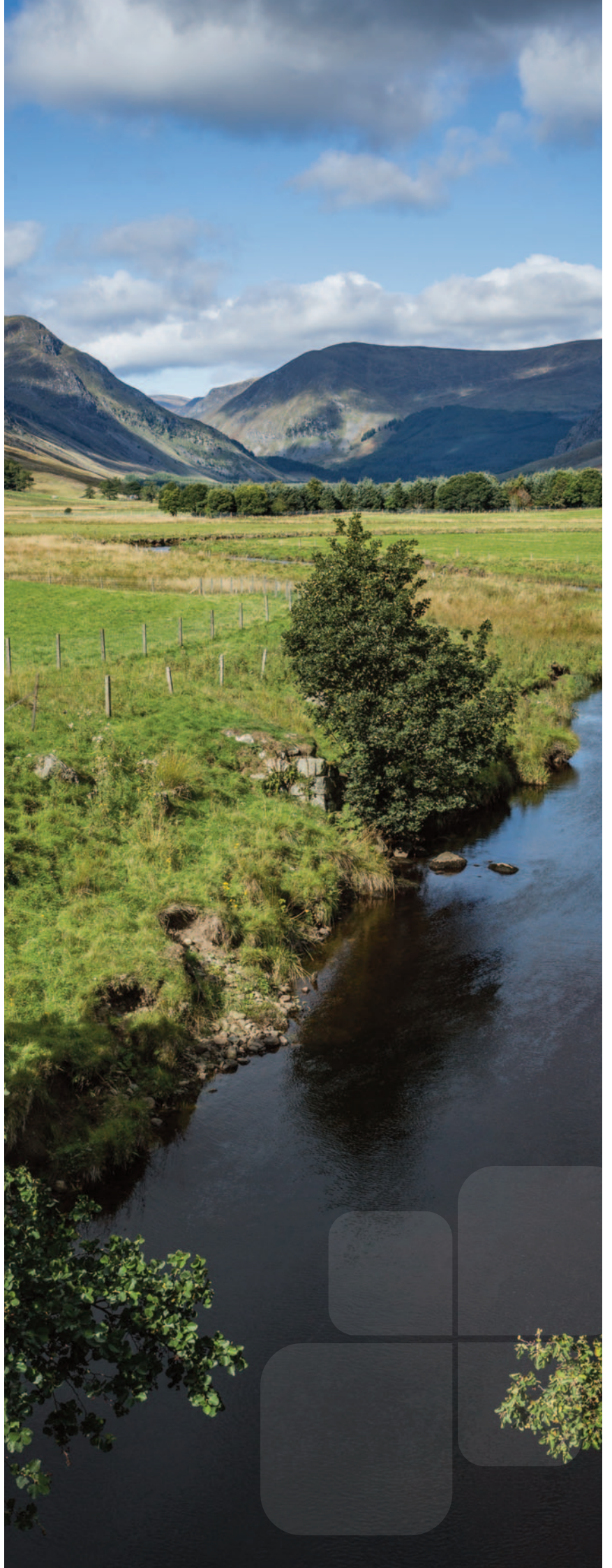


## Workforce Plan | 2019-24



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## Introduction

This Workforce Plan spans a five year period in line with the Council Plan and the Financial Plan. It takes account of the significant changes, opportunities and challenges which the council, and the wider public sector will face.

Our Workforce Plan sets out how we will attract, retain and develop our employees in order to meet current and future workforce requirements. In this way we will be able to meet the changing needs of our customers and communities. This will be achieved through maintaining a focus on workplace culture, recruitment and staff retention, Fair Work, learning and development, health and wellbeing, leadership, and reward and recognition.

This Workforce Plan will be reviewed on an annual basis with progress reported in October 2020.

## The Context to Workforce Planning

Workforce planning is crucial for our future and we will focus on developing a skilled workforce which is able to meet the demand for our services. We are also aware that how we provide these services will change as we work more closely with partners and other providers.

Results of our recent staff survey have given us important information about leadership, staff communication, engagement, resilience, and health and wellbeing and this gives us the opportunity to work to improve these areas.

To deliver the outcomes in the council plan, there is a need for the council to foster an innovative, collaborative organisational culture driven by inspiring leaders at all levels. We need managers who are empowered and skilled to develop increasingly efficient, effective, and sustainable ways of working.

To meet these challenges we have strong workforce planning arrangements across our organisation. We have key milestones, sound governance arrangements and effective measurements in place so that we can monitor our progress in achieving our priorities.

## Angus is Changing

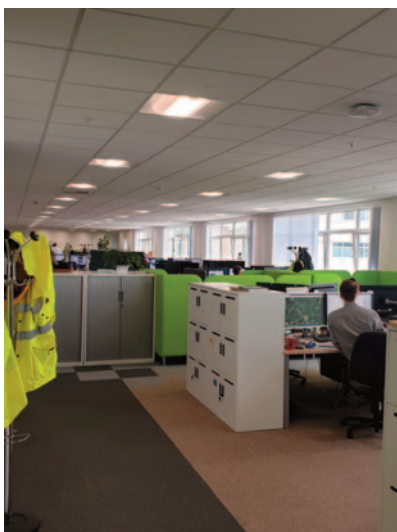
The expectations and requirements of our citizens, partners and customers is changing. Our ways of working and the work we do must also change to reflect these. Some of the main drivers for change are:

**An ageing population** - we are living longer and this places new and different demands on our services. 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** - The funding available to the council has reduced in real terms and this is expected to continue for the foreseeable future. This means that we will have a smaller workforce going forward. We are aware that increasing demands on a smaller workforce will mean that services will have to change and be re-prioritised in order to protect our employees from excessive demands which could affect their health and wellbeing.

**Digital by Design** - our digital agenda continues to see us work towards being digital by design, harnessing technologies and processes that make services more accessible and easier to use than ever before. However, as we reduce the range of options for engaging with us, we must help people to use digital methods to self-serve by making online processes easy and clear to use.

**Agile Working and Changing Patterns of Work** - many more employees have been given the opportunity to work agilely and this will continue to increase as we reduce the number of buildings we occupy and increase our use of digital technologies. As this progresses, there will be a



requirement for us to support the workforce to maintain strong team relationships whilst working in a different way.

