APPENDIX 3 TO REPORT 40/23

Workforce Plan | 2023-28

Introduction

Our Workforce Plan for 2019-24 has been updated in line with the revised Council Plan 2023 - 2028 and Finance and Change Plan 2023 - 2026. It takes account of the significant changes, opportunities, and challenges which the council, and the wider public sector are facing.

The council is one of the largest local employers, providing a wide range of highly specialist services and requiring a highly trained, adaptable, modern workforce.

All public sector organisations are facing unprecedented budget pressures. Angus Council is going to have to make significant changes in relation to the services it delivers and how it delivers them to meet the budget deficit it is facing over the coming years. This means that we need to re-consider the make-up of our workforce and their needs for the future in this context. Our Change Plan sets out a £1m target over the next three years for workforce reduction linked to collaboration and organisation design and another £1m for other workforce reductions that are often non-statutory in nature but delivered through support services.

We need to better understand the future customer demands. Customers receive services through a variety of channels. The services we currently provide and the way we provide them will change over the next few years as we work even more closely and effectively with partners, stakeholders and communities with the council being a facilitator rather than a sole provider of services. In some circumstances the council may not have a role at all if another provider is identified as being best placed to deliver a service.

In March 2020, the council had to respond immediately to the challenges the Covid 19 pandemic presented in terms of our ability to continue to deliver essential services and provide the significant additional support that was required by our communities. That experience provided an opportunity to assess the impact of our revised ways of working, reflect on the changes made, and has been used to inform our more flexible and agile working practices.

Our Workforce Plan sets out how we will review our workforce in line with changing ways of working, retain and develop our employees to meet current and future workforce requirements and changes to service delivery. In this way we will be able to meet the changing needs of our customers and communities in line with the ambitions set out in our new Council Plan, and proposals in our Change Plan and Change Programme. 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 continue to be reviewed on an annual basis with progress reported in February 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:

- continue to progress with our agile programme and digital transformation;
- harness and further develop the efficiencies gained through necessity during the pandemic;
- 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.
- respond to national priorities related to workforce development and recruitment of identified groups

We have recently conducted a staff survey which gives us valuable information about leadership, staff communication, engagement, resilience, and health and wellbeing. The survey results give us an insight of how staff are feeling and what their specific issues are, providing the opportunity to identify and deliver support strategies to deal with these.

To deliver the outcomes in the Council Plan and the vision set out in our Change Plan, there is a need for the council to foster an innovative, collaborative organisational culture driven by inspiring leaders at all levels. We need employees at all levels to be empowered and skilled to develop increasingly efficient, effective, and sustainable ways of working.

To meet these challenges, we will require strong workforce planning arrangements across our organisation with key milestones, sound governance arrangements and effective measurements in place so that we can monitor our progress in achieving our priorities as set out in our Council Plan and Finance and Change Plan

Angus is Changing

The expectations and requirements of our citizens, partners and customers continues to change. We are also operating in an increasingly competitive recruitment market where jobseekers have many more choices than previously. 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.

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 means that we will have a smaller workforce and we will require to operate more commercially to generate income and make savings. We are aware that increasing demands on a smaller workforce will mean that services will have to change, contract or cease.

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 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 – because of the Covid-19 pandemic and the restrictions in place, many of our employees had to adapt their working arrangements and practices 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 have continued, with working from home for at least part of the time becoming the norm for those not delivering front-facing services. To support this a review was undertaken of our workstyles to help identify which roles must be carried out from a council building and which can be undertaken by employees working from home or working agilely from another location. More than 70% of those who were offered a new workstyle chose to accept it.

This increased emphasis on agile working will ensure maximum utilisation of our digital technologies and equipment, support the continued 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 has progressed there has been a greater 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. Our latest staff survey will provide valuable feedback from our employees on their experience of remote working and where further improvements and support are required.

Partnership and collaborative working – exploring partnership and collaboration is essential to deliver services differently in the future and is a key factor in how we intend to change over the next five years. A key partnership is the Community Planning Partnership for Angus and 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. We will also actively pursue collaborative opportunities with other councils as well as with our Community Planning partners to continue to improve outcomes for our customers and citizens.

The implications for employees and the council overall in the implementation of the National Care Service are not yet clear but will likely lead to considerable change for our workforce across a number of services.

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.

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 in line with our council values.

