

## **APPENDIX 3**

### **Workforce Plan | 2019-24**

## **Introduction**

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

One unexpected event which has significantly changed the way in which the council operates has been the Covid-19 pandemic. In March 2020 the council had to respond immediately to the challenges this presented in terms of our ability to continue to deliver essential services and provide the significant additional support that was required by our communities. The experience gained over the last 12 months has provided an opportunity to assess the impact of our revised ways of working, reflect on the changes made, and will be used to help inform practice in the future.

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 each year.

## **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 progress with our agile programme and digital agenda, harness and further develop the efficiencies gained through necessity during the pandemic and work more closely with partners and other providers to determine how, where and indeed if we will continue to provide these services in the future.

Results of recent staff surveys have given us important information about leadership, staff communication, engagement, resilience, and health and wellbeing. During 2020 this was particularly important when the council was faced with the enormous challenges of trying to deliver essential services during the Covid-19 pandemic. The survey results gave us an insight of how staff were feeling and what their specific issues were, providing the opportunity to work to identify and deliver support strategies to deal with these.

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 in recent years and this is expected to continue for the foreseeable future. This is likely to mean that we will have a smaller workforce, or we will operate more commercially to generate income and make savings. We are aware that increasing demands on a smaller workforce will mean that services and the way we deliver them will have to change or contract.

**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, available 24 hours a day, 7 days a week and easier to use than ever before. As we change options for engaging with us, we will design high accessibility standards, ensure our digital services are so good people prefer to use them and 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** – as a result of the Covid-19 pandemic and the restrictions in place, many of our employees had to adapt their working arrangements and practices in order to work from home. Whilst not without its challenges the need to put these arrangements in place, and the significant investment in technology to support working from home, have helped accelerate the council's agile programme and provided the catalyst for the next stage in the programme to be even more ambitious than originally anticipated.

The advances made during this time will continue, with working from home for at least part of the time becoming the norm for those not delivering front-facing services. In order to support this a review has been undertaken of our workstyles to help identify which roles have to be carried out from a council building and which can be undertaken by employees working from home or working agilely from a council building.

This increased emphasis on agile working will ensure maximum utilisation of our digital technologies and equipment, support the rationalisation and optimal

use of council buildings and, through working with our Community Planning partners provide opportunities to explore how we can deliver services differently.

As this work progresses, there will be a requirement for us to communicate and engage with the workforce and to ensure that appropriate arrangements are in place to maintain strong team relationships whilst supporting our employees to work in a different way.

To support the requirement to work from home where possible, new learning has been created. Aimed at both managers and individuals, these courses support the development of the skills required for effective remote working.

**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 as well as with our Community Planning partners.

During the pandemic we have worked closely with our partners through the HAART (Humanitarian Aid Angus Response Team) and more recently ARC (Angus Response to Covid) to ensure that the citizens of Angus have received or been signposted to the support they need including financial, provision of food and collection of prescriptions.

We also recognise the need to work in partnership and collaboratively across the council to ensure that efficiencies are achieved by automating, digitising and streamlining processes. During the Covid-19 pandemic services have worked collaboratively and across boundaries to put new and revised digital processes in place, e.g. the Digital Team created forms to support colleagues in Economic Development to process grant claims more efficiently. This work has helped highlight further opportunities to be explored across the council.

Through the Community Planning Partnership, we have initiated work on demand management using a service design approach to implementing change which puts our customers and people at the heart of our 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 during 2020 was the requirement to increase the number of staff in the Early Years workforce due to the increase in Early Learning and Childcare hours provision. Covid-19 resulted in the need for some of our employee-related

policies to be changed or adapted as a result of temporary changes to employment legislation. In order to support this an HR Covid-19 Task Group was set up including representatives from essential services to ensure understanding of any service specific impacts.

BREXIT is also likely to have an impact on services and on our recruitment practices.

### **Our Changing Workforce Profile**

There was a continuing reduction in the number of people employed by the council with numbers reducing from 4,875 (4,118.51) full-time equivalents (FTE) in 2014/15 to 4,382 (3,781) full-time equivalents (FTE) in 2019/20. A reduction of approximately 10 per cent. Our workforce has increased in 2020/21 however to 4,598 (FTE 3,995.23) as a result of increase in specific workgroups because of Scottish Government initiatives such as the increase in Early Years provision.