Agile working helps us to be a family-friendly organisation offering where possible greater flexibility in hours and location. Employees are encouraged to consider other more flexible ways of working including a reduced working week, term-time working and buying additional leave.

These options support employees to improve their work/life balance and support our diversity and inclusion agenda as we are able to recruit and retain staff who might not otherwise be able to work while meeting their other responsibilities, such as caring.

In addition, reduced working hours, less time spent travelling and a reduction in expenses claims helps us to achieve a lower carbon footprint and makes a significant contribution to reducing our costs.

Managers are being trained in how to support and manage an agile workforce to ensure that productivity and delivery for the people of Angus remains high and of good quality.

**Partnership and Collaborative Working** – exploring collaboration is essential to deliver more efficient and effective services in the future. We will improve outcomes for our customers and citizens by working effectively with our NHS and third sector colleagues. We will actively explore opportunities for collaboration through the Tay Cities Deal and other Tayside Regional Collaborative work.

**Fair Work Convention** – we recognise the importance of Fair Work for individuals and positioning the council as an employer of choice. We aim to provide work that offers effective voice, opportunity, security, fulfilment and respect.

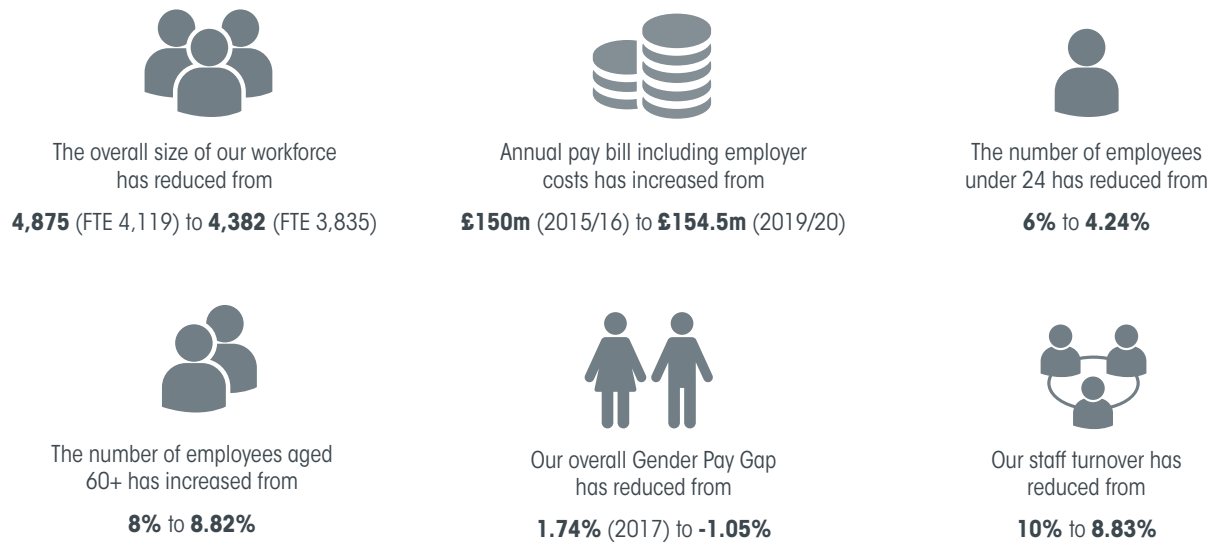
**Policy and Legislative Changes** – mean new demands on services and we need to ensure the workforce is able to support those demands. An example over the current period up to 2021 is the requirement to increase the number of staff working in the Early Years' workforce due to the increase in nursery hours' provision.

## Our Changing Workforce Profile

Reductions in headcount have been ongoing since 2010. From 2015, our workforce has reduced by approximately 10 percent in headcount. This figure includes a 20 percent reduction in management posts.

During this period our Culture and Leisure Services transferred to ANGUSalive, an Arms-Length organisation and there has been a significant reduction in our Home Care workforce, with some services being transferred to the private sector.

Specific workgroups have increased because of Scottish Government initiatives such as the increase in Early Years provision.

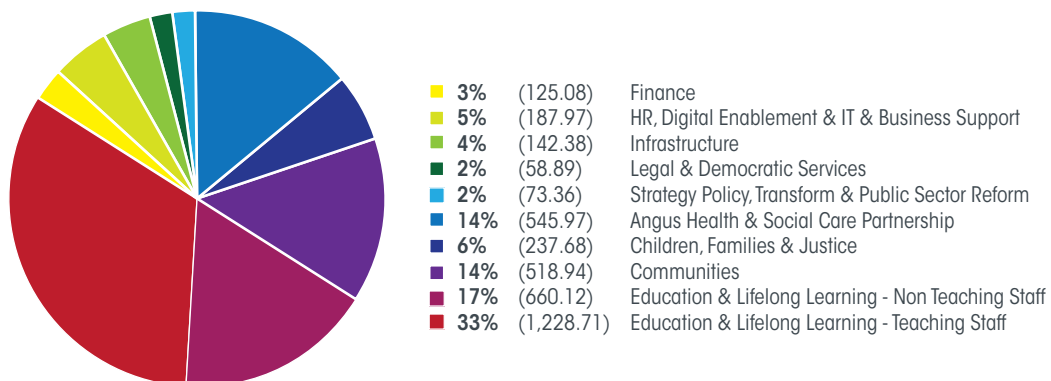


**Our current workforce profile**

In 2014/15 Angus Council employed 4,875 employees (4,118.51) full-time equivalents (FTE); this number reduced in 2019/20 to 4,382 employees (3,781 full-time (FTE), a reduction of approximately 10% in the overall workforce. Details of the employee (FTE) distribution across services, age profile, gender profile and employment status numbers are shown below.

**Distribution of our workforce**

This chart shows the distribution of full time equivalent (FTE) employees across all council services with 33 percent employed in teaching posts. The figure of 17 percent in non-teaching posts is likely to increase further with the implementation of the Early Years Expansion Programme. The Chief Executive and Depute Chief Executive are not included within this breakdown.