Policy and legislative changes – mean new demands on services and we endeavour 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 because of temporary changes to employment legislation. Continuing to meet these demands is however becoming increasingly difficult considering our diminishing resources

Our changing workforce profile
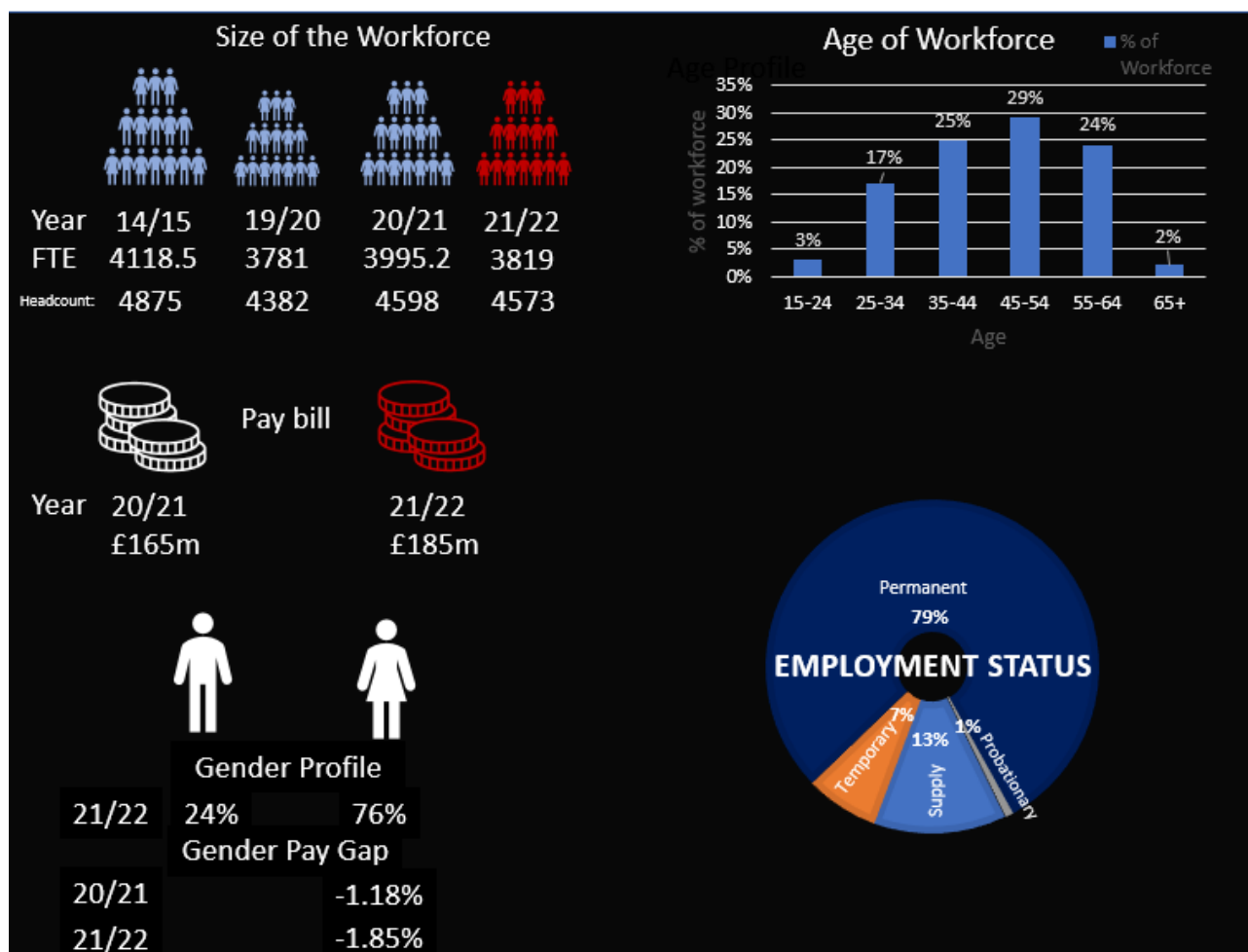
The number of people employed by the council reduced by approximately 10% between 2014/15 and 2019/20. There was an increase in the workforce in 2020/21 due to the staffing requirements of increased early years provision.