Some key points:

- Our annual pay bill including employer costs has increased from **£154.5m** (2019/20) to **£165m** (2020/21) - This significant increase is due to pay awards for non-teaching staff; pay awards and increased pension costs for teachers; and the expansion of the Early Years workforce;
- The number of employees under 24 has reduced from **6 per cent** to **3.9 per cent**;
- The number of employees aged 60+ has increased from **8 per cent** to **9.31 per cent**;
- Our overall Gender Pay Gap has increased from **minus 1.05 percent** in 2019 to **minus 1.18 per cent (in favour of women)**;
- Our staff turnover has reduced from **10 per cent** to **5.52 per cent**.

### **Our current workforce profile**

In 2018/19 Angus Council employed 4,244 employees (3,685.19) full-time equivalents (FTE); this number increased in 2020/21 to 4,598 employees (3,995.23 (FTE), an increase of approximately 8 per cent in the overall workforce. This increase is in the main due to the increase in the Early Years workforce.

Details of the employee (FTE) distribution across services, age profile, gender profile and employment status of our workforce is provided below.

## Distribution of our workforce

The figures below show the distribution of full time equivalent (FTE) employees across all council services with 29 percent employed in teaching posts. The increase from 17 to 23 percent in non-teaching posts is due to the implementation of the Early Years Expansion Programme and additional resources secured by Head Teachers utilising Pupil Equity Funding. The Chief Executive and Depute Chief Executive are not included within this breakdown.

Finance	117.90 - 3 per cent
HR, Digital Enablement & IT & Business Support	208.99 - 5 per cent
Infrastructure	143.68 - 4 per cent
Legal & Democratic Services	59.28 - 1 per cent
Strategic Policy, Transformation & Public Sector Reform	78.15 - 2 per cent
Angus Health & Social Care Partnership	553.92 - 14 per cent
Children, Families & Justice	242.51 - 6 per cent
Communities	591.51 - 13 per cent
Education & Lifelong Learning – Non-Teaching	908.10 - 23 per cent
Staff Education & Lifelong Learning - Teaching Staff	1,161.18 - 29 per cent

## Angus Council age profile

A review of our age profile shows that 53 per cent of our workforce is over the age of 45 with 24 per cent being aged 55 and above, including 75 employees (2 per cent) 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 to 10 years. The change in the Pension Regulations which now allow employees aged 55 and over to retire may also have some impact.

Only 5 per cent 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.

The breakdown of our workforce by age is as follows

16 to 24 years	230 - 5 per cent
25 to 34 years	787 - 17 per cent
35 to 44 years	1,131 - 25 per cent
45 to 54 years	1,343 - 29 per cent
55 to 64 years	1,032 - 22 per cent
65 years and over	75 - 2 per cent

## Angus Council gender profile

Women make up 76 per cent of our workforce. We continue to have a large female workforce in Early Years, Social Work and Social Care, Young People's

Social Care and in teaching. One notable change is the percentage reduction in the number of female Modern Apprentices in the Early Years service from 100 per cent in January 2019 to 92 per cent in January 2021. 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.

The gender breakdown of our workforce is as follows:

Female	76 per cent (3,291)
Male	24 per cent (1,092)

Total workforce 4,598

### **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 figures below detail the distribution of our workforce and show that 73 per cent of our workforce are employed on a permanent basis.

Supply	18 per cent
Temporary	8 per cent
Permanent	73 per cent
Probationary	1 per cent

### **Recruitment and Retention**

During the period 1 January 2020 to 31 December 2020 the Council advertised 350 jobs, resulting in 5,538 applications which suggests that people are keen to work for the council. This number is down on the previous year and in the main is a direct result of the council only advertising roles required to support the delivery of essential services during the first lockdown period.

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 those listed below:

Trading Standards Officers  
Architects

Civil Engineers  
Chartered Surveyors  
Some Information Technology posts  
Some Teaching posts  
Social Workers and Social Care Officer posts in Children's Residential 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 Childcare 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. In addition, the council will benefit from access to a wider geographic pool of employees as a result of the greater agile working capabilities developed to ensure continuity of service delivery during the pandemic.