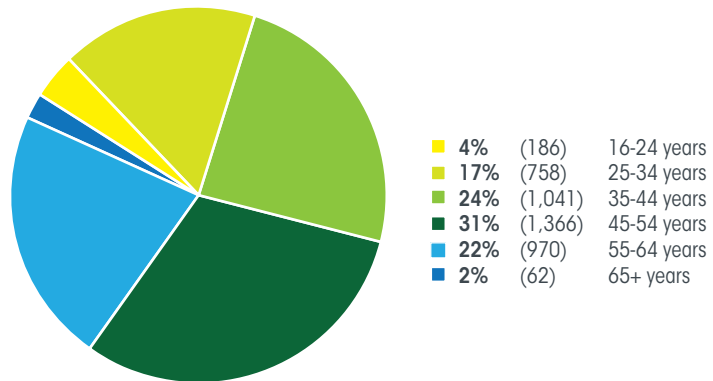




### Angus Council Age Profile

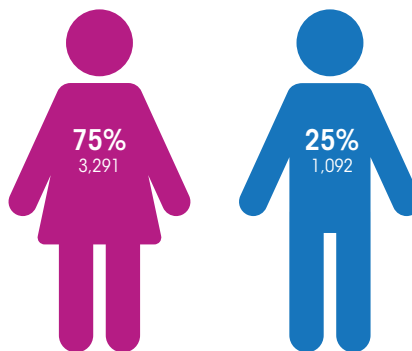
The chart below shows that 55 percent of our workforce is over the age of 45 with 24 percent being aged 55 and above, including 62 employees (2 percent) who are aged 65 years and over. This means that a significant number of employees may be seeking to retire from the council over the next 5-10 years. The change in the Pension Regulations which now allow employees aged 55 and over to retire may also have some impact.

Only 4 percent of our workforce is aged 24 and under. It is imperative that we increase our youth employment opportunities not only to ensure that we are able to fill posts vacated by retiring employees but also to support young people into employment and training opportunities in the Angus area and ensure we have employees with skills to provide our changing services.



### Angus Council Gender Profile

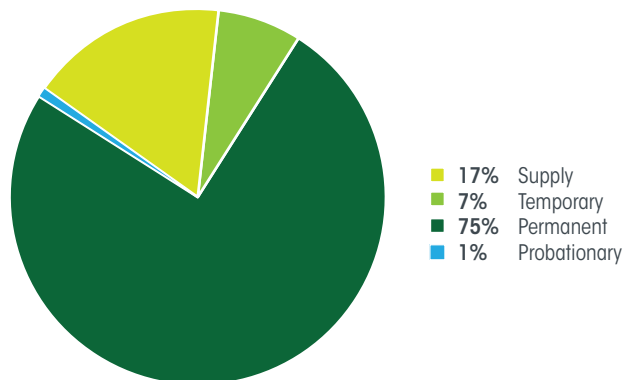
Women making up 75 percent of the workforce. We have a large female workforce in Early Years, Social Work and Social Care, Young People’s Social Care and in teaching. To create a more gender-balanced workforce we must consider creative and innovative ways to encourage male talent into these professions and demonstrate that we can offer them a worthwhile, rewarding career in order to create a more gender-balanced workforce.



Total workforce **4,382**

### Angus Council Employment Status Profile

Our workforce reflects the complexity and diversity of the services we deliver. The employment status of our employees covers full-time, part-time, job-share, fixed-term and term-time. We also have individuals who work for the council on an irregular basis, for example relief staff and supply teachers. The chart below provides details of the distribution of our workforce and shows that 75 percent are employed on a permanent basis.



### Recruitment and Retention

During the period 1 January 2019 – 31 December 2019 the Council advertised 411 jobs, resulting in 6327 applications which suggests that people are keen to work for the council.

Recruiting and retaining a skilled, knowledgeable and motivated workforce is essential. As already stated, the council has an ageing workforce and we are increasing our commitment to youth employment and agile working policies which support people to remain in work. To ensure that we attract the right people into the organisation, we are piloting a process of recruitment which focuses on values as well as skills.

The council is creative in solving reductions in staffing by working with partners but some vacancies are harder to fill than others, including:

- Environmental Health Officers
- Trading Standards Officers
- Architects and Chartered Surveyors
- Some information technology posts
- Some teaching posts
- Social Workers and social care posts
- Residential Care Workers in Children's Services

There are many reasons for these recruitment difficulties including a skills gap at national or local level and/or insufficient quality of supply. Recruitment and retention strategies such as job re-design and 'growing our own' are being developed to address these difficulties. Examples include: employees are being given the opportunity to undertake training towards obtaining a teaching qualification to ensure we meet our teacher/pupil ratios; employees have been supported to gain a Child Care qualification in order to meet the need for an increased Early Years workforce; we have employees participating in a Graduate Apprenticeship scheme within Information





Technology to ensure we keep abreast of a fast changing technological world. These types of initiatives will be expanded across the council to ensure that we have a sustainable workforce for the future.

## Our Future Workforce

We need to keep focused on organisational transformation and skill requirements if we are to continue to be a successful and high performing organisation. We must be constantly aware of the changing environments and expectations of those we serve and we will develop our workforce planning strategies accordingly.

We aim to create a workforce that:

- is the right size and shape to deliver our services now and in the future, in line with our workforce planning, council and service/workforce plans in order to deliver our desired outcomes
- is well-led and empowered to take the council agenda forward
- has appropriate skills and behaviours to enable delivery of the Digital and Agile agendas. These include being able to maximise the use of technological systems and the internet, being flexible, motivated and outcome focused
- is responsive to changing needs, new ways of working and delivering services differently
- is safe in the working environment and supported to be mentally and physically healthy with the right work/life balance

## Talent Management and Succession Planning

The council's talent management priorities are closely aligned to council priorities and have been informed by the workforce planning process. By analysing our current workforce, improving our capability to determine our future workforce needs, understanding our workforce supply, demand, current demographics, predictions for skill shortages or surpluses, the labour market and workplace trends such as digitilisation we have determined that the following activities are priorities:

- recruitment (talent acquisition)
- building talent pools
- succession planning
- leadership development



- career development
- employee engagement
- employee retention

Modernising our recruitment practices, attracting and retaining the right people, improving employee experience, ensuring knowledge transfer, being creative in our approach to career development and retraining and investing in youth employment will be key activities.

