percentage of employees employed on middle management level grades although a number of these will be employed in professional posts which may not have line management responsibilities. This may indicate that our workforce design requires review and potential change.

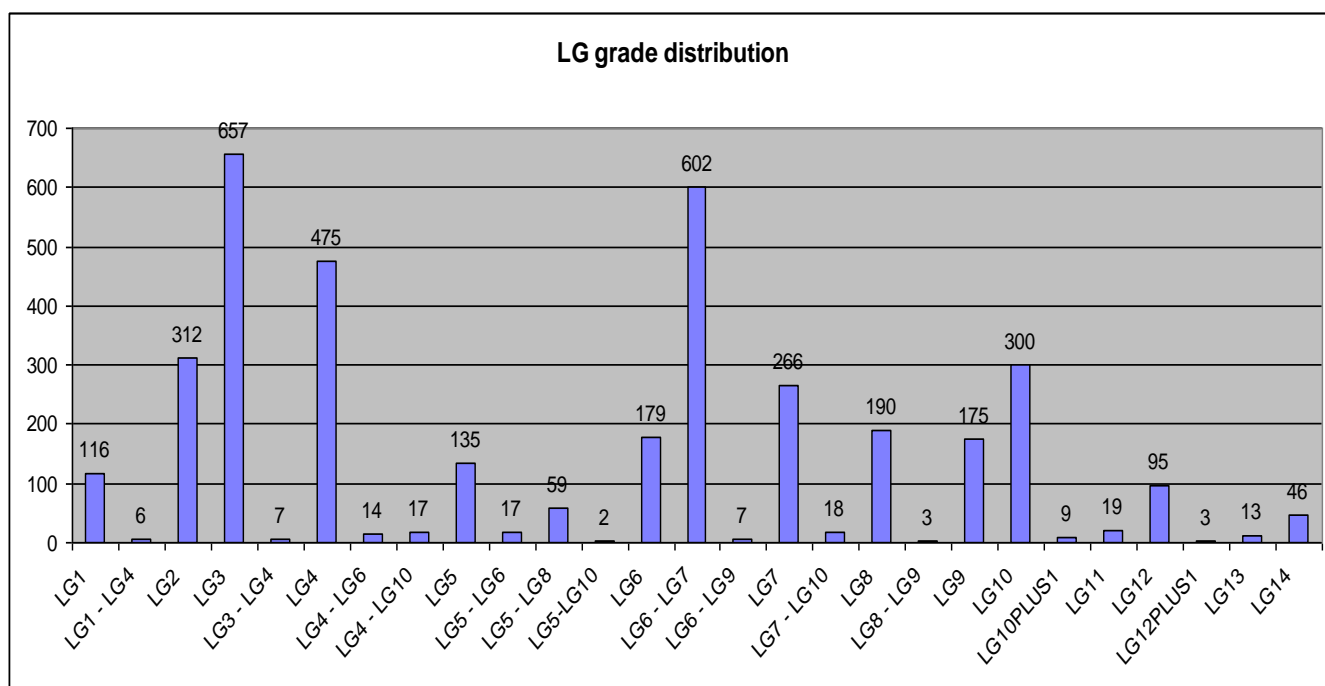


Fig. 3

Figure 4 below shows that 38% of our workforce is over the age of 50 with 22% being aged 55 and above. This means that a significant number of employees may be seeking to retire from the council over the next 5 – 10 years. Only 6% of our workforce are aged 24 and under. It is therefore imperative that we increase our youth employment opportunities not only to ensure that we are able to fill posts made vacant by retiring employees but also to support young people into employment and training opportunities in the Angus area and ensure that we have employees with skills to provide our changing services.