### **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, working remotely, 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 digitalisation 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 are 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. Our first step will be to identify service areas and critical roles where 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. An example of this would be our Business Support Review which brought administration and clerical roles across the council into a corporate support team, allowing employees to develop and learn new skills supporting services across the council. 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 identifying 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 continue to invest in on-going 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:

- working collaboratively with citizens and partners;
- focusing on high quality personal and team performance measured against outcomes outlined in our Council Plan;
- developing personal resilience and pride in our offer to the people, businesses, and visitors to Angus;
- growing the skills and knowledge of the workforce in effectively engaging with and understanding customers and citizens. One element of this will be through the creation of a Community Engagement e-learning programme;
- a programme of customer service training, designed to ensure customers and citizens experience a consistent and high-quality service whenever they contact us.

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 knowledge and skills.

The pandemic further strengthened our need to have a clear picture of the wide range of skills available across the organisation. Having this corporate picture will allow resource to be effectively directed and deployed to meet organisational needs and will also allow staff to make the best use of each other's knowledge and experience.

To ensure equality of access to learning and development as well as value for money, service requests for attendance at external learning events are coordinated 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. The work undertaken during the pandemic has helped shape and inform how this work will be taken forward. Employee appetite and demand for digital processes has increased as the benefits have been evident during the pandemic.

### **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 leader's forums.

In response to COVID, we have created a first level leader's forum, providing an opportunity for our operational leaders to come together to provide support to each other, share learning and deepen their understanding of the direction of the organisation.

### **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. These will also take account of any proposed changes to the way services will be designed and delivered to ensure resources are deployed to maximum effect.

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 included

as 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 230 employees aged 16 to 24 years old. Within that number we have 38 Modern Apprentices; 8 Apprentice Gardeners and 2 Graduate Apprenticeships.

In addition to £652,000 investment to support the three pilot programmes, further investment will be provided through the Young Persons Guarantee Scheme to support developing a young workforce in the council, including further support for Modern and Graduate Apprenticeships.

The first cohort of Modern Apprentices through the three-year pilot MA programme saw 18 young people take up apprenticeships in August 2020 across Business Administration, Digital, IT Active Schools (Sport), Early Learning and Childcare, Social Care, Housing and Building Standards. It is expected that up to 20 Modern Apprentices will start in August 2021 across areas including youth work, cyber security, harbour, housing assets, systems support, roads assets, human resources and business support and business administration.

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 per cent 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:

- used our employee engagement tool during 2020 to gather feedback using pulse surveys on focused and current issues, allowing us to more effectively manage and respond to emerging concerns;
- held Employee Voice/staff engagement sessions – a regular opportunity for staff to hear about, shape and give feedback on proposed organisational initiatives at an early stage. Throughout 2020 quarterly engagement sessions were made available. These were led by Directors and provided an opportunity for staff to hear updates, give feedback and connect with wider team members. These sessions were very popular with approximately 200 staff members attending each quarter;
- produced a recording system in Pentana to record and review employees annual Performance and Development Reviews, building on their goals and meeting their training and development needs. This is being aligned with the organisational values and linked to individual's performance actions;
- 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. This practice became even more important when working arrangements dramatically changed as a result of the pandemic and large numbers of staff found themselves working from home. Based on feedback from a staff survey the Organisational Development team have developed courses for managers and staff on leading and working remotely.

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.

We are also committed to continue to engage with our employee and trade union representatives regularly. As a result of the large number of challenges emerging during the pandemic weekly liaison meetings have been held between HR and the trade unions since Spring 2020 to ensure issues are addressed timeously. These have proven to be extremely beneficial, providing an opportunity for issues to be raised and dealt with as quickly as possible, ensured that the trade unions have been kept fully updated with employee-related matters and provided the opportunity for two-way dialogue. These arrangements have consolidated an extremely positive working relationship with the trade unions to the extent that agreement has been reached to continue on a similar basis in the future.