Succession planning is the process of identifying and developing potential future leaders and senior managers, as well as specialists, to fill critical roles should a current post holder leave the organisation. A first step is to identify service areas and critical roles for which potential successors are needed or to identify a pool of positions for which similar skills are needed.

Succession planning will initially focus on identifying groups of jobs and developing potential successors for a variety of roles. Jobs will be clustered by role, function or level so that generic skills and behaviours can be developed. The aim is to develop pools of talented people, each one of whom is adaptable and capable of filling a variety of roles. As succession planning is concerned with developing longer-term successors as well as short-term replacements, each pool will be considerably larger than the range of posts it covers.

Our broader vision includes openness and diversity, close links to our wider talent management activities listed above and a whole workforce approach to managing and developing talent will identify roles at all levels within the council.

## Key Priorities

In order to respond to the changing needs of our citizens, partners and customers and to achieve our vision for our workforce, the following workforce priorities have been identified:

## Developing our Workforce

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

- engaging with and understanding customers and citizens;
- working collaboratively with citizens and partners;
- focusing on high quality personal and team performance measured against pace and quality delivery and outcomes outlined in our Council Plan
- developing personal resilience and pride in our offer to the people, businesses and visitors to Angus

Our learning and development activities aim to improve the capacity and capability of our workforce and develop a performance led improvement culture in the organisation. They will support the development of a high performing, confident and flexible workforce that is appropriately equipped in both resource and skills.

To ensure equality of access to learning and development as well as value for money, service requests for attendance at external learning events are co-ordinated centrally by our Organisational Development team.



## Digital Agenda

As stated, our digital agenda will continue to have a significant impact on our skill requirements for the future. As we move towards more digital processes and automation, we will need to ensure that our employees become digital role models, skilled to operate digital processes and to support the public in their use of new digital systems.

## Leadership and Management Development

Effective leadership is key to creating a culture where employees are aware of their value and feel valued, trusted and respected to deliver with and for the people of Angus.

We are committed to continuing to develop and invest in our managers and leaders at all levels to ensure they are able to provide clear direction, support and challenge to ensure our employees undertake and deliver continuous improvement for the people of Angus .

Our leaders and managers are role models for our values and should lead by example, supporting employees to think creatively, challenge respectfully and to be the best they can be in supporting citizens and communities. We bring our leaders and managers together to work on corporate issues through our senior leaders, leadership and middle leaders forums.



## Workforce Profiling and Planning

Workforce profiling and planning are vital in achieving our vision for the council's workforce. Service workforce plans have recently been developed to identify our priorities in terms of employee numbers, skills, attitudes and behaviours which will be needed to deliver the services of the future. Key highlights provided by services are included as Appendix 1; we have identified some specific key challenges and these are included in Appendix 2. All of these have been used to help inform our Workforce Action Plan (Appendix 3). These service plans will be further refined, developed and monitored over the lifetime of the Workforce Plan. This will ensure that we continue to embed good workforce planning practices across the council and that we have good governance arrangements in place to monitor our progress.



## Developing our Young Workforce

Currently there are 186 employees aged 18-24 years old with only 34 of these following a recognised Modern Apprentice (MA) qualification.

In order to create more opportunities for young people we plan to invest £652,000 to implement a three year pilot MA Programme recruiting 40 MAs for an 18 month formal programme across the council. At present it is envisaged that these opportunities will include Youth Work, Business Administration, Digital, IT, Active Schools (Sport), Early Years Child Care, Social Care and Housing but other options will also be explored.

In addition we will support Foundation Apprenticeships, increase the number of Graduate Apprenticeships and offer Internship opportunities. We will also create specific work opportunities for care experienced young people and young people with disabilities and will seek to offer up to 10 percent of available Modern Apprenticeship opportunities to these groups.

These initiatives will support young people to develop their skills and build successful careers within Angus and help with succession planning across the Council.

## **Employee and Trade Union Engagement**

Effective employee engagement and participation has been shown to reduce turnover and improve both productivity and efficiency. Engaged employees are also more likely to be happier in both their work and home lives.

We know from feedback that employees welcome the opportunity to share their views/feedback and to put forward ideas, all of which may shape the future direction of the council. As a council we also recognise the wealth and breadth of knowledge and skills that exists across our workforce.

To support our efforts to engage more effectively and encourage participation we have:

1. invested in an employee engagement tool which allows us to gather targeted, real-time feedback from our workforce
2. created the Employee Voice – a regular opportunity for staff to hear about, shape and give feedback on proposed organisational initiatives at an early stage.
3. produced a recording system in Pentana to record and review employees annual appraisals, building on their goals and meeting their training and development needs
4. recommended that all staff have regular one to one meetings with their manager as well as larger team meetings to ensure that their work is on track and that they are supported to deliver their actions.

Employee Voice is not the only vehicle for expanding participation and engaging with the workforce and we will continue to encourage staff to come together to discuss an issue or put forward ideas where appropriate.

The Chief Executive and Depute Chief Executive have engaged with our workforce through various initiatives including, Eat, Meet or Walk with the CE and Meet with Margo and worked alongside front-line service employees to understand their jobs better and seek views on what works well and what needs to be improved.

We are also committed to continue to engage with our employee and trade union representatives regularly.





## Reward and Recognition

Our staff do great work. We want to ensure that their contribution is recognised and that they feel valued for the work that they do and the difference that they make. We have implemented a number of initiatives to support us to achieve this:

Peer-to-peer recognition - through the employee engagement platform, we have introduced a peer-to-peer recognition system called 'Hive Five'. This is an informal way of recognising the contribution of a colleague.

At the time of writing, there have been 453 "Hive Fives" given from colleagues to other colleagues to recognise them. This has been a hugely popular feature of the engagement tool and appears to have resonated with the workforce in a way that previous opportunities have not.

Walk in My Shoes - this involves a member of the corporate leadership team spending time with individuals to gain a real understanding of the work they do, and the challenges they may face on a day-to-day basis.