Some key points:

- Our annual pay bill including employer costs has increased from **£165m** (20/21) to just under **£185m** (2021/22) The increase is largely down to additional Scottish Government funding for AHSCP, Teachers & School Pupil Support Assistants, increments and the pay award
- The number of employees **under 24** is: **139 (3%)**
- The number of employees **aged 60+** is **549 (12%)**
- Our overall Gender Pay Gap has increased from **minus 1.18 percent** in 2020/21 to **minus 1.85 per cent** (in favour of women)

Angus Council age profile

A review of our age profile shows that 55 per cent of our workforce is over the age of 45 with 26 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 3 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.

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.

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, flexible, 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 79.19 per cent of our workforce are employed on a permanent basis.

Permanent	79.19%
Supply	12.93%
Temp	7.12%
Probationary	0.76%

(teaching staff only)
*at 01/04/22

Recruitment and Retention

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 attract applicants and support people to remain in work. To ensure that we attract the right people into the organisation, we have been developing a process of recruitment which focuses on values as well as skills. A pilot of the process has been undertaken within Digital Enablement & IT which was viewed positively by those involved and will be rolled out further across services.

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
Environmental Health officers
Planning Officers
Building Standards Officers
Accountants
Solicitors
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. In some instances our pay rates are less than other organisations including neighbouring local authorities which means that we need to be attractive as an employer in other ways. Recruitment and retention strategies such as job re-design, and 'growing our own' are being developed to address these difficulties. As we continue to reduce the services directly delivered by the council or change the extent and way in which they are delivered as highlighted in our Change Plan & Programme we will endeavour to identify opportunities to retrain and redeploy employees from areas where posts are decreasing to areas of need. Examples include: employees being supported to gain a Childcare qualification to meet the need for the increased Early Years workforce where there are significant vacancies; supporting employees to retrain in Adult Social Care and to gain relevant SVQ qualifications again in an area of high turnover and increasing need. We already 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 and can offer opportunities for displaced employees where possible. In addition, the council will benefit from access to a wider geographic pool of employees because of the greater agile working opportunities. This does however mean that our own employees can also access opportunities out with the Angus area.

Our Future Workforce
We need to keep focused on organisational transformation and skill requirements if we are to meet the priorities set out in our Council Plan. 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 to deliver our desired outcomes;

- is well-led and empowered to deliver the council plan;

- 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.

Organisation Design/Service Changes
We have an ambitious financial target within our Change Plan & Programme with savings of £2m over the next 3 financial years. To achieve this in addition to the other initiatives in the Change Plan we will require to take additional measures which may include:

- Accelerating collaboration/shared services with other councils to achieve economies of scale and improve service resilience
- Building capacity for community led work and delivering more services in partnership with the third sector and community organisations
- Further reviewing our operating model in terms of numbers of direct reports to line managers and our overall management structure
- Advertising only essential posts as they become vacant and taking the opportunity to delete posts where possible. This will however affect capacity and service provision.
- Considering the possibility of reduction in the working week
- Promoting opportunities for employees to reduce hours
- Promoting opportunities for voluntary severance and phased retirement
- Seeking external funding to support posts

Immediate Key Priorities

To respond to the changing needs of our citizens, partners and customers, and to achieve our vision for our employees in our current financial position with the significant impact likely on them, key workforce priorities have been identified:

Employee Health & Well-being

Our workforce is our greatest resource. We are committed to putting people first. Our lives outside of work can be challenging and we are entering an even more difficult phase of evolution in the council. We need to ensure that the wellbeing of our workforce is at the front and centre of the work we do as we design new ways of working within our financial constraints. This means being clear on how we engage, communicate with and inform everyone about what is happening in line with our agreed policies, why, how it may have an impact on them and what support we have available to support them through these times. It also means we need to review the way we support people currently.

We have a responsibility to staff to ensure workloads are adjusted to match staffing reductions. This is necessary to ensure the health and well-being of our staff. Having fewer staff will inevitably mean a reduction in the service that we can provide.

Retention of our workforce

We cannot deliver services without our people. Retention of our workforce has been and will continue to be a challenge given the context we are all working in. The international growth of more flexible work options has presented more opportunities for people to choose employers and work that better suits their desired lifestyle. Many roles that would have previously been geographically bound are now work from anywhere roles. Static working hours are also a thing of the past in many roles where people have more flexibility around when they work making more roles accessible to more people. This has stimulated a lot of movement in our workforce.

Angus Council has made it clear to its employees that it expects to see a shrinking workforce over the coming years. The following areas were identified in our Workforce Plan (2019 -2024) and continue to be relevant in this revised workforce plan. The updated action plan for all priorities is shown as appendix 2

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 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.