## 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 4120 "Hive Fives" given from colleagues to other colleagues to recognise them. This tool continues to have been embraced across the organisation as a way of acknowledging the contribution of others.
- Walk in My Shoes – this initiative had to be suspended whilst the COVID restrictions were in place. It will be restarted as soon as it is safe to do so.
- Good Practice Forum – 2 forums were held in 2020, focusing on identifying what was working well in remote working and examples of good leadership and management.
- We recognise achievements in regular, biannual events which showcase best practice and bring the organisation together to celebrate our successes. Our next event will take place in March 2021 and will recognise the work of colleagues during the previous year as well as celebrate those achieving long service awards.
- 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:

- Creating and maintaining an area on the Intranet to communicate and signpost information in relation to health and wellbeing. This has

been a key source of information and resources for employees during the pandemic.

- Establishing and training a group of Mental Health First Aiders.
- Reviewing the council's approach to the management of stress.
- Engaging with our employees to ensure evidence and insight are available to inform further health and wellbeing actions and address concerns.
- Ensuring promotion and monitoring of relevant mandatory training.

A range of initiatives have been put in place during the pandemic to support employees including a wellbeing microsite which curates a range of mental health and wellbeing resources, Resilience Yammer page, a virtual Health and Wellbeing Day, the introduction of Wellbeing Wednesdays, meditation sessions, signposting to events and resources including our Occupational Health provider's resources, helpline and counselling services.

We are also offering a range of opportunities for employees to develop their resilience skills and practice techniques which support good mental health.

During 2020 we procured a health and safety information management system to allow us to capture key information, better identify trends and analyse data to ensure effective preventative measures are best placed.

We also put in place an agreed stepped consultative process for returning to, and continuing to, work safely during the pandemic through the development of a Covid secure risk assessment.

We recognise that whilst our workforce has reduced over the years, 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.

Much of 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.

The Workforce Action Plan will be reviewed and updated on an ongoing basis. As a result of the need to realign resources to support the council's response to the pandemic a number of actions within the Action Plan have been delayed. The Action Plan has been updated and actions will be prioritised as part of the council's recovery and renewal plans.

## **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. The opportunities offered as a result of the pandemic have advanced some of this work and allowed us to be even more ambitious in our approach moving forward.

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 and the way in which we deliver services.

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:

#### Children, Families and Justice

Issue	Strategy/Plan
Recruitment challenges in residential service areas	Identify strategies to attract talent to this area such as targeted recruitment campaigns
Significant numbers of young, newly qualified workers leading to deficits of experience in some areas	Sustain and promote current graduate recruitment. The supported first year of practice is embedded. Learning and Development framework sets out learning priorities for each role in the service and provides clarity on the approach to workforce development
Staff turnover in some frontline Children's Services –	Sustain current graduate recruitment to ensure high calibre employees are available  Enhance links with local universities and increase number of student placements
Salaries not favourable when compared against those paid by neighbouring authorities	Corporate Pay & Grading Structure under review

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

<b>Issue</b>	<b>Strategy/Plan</b>
Realigning from infrastructure support to transformational digital redesign, applications development and improved schools service	Digital Strategy including Technology Roadmap and development of an Application Strategy
Changing requirements	Skills development in a number of areas including project delivery, customer engagement, cyber security, cloud, supplier/contract management, 0365, 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, and reviewing recruitment practices through an equalities lens
Attracting new recruits with required skills	Explore ways of making Angus a more attractive option, improve recruitment and onboarding experience including increase in remote working especially for specialist hard to recruit roles
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

## Infrastructure

<b>Issue</b>	<b>Strategy/Plan</b>
<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

### Strategic Policy, Transformation and Public Sector Reform

<b>Issue</b>	<b>Strategy/Plan</b>
Resource required to deliver on Tay Cities Deal	Monitor and re-allocate resource as required
Impact of BREXIT/End of European Funding	Monitor and take appropriate action as necessary
Strategic commissioning – ongoing monitoring of capacity	Monitor and review capacity, training plan, explore modern apprentice opportunity

Availability of Lean/service design resources	Service Design training plan being developed and implemented with Dundee & Angus College
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 Cities Deal
Ability to meet design requirements	Review of service demand and service delivery options