Good Practice Forum - a twice-yearly 3-hours' collaborative working session, which may be themed to ensure that the organisation is benefiting from the wisdom and insight of varied staff groups. This session will be attended by members of CLT and those recognised as having done something particularly well.

We recognise achievements in regular, biannual events which showcase best practice and bring the organisation together to celebrate our successes.

We will continue to review and promote our Employee Benefits scheme, which includes salary sacrifice schemes and a variety of other offers and discounts.

## Safety, Health and Wellbeing

Providing a safe and healthy working environment is our priority. We promote wellbeing, both physical and mental and support employees to achieve a good work-life balance. By implementing the actions in our health and wellbeing strategy we are supporting our employees overall safety, health and wellbeing, leading to increased productivity and employee retention, reduced sickness absence levels and increased morale and motivation.

These actions include:

1. Creating and maintaining an area on the intranet to communicate and signpost information in relation to health and wellbeing
2. Establishing and training a group of Mental Health First Aiders

3. Reviewing the Council's approach to the management of stress
4. Engaging with our employees to ensure evidence and insight are available to inform further health and wellbeing actions and address concerns
5. Ensuring promotion and monitoring of relevant mandatory training

We recognise that whilst our workforce is reducing, workload in some areas continues to grow. New ways of working based on digital technology and radical service redesign cannot absorb all of this increased demand. It is essential that we support staff to maintain their wellbeing and we are committed to finding ways to reduce the burden on our current workforce by ensuring workload demands are reasonable, managed effectively and through exploring alternative means of service delivery including partnerships and third party suppliers.

We have developed a new Supporting Attendance Policy and implementation of the updated policy will include the delivery of training to managers and signposting the support that is available to our employees.

## **Implementation, Monitoring and Review**

Our Workforce Action Plan sets out how we will achieve our workforce planning ambitions. By monitoring and evaluating our progress, we can respond effectively to the changing expectations and requirements of our citizens, partners and customers, and changes to the way we work.

Our Workforce Action Plan will contribute to embedding workforce planning across the organisation and encourage a detailed assessment of current environmental factors, supply and demand, staff development and succession planning within each service.

This work has already begun but the Workforce Plan ties these strands together to form a cohesive approach which links directly to our corporate priorities and outcomes set out in the Council Plan and importantly, our organisational values.

## **Conclusion**

We need to continue to transform the way the Council does business and to position ourselves as an employer of choice in order to attract and retain staff who share our ambition, commitment and drive to enhance the lives of the people of Angus.

In future, the Council will be smaller, more agile and will focus on delivering services which add the most value to our communities through further collaboration, partnership working and commissioning. Technology will also change the way we deliver our services as we become smarter, flexible and more efficient. This will require an acceptance by the public to self-serve usually using digital means.

We have a clear vision, and aims and aspirations for our workforce. We are committed to investing in and developing our employees to achieve their full potential and to making a positive difference to the lives of those within our communities. We will continue to modernise, transform and review our changing workforce requirements.

This workforce plan will help us to build capacity for change by recruiting, retaining and developing people with the knowledge, skills and behaviours we require. In this way we can ensure that Angus Council can deliver our Council plan and the best outcomes for the people of Angus with the resources we have.

# Appendix 1

## Summary of Workforce Planning Issues by Directorate

Strategic workforce planning considers the future requirements of the whole council. However, as well as identifying corporate actions, we have summarised the key workforce planning issues within each of our directorates and the resulting plans to address them. This is set out below:

### Strategic Policy, Transformation and Public Sector Reform

Issue	Strategy/Plan
Resource required to deliver on Tay Cities Deal	Monitor and re-allocate resource as required
Impact of BREXIT/European Social Funding	Monitor and take appropriate action as necessary
Governance function - subsumed into team	Knowledge transfer and training plan
Strategic commissioning - expansion of requirements	Monitor and review capacity, training plan, explore modern apprentice opportunity
Availability of Lean/service design resources	Review approach
Counter fraud capacity	Monitor and review capacity
Internal audit/computer audit provision	Review and plan to meet future requirements, recruit
Trainee and consider modern apprentice	Opportunities for collaboration including Tay City Deal
Ability to meet design requirements	Review of service demand and service delivery options
Customer services	Contribute to reshaping customer service delivery

### Children, Families and Justice

Issue	Strategy/Plan
Recruitment challenges in residential areas	Identify strategies to attract talent to this area
Significant numbers of young, newly qualified workers leading to deficits of experience in some areas	Sustain current graduate recruitment. Learning and Development framework sets out learning priorities for each role in the service and provides clarity on the approach to workforce development
Review of SLA and grant awards may result in staff implications and continuity issues	Monitor and review
High staff turnover in frontline Children's Services	Sustain current graduate recruitment to ensure high calibre employees are available
Salaries not favourable when compared against those paid by neighbouring authorities	Corporate Pay & Grading Structure under review



**Infrastructure**

Issue	Strategy/Plan
<b>Assets</b>	
Local Heat and Energy Efficiency strategies likely to become mandatory	Identify skills, knowledge and behaviours required
Collaborative opportunities may impact on resource requirements	Explore possibility of retraining/need for service review
Age profile of staff team is high which presents a risk	Succession planning
Future of in house professional services	Options appraisal to consider alternatives e.g. Shared services, commercialisation etc
Varying number of contracts/projects	Continuously projecting future workload in line with projects
<b>Roads &amp; Transport</b>	
Lack of capacity due to lean staffing – external resources required	External resources required for some non-statutory, non-regulatory areas e.g. design Consider delivery of statutory and regulatory services only Explore collaboration and shared services
Ongoing supervision of apprenticeships	Review options for supporting apprenticeships
Capacity for performance management	Focus on use of Pentana
Addressing age profile and increasing impact of skills gap	Succession planning. Explore collaboration and shared services to provide resilience and share training/workloads. Apprenticeships to develop skills, address age profile and address skills gap
Potential transition to Commissioning authority	Embed processes and skills sets required