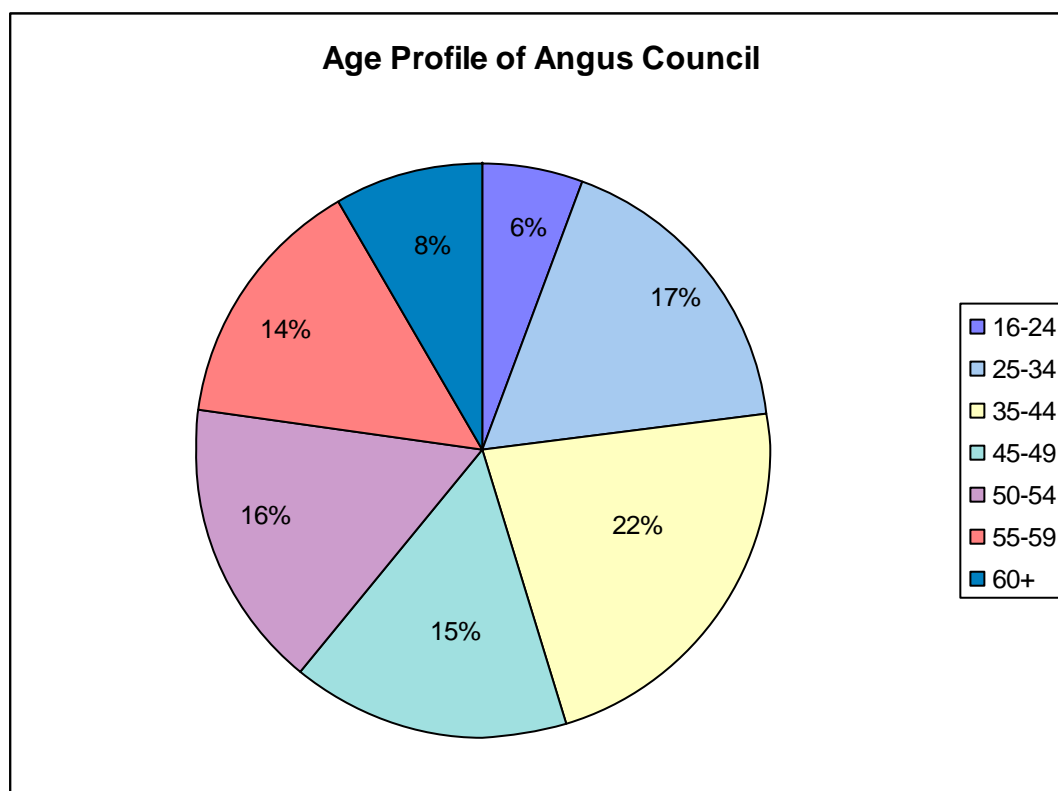


Fig.4

## **Vision for our future workforce**

**Our transformation journey means that we will be delivering our services in different ways and this will require new and innovative thinking, different styles of leadership and management, a more open, collaborative and empowering environment and new skills and changed behaviours linked to our Digital and Agile strategies. Our Council and Service plans indicate that we will require a smaller workforce as the way we deliver and commission our services changes. Our Workforce Strategy and actions arising from it will support our workforce in meeting the challenges associated with our transformation.**

Our successful workforce will:

- be the right size and shape to deliver our services now and in the future in line with workforce planning, council and service plan outcomes
- be well led and empowered to take the council agenda forward
- have the appropriate skills and behaviours to enable delivery of the Digital and Agile agendas. These include being able to maximise the use of technological systems such as Outlook and the intranet, being flexible, motivated and customer and outcome focussed
- be responsive to changing needs and ways of working and delivering services
- be safe in the working environment and supported to be mentally and physically healthy with the right work-life balance

Underlying our vision for our future workforce is a set of core values set out in the Council Plan which outlines expectations of employees and what they can expect from Angus Council as their employer. These are:

- Ambition and continuous improvement
- Honesty and integrity
- Trust and respect
- Responsibility and accountability

For employees who are registered with a professional body there are specific values and expectations required of both employees and employers some of which will be mandatory.



## Key elements and priorities

Our Workforce Strategy contains key elements and priorities to help us respond to the changing needs of our citizens, partners and customers and achieve our vision for our workforce. The following sections describe these:

- **Workforce profiling & planning** – *preparing for and adapting to future changes in the way we deliver services*
- **Employee & trade union engagement** – *listening to and working with our greatest asset*
- **Leadership & management development** – *delivering the Council's vision*
- **Developing our workforce** – *developing our greatest asset*
- **Recruitment & retention** – *recruiting and retaining our greatest asset*
- **Reward & recognition** – *recognising and valuing contributions and achievement*
- **Safety, health and well-being** – *a safe and healthy place to work*
- **Implementation, monitoring & review** – *delivering on our strategy*

## Workforce Profiling and Planning

Workforce profiling and planning will be vital in achieving our vision for the Council and the workforce. Workforce plans will help us identify our priorities in terms of employee numbers, skills, attitudes and behaviours which will be needed to deliver the services of the future. Workforce plans will be integral to directorate improvement and operational plans.

**Our key priorities are to:**

- Develop and implement a workforce planning toolkit
- Develop a workforce plan for each directorate which is linked to the Council Plan and directorate improvement and operational plans
- Report comprehensive workforce information and maximise the benefits from our Resourcelink system to support managers to plan and deliver their services and maximise the use of self-service e.g. employee travel expenses claims and authorisation on-line
- Review & implement service review process

- Review organisational design principles

## **Employee and Trade Union Engagement**

Ensuring meaningful engagement and communication through all levels within the council will help us ensure our workforce is well informed, encouraged to use initiative and creativity and to have a say in decision making. We need to ensure that employees at all levels understand their contribution to achieving our Council's priorities, have clear performance objectives and are resourced and empowered to fulfil their roles. We will also ensure that employee and trade union representatives are included in the open two-way dialogue that is delivered as part of this commitment.

### **Our key priorities are to:**

- Develop and implement an employee engagement strategy
- Develop and implement a consultation and negotiation framework in relation to employee matters
- Support the continuing development of good relationships with trades unions
- Take action on feedback from self and external assessment including the employee attitude survey and Investors in People evaluation and implement improvement actions

## **Leadership and Management Development**

We are committed to increasing the leadership capacity of our workforce, distributing leadership across the organisation. Effective leadership is important in creating a constructive and empowering environment and culture, ensuring that employees are motivated, skilled and focussed, that services are continuously improved and transformed and key outcomes delivered. We aim to develop thinking that will support leadership across the organisation and develop outcome focussed leadership skills ensuring that leaders take ownership of the change agenda and provide clear direction.