## Education and Lifelong Learning

Issue	Strategy/Plan
National ASN review – inclusion/mainstreaming	Upskilling and access to formal qualifications for ASN teaching and support staff
Use of digital technologies in schools	Upskilling of all staff to deliver high quality digital learning and teaching to support home and in school learning. Allocate specific resource to achieve this.  Programme of learning to ensure staff are equipped for specialist middle management roles in schools
Need identified for essential learning for middle and senior leaders	Develop programme of essential learning for promoted staff. Programme to reflect TRIC and local priorities  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 certain curriculum areas	Consider initiatives to attract and grow talent
Potential increase in staff in line with increasing school rolls	Retention of quality probationers/early phase teachers

Risk in central team if specialists leave	Consider service review and succession planning
Early year's 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

## Finance

Issue	Strategy/Plan
Potential changes to Universal Credit, Housing Benefits, Social Welfare Fund, grants etc.	Review policy announcements and annual grant funding announcements
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

## Legal and Democratic Services

Issue	Strategy/Plan
Need for more efficient systems and process	Increase use of digital technology and rationalising existing processes

Need to provide expert legal advice to support commercialisation and cost recovery cross-Council  Encourage risk aware and pragmatic approach to providing advice and supporting Council Services	A Training Programme has been put in place to upskill staff appropriately
Increasingly complex governance framework	Training is being organised by Legal and Democratic Services for all managers cross-Council to ensure there is appropriate training in legal governance
Need to support the delivery of the next Phase of the Agile project	Agile 2

## 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 an adequate supply of skilled workers to ensure delivery of services and commercial contracts	Succession planning Training and development plan to be implemented
Managing high level of sickness absence	Absence monitoring and application of council procedure on absence management
<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 development. Finalise training plan
<b>Planning &amp; Communities</b>	
Integration and alignment of Spatial Planning and Community Planning teams	Undertake service review to ensure delivery of an efficient and effective integrated service
Test of Change in partnership working at locality level	Progress current work to achieve better working at a partnership and locality level focusing on a preventative approach
Performance Management	Improve performance management within the Locality Community Planning and CLD work through effective use of Cognisoft

## 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 per cent of our workforce are teaching staff who work in 51 primary schools, 8 secondary schools and our centrally based team e.g. Additional Support Needs, Angus Virtual School and Early Years.

80 per cent of the workforce is female.

The age distribution of the workforce is fairly even spread, with 14 per cent 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 in relevant and on-going professional development.

Managing the demands of changing school rolls.

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.

Annual Education Plan and Tay Regional Collaborative plans reflect the need to support Head Teachers and future school leaders to develop key skills and create future leadership capacity.



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**

11 per cent of our workforce currently work in Early Years & Early Intervention.

34 per cent are over the age of 45 and we have a predominantly female workforce (98 per cent).

### **Key Workforce Challenges**

Requirement for the council to act as the 'guarantor of quality' in line with the new National Standard.

### **What is Underway?**

Early Learning and Childcare Expansion Plan previously 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.

Embedding new ways to working to deliver the increased hours.

Supporting the Modern Apprentice pathway into Early Learning and Childcare.

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.

## **Adult Social Work and Social Care (within the Angus Health and Social Care Partnership)**

## **Context**

14 per cent of our workforce works in adult social work and social care.

87 per cent of the workforce is female.

68 per cent of the workforce is aged 45 years and over, with per cent 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 implementing the key changes in the Angus Health and Social Care Partnership's workforce plan, and the National Integrated Health and Social Care Workforce Plan for Scotland.

Greater preference for being cared for at home, choosing locally based and community services such as day services and personal care at home, resulting in changes to the market arrangements for care at home and residential care.

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?**

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 and the implementation of the National Review of Care.

## **Economic Development**

### **Context**

At 1 per cent this group represents a small yet critical section of the overall

workforce.

27 per cent of this predominantly female (78 per cent) 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 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.

## **Environmental Health & Consumer Protection**

### **Context**

61per cent of this workforce are female.

64 per cent are aged 45 years and over with 27 per cent 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 aged 50 years and over 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 per cent of our workforce work in this service area.

85 per cent of this workforce are female.

The age distribution of the workforce is fairly even spread, with 18 per cent of the workforce aged 55 and over.