**Finance**

Issue	Strategy/Plan
Potential changes to Universal Credit, Housing Benefits, Social Welfare Fund, grants etc	Review policy announcements and annual grant funding announcements
Need for a fully staffed and trained Financial Assessment Team	Complete recruitment exercise and develop and deliver training plan
Impact of previous and ongoing service reviews e.g. IT business support, Purchase to Pay and procurement	Monitor and evaluate
Delivery of savings requirements	Ongoing process improvements
Improvement of performance management within service	Develop performance assessment framework to promote dialogue and provision of data
Maintenance of qualifications and learning and development	Development of strategy to clarify the rationale for training. Mentoring framework developed. Discussion with local college regarding accounting foundation apprenticeships

**HR, Digital Enablement, IT and Business Support**

Issue	Strategy/Plan
Realigning from infrastructure support to transformational digital redesign, applications development and improved schools service	Service review
Changing requirements	Skills development in a number of areas including project delivery, customer engagement, cyber security, cloud, supplier/contract management, O365, digital skills and customer service skills Introduction of career grade, offering Modern and Graduate Apprenticeships and Internships and introduction of succession planning
Availability of IT services as they migrate to the cloud	Provision of standby service on trial basis
Encourage greater diversity within workforce	Offer part-time posts, flexible working, Modern and Graduate Apprenticeships
Attracting new recruits with required skills	Explore ways of making Angus a more attractive option, improve recruitment and onboarding experience
Talent Management and Succession planning	Develop and implement robust arrangements across the council to ensure future leaders are identified and clear career pathways are in place for our employees

**Communities**

Issue	Strategy/Plan
<b>Environmental Health &amp; Consumer Protection</b>	
Significant number of senior employees are aged 50+, some skills lost through redundancy, retirement and restructuring	Succession planning
New legislative requirement in a number of fields	Prioritising of training, liaison groups, consideration of additional role to meet statutory responsibility
Single points of failure in specialist areas	Programme of mentoring and in house training
Recruitment issues in environmental health and in trading standards – national shortage	Develop creative and innovative solution/recruitment and retention strategies
<b>Environmental Services</b>	
Retention of adequate supply of skilled workers to ensure delivery of services and commercial contracts	Succession planning Training and development plan to implemented
Management of high level of sickness absence	Increased monitoring and implementation of new council procedure
<b>Housing</b>	
Manage demand and resources more effectively	Explore provision of 2 Modern Apprenticeship placements
Ensure provision of first class customer experience	Finalise training plan
Needs of our expanding the business	Ensure workforce effectiveness prior to business plan

## Legal and Democratic Services

Issue	Strategy/Plan
Need for more efficient systems and process	Increase use of digital technology
Need for commercialisation and income generation	Plan development of new skills in relation to commercialisation and income generation, develop skills in a wider array of tasks
Increasingly complex governance framework	Enable employees to increase skills and knowledge of relevant organisations

## Schools and Learning

Issue	Strategy/Plan
National ASN review – inclusion/mainstreaming	Upskilling and access to formal qualifications for ASN teaching and support staff
Scottish Government funding for additional support staff in schools	Recruitment of additional School and Pupil Support Assistants
Use of digital technologies in schools	Upskilling of key staff to deliver, identification of opportunities. Review need for dedicated resource
	Programme of learning to ensure staff are equipped for specialist middle management roles in schools
Need identified for essential learning for promoted staff	Develop programme of essential learning for promoted staff Programme of learning to ensure staff are equipped for specialist middle management roles in schools
Leadership development at all levels of the service	Educational Leadership Framework based on 4 levels with local regional and national programmes. Link priorities to Angus Education Plan
Recruitment issues in specialised areas	Consider initiatives to attract and grow talent
Predominantly female workforce	Consider initiatives to attract males into the workforce
Potential increase in staff in line with increasing school rolls	Retention of quality probationers/early phase teachers
Angus Schools for the Future	Review implications and need for additional resources
Risk in central team if specialists leave	Consider service review and succession planning
Early years expansion programme	Complete workforce expansion including deployment of existing staff, retraining of current staff and recruitment
Finance and budget learning programme	Upskilling managers and leaders in relation to finance and budget matters



## Appendix 2

### Key Workforce Challenges

Strategic workforce planning considers the future requirements of the whole council. As well as identifying corporate actions, we have highlighted the workforce challenges for specific service areas/occupational groups either because of their size and scale within the council workforce or their potential impact. Some of these specific groups are:

### Teaching

#### Context

- 33% of our workforce are teaching staff who work in 51 primary schools, 8 secondary schools and our 'virtual' school.
- 79% of the workforce is female.
- The age distribution of the workforce is fairly even spread, with 13% of the workforce being over the age of 55.

#### Key Workforce Challenges

- There are hard to fill posts in some areas including Home Economics, STEM subjects and promoted posts
- Engaging supply teachers
- Managing the demands of changing school rolls and planning for any outcome from the School Estate Review
- Opportunities for workforce planning via the Tayside Regional Improvement Collaborative
- Implications arising from the Head Teachers' Charter
- Increased used of digital technology in schools
- National ASL Review/Presumption of Mainstreaming/ Inclusion
- Scottish Government funding for additional support staff in schools

#### What is Underway?

- A Learn to Teach Programme to retrain existing employees as teachers has been supported over a number of years
- Learning & Development plans in place to support Head Teachers and future school leaders to develop key skills and create future leadership capacity
- Reviewing our recruitment processes to identify innovative ways of attracting male talent into the workforce
- Upskilling of key staff in use of digital technology including consideration of a dedicated resource.
- National project to optimise deployment of supply staff
- Up-skilling and access to formal qualifications for ASN teaching and support staff

## Early Years & Early Intervention

### Context

- 6.21% of our workforce currently work in Early Years & Early Intervention
- 41% are over the age of 45 and we have a predominantly female workforce (98%)

### Key Workforce Challenges

- Biggest growth area within the workforce with the expansion of early years from 600 hours to 1140 hours for all entitled two, three and four year old children by August 2020
- Requirement for the council to act as the 'guarantor of quality' in line with the new National Standard