### **Our key priorities are to:**

- Ensure the development of leadership and management skills across the organisation
- Build leadership capacity and capability to develop future leaders who are able to take the Council agenda forward
- Use the Leadership Forum to drive change and improvement

- Recognise and support the specific leadership function of councillors

## **Developing our Workforce**

We will invest in the continuous development of our workforce to ensure that we have the skills, knowledge, attitude and behaviours to deliver our services and secure the desired outcomes for the citizens and communities of Angus.

Our learning and development activities aim to develop skills and behaviours that will improve the capacity and capability of our workforce and develop an improvement culture in the organisation enabling us to deliver transformation and improve outcomes for our citizen and customers. They will support the development of a high performing, confident workforce and build the sustainable capacity of our employees and teams.

### **Our key priorities are to:**

- Develop a learning plan for the Council underpinned by directorate learning and development plans including how we allocate and spend our training and development budgets. This will include ensuring that our employees have access to core and mandatory skills training for their role
- Develop and implement a competency framework to support our changing ways of working and the work that we do, appraisal and development needs analysis, succession planning and recruitment
- Develop and implement a succession planning framework
- Support development of resilience building within the workforce
- Continue to develop our e-learning materials to support and move to more self- directed learning
- Support the transformation agenda to build capacity for change and enable effective working in teams and with partners and to develop the skills and behaviours required to deliver our digital and agile programme

## **Recruitment & Retention**

We recognise the importance of effectively recruiting and retaining a skilled, knowledgeable and motivated workforce. In order to achieve this we will ensure the council recruits the right people with the right skills and/or potential into the right jobs. The council has an ageing workforce and it will be vital to increase our commitment to youth employment and to continue to implement agile working policies which support people to remain in work.

**Our key priorities are to:**

- Positively promote our council as an employer of choice
- Ensure we have in place fair, transparent, streamlined recruitment and selection processes and that equality is at the heart of these
- Demonstrate our commitment to supporting employees achieve a healthy work/life balance through the development and implementation of agile working policies
- Mainstream equalities into all of our workforce practices and policies
- Develop job roles that deliver our transformation and future change agenda
- Develop and implement a talent and career management framework
- Develop a youth employment scheme including Modern Apprenticeships, graduate opportunities and the establishment of partnerships with schools, colleges, universities and industry to offer work placement opportunities

**Reward & Recognition**

As the Council's greatest asset we must ensure that we have in place an effective, motivated and highly performing workforce and that all of our employees feel that their contribution is recognised and valued and they are encouraged to contribute ideas and ways of working which help our Council improve.

**Our key priorities are to:**

- put in place formal and informal systems to recognise the contribution made by employees at all levels
- celebrate success
- involve employees in improvement activities across the Council
- review our pay evaluation systems and structure to ensure fairness and transparency
- review our employment policies and practices on a cyclical basis to ensure they are fair and innovative
- reviewing and enhancing employee benefit packages

## **Safety, Health & Well-being**

We will provide a safe and healthy working environment; promote wellbeing, both physical and mental; improve consultation and engagement; and support employees in achieving a good work-life balance. Actions arising from this strategy will help to contribute to employees' overall safety, health and wellbeing, leading to increased productivity and employee retention, reduced sickness absence levels and increased morale and motivation.

### **Our key priorities are to:**

- Provide clear and accessible safety, health and well-being information, guidance and assistance in an open and supportive manner
- Develop an employee health and well-being framework

## **Implementation, Monitoring & Review**

This Workforce Strategy is a living document that will be regularly reviewed to ensure it is being implemented properly, that it remains effective and is updated as required. The implementation of this strategy will be led and overseen by the Council Management Team

A comprehensive action plan will be put in place for each of the key elements detailing responsible officers and implementation dates. These will be developed and delivered by involving managers, employees and trade unions. We will monitor the effectiveness of the strategy by using a range of statistical and qualitative information including:

- Workforce profiling
- Employee attitude survey returns
- Residents surveys and customer feedback
- Skills profiling
- Exit interview analysis
- Healthy Working Lives
- Sickness absence
- Employee accidents

- Feedback from learning and development opportunities
- Benchmarking
- Internal & external audits

We will regularly monitor and report on the progress of our action plans. Internal reviews will be carried out through the AIM (Angus Improvement Model) self-assessment model. We will also continue to use Investors in People as a quality standard for our workforce management practices and to identify areas for improvement.

## **The Outcomes**

The outcomes of the workforce strategy and the plans that will underpin it will ensure that:

- We are able to deliver high quality customer service
- Managers take ownership of the change agenda and provide clear direction supported by corporate support services
- Future leaders are developed who are able to take our Council agenda forward
- We have an agile, flexible and diverse workforce
- We are a safe and healthy organisation
- We are a learning organisation
- We are an employer of choice