### **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 and a need for investment in supervisory support.

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.

### **What is Underway?**

Annual Graduate Recruitment process to continue.

Develop and increase number of student placements offered to trainee social workers.

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 and out with 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 and other under-represented groups.

## **Infrastructure**

### **Context**

4 per cent of our workforce are employed in this directorate.

70 per cent are male.

68 per cent are aged 45 and over with 36 per cent 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 partners 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 and 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.

## **Planning and Communities**

### **Context**

1.68 per cent of our workforce are employed in this directorate.

23 per cent have less than 5 years' service with the council.

59 per cent are female.

69 per cent are aged 45 and over with 32 per cent aged 55 and over.

### **Key Workforce Challenges**

Planning and Community Planning staff have different skills, knowledge and behaviours.

Recruitment to professional roles, especially in Planning, is affected by market forces and can be difficult with low levels of applications.

Ability to recruit and retain suitably qualified staff.

Age profile across the service area could lead to the loss of a number of key staff over a relatively short period of time.

Partnership and collaborative opportunities may impact on resource requirements Risk from single points of failure in specialist areas.

## **What is Underway?**

Service Review to integrate and align Planning and Community Planning staff and work.

Identifying opportunities to create career pathways to encourage people into, and to remain in, the workforce.

Developing plans to create better working at partnership and locality level, focusing on a preventative approach.

Further developing 'engagement' roles.

Building Standards Division looking at career progression nationally.

## 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 to 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	Completed December 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	30 November 2021	HR/JL
Develop a Customer Service Strategy and provide associated training	Ensures that our customers are at the heart of everything we do and that our staff are properly equipped to deliver services	31 March 2022	SF/DL/OD
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	Completed June 2020	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 2022	OD
Investigate participation in the Equally Safe	A wide range of staff will be trained in awareness of gender equality/	31 July 2021	HR/DP



Workforce Development Plan	violence against women and girls		
<b>Digital</b>			
Review output from Digital Maturity assessment and refresh Digital skills 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. Skills to include Cyber Security	30 April 2022 and ongoing	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 September 2021	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
<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	30 April 2021 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	Completed	VS/JL
Undertake a skills audit of the workforce	To ensure we have a clear picture of the range of skills across the organisation.	December 2022	OD
Complete review of	To create a flexible	30 June	HR/PS

Workstyles	adaptive workforce that delivers services in the most efficient way and to contribute to the reduction in the council's carbon footprint	2021	
<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 March 2021	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 March 2022	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 March 2022	HR/FT
Review recruitment practices with a race equality lens and address the race imbalance in the workforce	To improve the diversity of our workforce	31 March 2022	HR/FT/DP
Develop an action plan to position the council as an 'Employer of Choice'	Increased ability to attract, recruit and retain talent	31 March 2022	HR/PS
Pursue Armed Forces Covenant Employer Recognition Scheme Gold Award	To support our strategic priority to maximise inclusion and reduce inequalities and to attract diverse talent	Completed	HR/SF
Develop proposals to create training and employment	To meet our legal corporate parenting responsibilities and to	31 July 2020	HR/PS

opportunities within the council for care experienced young people and young people with a disability.	ensure equality and inclusion are embedded in our recruitment practices		
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	Completed	HR/FG
Achieve Living Wage Accreditation	To strengthen our position as an employer of choice	1 April 2021	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	30 September 2021	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 September 2021	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	31 July 2021	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 June 2021	HR/FT
Development and Implementation of health and wellbeing resources and events	Our employees have access to information, resources and support during and beyond the pandemic.	July 2020 and ongoing	HR/JL/OD
Development and implementation of health and wellbeing action plan to support the council's longer-term strategy	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 November 2021	HR/JL/OD
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	Completed	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 2021	HR/PS
<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, Children's Panel etc.	Our employees are recognised for their contributions, and feel valued and supported by the council in their activities	Completed	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	28 February 2021	OD/Comms
Engage with staff to discover reasons why there is a low level of completion of equalities information being declared and address these issues	More staff will complete their equality monitoring information to allow us to ensure our practices are non-discriminatory	31 October 2021	HR/DP
<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