### What is Underway?

- Early Years and Learning Expansion Plan submitted to the Scottish Government includes a workforce plan for this staff group
- Increased collaboration with our partner providers and child minders to deliver on a commissioning basis
- Introducing new ways to working to deliver the increased hours
- Increasing the number of Modern Apprentices in Learning and Childcare
- Retraining programme launched in partnership with Dundee & Angus College to retrain existing talent
- Recruitment of suitably qualified staff to ensure staffing ratios within our establishments are met
- Reviewing our recruitment processes to identify innovative ways of attracting male talent into the workforce
- Central EY Team re-structured to support implementation of expansion programme
- Recruitment of suitably qualified staff to meet requirement to act as 'guarantor of quality'

## Adult Social Work and Social Care

### Context

- 14% of our workforce works in adult social work and social care
- 86% of the workforce is female
- 69% of the workforce is aged 45 years and over, with 37% aged 55 years and over

### Key Workforce Challenges

- An integrated approach to the provision of health and social care services means greater collaboration with NHS and partners in the third and independent sector and community groups, including the development of an integrated workforce plan
- Greater preference for being cared for at home, choosing locally based and community services such as day services resulting in service provision moving towards a commissioning model
- Hard to fill posts across the whole social care workforce
- Recruitment and retention of qualified Mental Health Officers

- Care not seen as a positive career option – shift in culture and training options required to encourage young people to view care as an attractive career choice

#### **What is Underway?**

- Integrated workforce plan under development
- Opportunities for maximising recruitment and career pathways being explored including an increase in number of Modern Apprenticeship opportunities
- National Recruitment Campaign underway
- Developments at national level for the health and social care workforce, including the Safer Staffing Bill

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## **Economic Development**

### **Context**

- At 0.5% this group represents a small yet critical section of the overall workforce.
- 24% of this predominantly female workforce is over the age of 55.

### **Key Workforce Challenges**

- Impact of the Tay Cities Deal and the resource required to deliver on this
- Impact of Brexit/European Social funding on the long term nature of this workforce

### **What is Underway?**

- Working in collaboration with partners in relation to key areas emerging from Tay Cities Deal, for example: tourism destination development including events and conferences; inward investment and international trade development, employability and growth sector support.
- Through the Tay Cities Deal we are working with Skills Development Scotland and the Scottish Funding Council to flex and align resources around regional and local skills priorities. This will include the allocation of Modern Apprenticeship contracts across the economic region.

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## **Environmental Health & Consumer Protection**

### **Context**

- 66% are female
- 60% are aged 45 years and over with 19% aged 55 years and over

### **Key Workforce Challenges**

- National shortage of qualified Environmental Health Officers and Trading Standards Officers
- Limited opportunities for post graduates to undertake training within council to become Environmental Health Officers and Trading Standards Officers due to limited budget
- Limited opportunities for succession planning due to flattened structure
- Significant number of managers over 50 years old and likely to leave within a short space of time
- Capacity to deal with BREXIT and increasing legislative requirements
- Risk from single points of failure in specialist areas



**What is Underway?**

- Work being undertaken at a national level to address career pathways/training requirements for Environmental Health Officers and Trading Standards Officers
- Corporate approach to succession planning being developed
- Identifying opportunities to address/eliminate issues around single points of failure in specialist areas including development of policies and procedures

**Social Work - Children, Families & Justice****Context**

- 6% of our workforce work in this service area.
- 84% of this workforce are female.
- The age distribution of the workforce is fairly even spread, with 18% of the workforce being over the age of 55.

**Key Workforce Challenges**

- Recruiting and retaining enough staff to our residential service who meet care inspection registration requirements
- Significant numbers of young, newly qualified workers leading to deficits of experience in some areas
- High staff turnover in frontline Children's Services
- Current salaries are not favourable when compared against those paid by neighbouring local authorities which makes it difficult for us to compete for talent
- Recruitment and retention of suitably qualified staff across front line Children's Services
- Risks associated with loss of service and non-compliance with procurement regulations as a result of several short-term (annual renewal) partnership agreements
- Limitations to longer term planning due to current funding model for Criminal Justice Social Work requiring a year-by-year response

**What is Underway?**

- Annual Graduate Recruitment process to continue
- Learning and Development framework sets out learning priorities for each role in the service and provides clarity on the approach to workforce development
- Considering innovative ways to promote jobs within the council, for example through the use of social media
- Corporate Pay and Grading structure under review
- Identify opportunities to create career pathways to encourage people into, and to remain in, the workforce and in particular males
- Talent Management and Succession Planning arrangements to be developed across the Council
- Robust monitoring of partnership agreements

## Infrastructure

### Context

- 4% of our workforce are employed in this directorate
- 68% are male
- 66% are aged 45 and over with 31% aged 55 and over

### Key Workforce Challenges

- Ability to recruit and retain suitably qualified staff
- Hard to fill posts caused by salaries, lack of expertise/knowledge, competition with neighbouring authorities and the private sector
- Age profile across the service areas could lead to the loss of a number of key staff over a relatively short period of time
- Collaborative opportunities may impact on resource requirements
- Capacity and skills to cope with legislative changes
- Future of in-house professional services
- Varying number of contracts/projects

### What is Underway?

- Developing relationships with our partner to share best practice and knowledge when gaps are identified, such as roads collaboration with Dundee City Council and Perth & Kinross Council
- Exploring further collaboration/shared service opportunities presented through new Procurement & Commissioning arrangements
- Shift from historic/traditional full in-house delivery model to focus on providing statutory and regulatory services in-house, use of Design & Build and external commissioning of non-statutory and non-regulatory tasks, such as design and contract management & supervision
- Reviewing career grade structures to help attract young people to the public sector and retain talent
- Explore opportunities for Foundation, Modern and Graduate Apprenticeships
- Considering more creative recruitment advertising methods such as the use of social media
- Corporate succession planning framework to be developed
- Council's Pay and Grading structure under review.

## Appendix 3

### Strategic Workforce Action Plan

This Strategic Workforce Action Plan outlines the programme of work the Council will undertake to deliver our workforce planning priorities, as described in our Strategic Workforce Plan 2019-2024. This Action Plan will be reviewed on an annual basis, updated accordingly with progress, and monitored to ensure it is reflective of the Council's wider strategic priorities and outcomes.

Action	Impact	Completion Date	Responsible Officer
<b>Developing our workforce</b>			
Develop a process for identifying secondment opportunities across the council	Creating opportunities for individuals to work in new areas and broaden their skills and experience	31 August 2020	HR - FT
Develop Talent Management and Succession Planning policies	To identify leaders of the future and to ensure clear career pathways are in place	31 July 2020	HR-JL
Develop a Customer Service Strategy	Ensures that our customers are at the heart of everything we do and that our staff are properly equipped to deliver services	30 April 2020	CC/CF/DL
Support employees who are re-training as Early Years' Practitioners	Retrain our existing talent and contribute to successful delivery of the Early Years' Expansion Programme	30 June 2019	VS/JL
Upskill employees in order to maximise benefits from commercialisation and income generation	Contribute to the council's strategic priority as a 'go to' place for business	31 Dec 2020	OD
<b>Digital</b>			
Develop and implement a digital skills training programme	Our employees have the skills required to enable us to achieve our priorities and our ambition 'to be digital by design' and to meet our corporate priority to be an efficient and effective council	30 April 2020	IT/OD
<b>Leadership &amp; Management Development</b>			
Review Leadership and Management Development training ensure our approach Incorporates opportunities for all levels of Management including within the schools environment	Contributes to a culture and leadership style that reflects organisational values and fosters an environment of accountability	30 April 2020	OD
Upskill the workforce to ensure they have the skills to collaborate effectively across the organisation and with citizens and partners	Our employees have the skills and knowledge required to enable them to collaborate effectively	31 March 2022	OD

Action	Impact	Completion Date	Responsible Officer
<b>Workforce Profiling and Planning</b>			
Review and refresh workforce planning guidance/toolkit and support	To ensure the development of meaningful service and strategic workforce plans	31 July 2020	HR - PS
Implement arrangements to support the increase in Early Years provision	To ensure we have the right workforce in place to deliver the new and enhanced service	30 June 2020	VS/JL
<b>Recruitment and Retention</b>			
Monitor impact of BREXIT on recruitment	To ensure equality and Inclusion within our workforce and to identify any potential skills gaps/shortages that emerge	31 December 2020	HR - DP
Review recruitment practices to develop creative and innovative solutions to address supply/skills shortages in areas of our workforce	To ensure we have a suitably qualified workforce in place to deliver our services	31 May 2021	HR - FT
Review recruitment practices to develop creative and innovative solutions to address the gender imbalance in our workforce	To improve the diversity of our Workforce	31 May 2021	HR - FT
Develop an action plan to position the council as an 'Employer of Choice'	Increased ability to attract, recruit and retain talent	31 August 2020	HR - PS
Pursue Armed Forces Covenant Employer Recognition Scheme Gold Award	To support our strategic priority to to maximise inclusion and reduce inequalities and to attract diverse talent	31 October 2020	HR - SF
Develop proposals to create training and employment opportunities within the council for care experienced young people and young people with a disability.	To meet our legal corporate parenting responsibilities and to ensure equality and Inclusion are embedded in our recruitment practices	31 July 2020	HR - PS
Achieve recognition as a 'Happy to Talk Flexible Working ' employer	To promote our flexible working practices, strengthen our position as an employer of choice and contribute to our equalities and inclusion agenda	31 August 2020	HR - FT
Achieve recognition as a 'Fair Work' Employer	Aligning our workforce development and HR activity to the Fair Work Convention will provide a robust framework for building organisational resilience and sustainability	30 November 2020	HR - PS
Develop a framework to identify and support opportunities for paid internships across the council	To provide individuals with an opportunity to gain work experience in a relevant field of interest and to support the recruitment and retention of suitably qualified staff	30 September 2020	HR - FG



Action	Impact	Completion Date	Responsible Officer
<b>Recruitment and Retention</b> continued...			
Achieve Living Wage Accreditation	To strengthen our position as an employer of choice	1 April 2020	HR - PS
Review career grade structures across the council	To support the development and retention of talent and to develop career pathways which make accessing a career with the council more achievable	31 October 2020	HR - FG
<b>Developing our Young Workforce</b>			
Develop and implement a framework which supports Foundation, Modern and Graduate Apprenticeship opportunities	Supporting young people to reach positive destinations when they leave school and creating career opportunities for our workforce of the future	30 June 2020	HR - FT
Develop and implement an Apprenticeship Charter which sets out our commitment to young people starting work in the council	To ensure our young people feel supported and valued	30 September 2020	HR - FT
<b>Safety, Health &amp; Wellbeing</b>			
Implement refreshed Supporting Attendance Policy & Guidance	Staff are supported and encouraged to maintain an acceptable level of attendance at work and ensuring effective service delivery	30 September 2020	HR - FT
Development and Implementation of Health & Wellbeing Action Plan	Promoting a culture where well-being is embraced by all and contributes to the council's strategic priorities of being efficient and effective and maximising inclusion and reducing inequalities	30 June 2020	HR - JL
Provide, monitor and review our Employee Assistance Programme	Our employees have access to appropriate counselling support when needed and contributes to the health and wellbeing of our employees	Ongoing	HR - JL
<b>Employee &amp; TU Engagement</b>			
Develop an Employee Engagement Strategy	Improved communication and a more engaged workforce	30 June 2020	OD
Develop consultation and negotiation framework with our Trade Unions	Ensure we have an effective framework in place to support continuing good and effective relationships with our Trade Unions	31 May 2020	HR - PS

Action	Impact	Completion Date	Responsible Officer
<b>Reward and Recognition</b>			
Complete Review of Pay & Grading Structure	Ensuring that we have a fair and equitable pay and grading structure in place that creates career pathways for our employees	31 March 2021	HR - SF
Continue to promote policies that recognise our employees' commitment to Volunteering, Childrens' Panel etc	Our employees are recognised for their contributions, and feel valued and supported by the council in their activities	30 April 2020	HR - FT
Recognition initiatives, including Walk in my Shoes, Good Practice Forum and Hive Fives are promoted and embedded within the organisation	Employees are recognised for their work and feel valued for their contribution	31 October 2020	OD/Comms
<b>Partnership and Collaboration</b>			
Work with NHS partners to ensure the delivery of the AH&SCP Joint Workforce Plan	To support the delivery of integrated services and the outcomes of the Joint Workforce Plan	Ongoing	HR - JL