- Continuing our programme of customer service training including trauma-informed awareness and practice, 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.

A skills audit will give us 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 essential 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 helped shape and inform how this work will be taken forward. Employee appetite and demand for digital processes has increased as the benefits have become more evident.

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. This is particularly important at this time of significant change.

We are committed to continuing to develop our managers and leaders at all levels to ensure they can provide clear direction, support, and challenge to ensure our employees continue to improve services in our priority areas of work.

2022 saw the launch of our LEAD 1 development programme – targeting our first level leaders, this programme provides a solid foundation in leadership development and has been very well received and evaluated. Developing our next generation of leaders is critical to supporting the organisation to achieve its goals.

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, middle leaders and first level leaders' forums.

Workforce Profiling and Planning

Workforce profiling and planning are vital in achieving our vision for the council's workforce. Service workforce plans were 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 require to be updated to 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 taking account of the proposals within our Change Plan & Programme are included as Appendix 1. Service workforce plans will be further developed and monitored over the lifetime of the Workforce Plan.

Developing our Young Workforce

Currently there are 235 employees (192 female and 43 male) aged 16 to 24 years old. This is 3% of the total workforce. We have employed 43 modern and 5 graduate apprenticeships.

The focus over the last three years has seen a holistic approach to supporting our apprentices through their job roles, completing qualifications, personal development, leadership qualities, attending a structured peer forum, cross-service project opportunities and mentoring. All the apprentices progressed to a role within the council, with another employer or onto further education. This has shown us we can make a difference to young people in Angus and we should continue to invest in developing young people in Angus and the council, including creating apprentice opportunities where they link to

succession planning and are affordable. We have an opportunity for a more targeted approach to meeting skills gaps ensuring career pathways that retain people in the council.

Moving forward we will continue to focus on our commitment to the Young Person's Guarantee and meeting our corporate parenting responsibilities where they align with the work of the council. The 5 Asks of the guarantee are:

1. prepare young people for the world of work – inspire pupils and college students to gain the skills needed,
2. help young people to achieve their potential – engage with and open opportunities for young people who face additional barriers,
3. invest in a skilled workforce – provide work-based learning, training, and upskilling opportunities,
4. create jobs, volunteering, and training opportunities.
5. create and inclusive and fair workplace that supports young people and provides Fair Work.

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 to gather feedback using pulse surveys on focused and current issues, allowing us to manage and respond to emerging concerns more effectively;

- 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. These sessions will be particularly important in future given the potential significant changes to service provision, design and staffing that will be required as part of our Finance and Change Plan;

- developed Pentana to record employees' annual Performance and Development Reviews, building on their goals and meeting their

training and development needs. This has been aligned with the organisational values and linked to individual's performance actions;

- recommended that all staff have a regular one to one meeting 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 because of the pandemic and large numbers of staff found themselves working from home.

- Based on feedback from a staff survey the Organisational Development team has 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. This has become increasingly important given the employee relations issues at a national level around pay and conditions across all our work groups which have resulted in industrial action in certain sectors of our workforce. Given the potential significant changes which will be required in our workforce over the next five years, regular meetings between HR and the trade unions will continue to be extremely beneficial. These provide an opportunity for issues to be raised and dealt with as quickly as possible, ensuring that the trade unions are kept fully updated and involved with employee related matters and providing the opportunity for two-way dialogue.

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.

- We recognise achievements in annual events which showcase best practice and bring the organisation together to celebrate our successes. Our next event will take place in June 2023 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.

Conclusion

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 continue to 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 because of the pandemic 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 developing our employees to ensure they have the skills, knowledge and behaviours to make 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 and activities 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. These consider the organisation design/service changes and targeted partnership proposals highlighted in the Change Plan & Programme.

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 and will continue. 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 Provide quality support through monthly practitioner forums, group supervision models and reflective learning opportunities
Reconfiguration of resource to reflect service need	Review of service leadership team resource
Salaries not favourable when compared against those paid by neighbouring authorities	Use opportunities to "grow our own" through retraining of displaced employees who would like the opportunity to move into social work roles Promote other benefits including flexible working, learning and development and leadership opportunities

HR, Digital Enablement, IT and Business Support

Issue	Strategy/Plan
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 in Digital Enablement/IT	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
Review of payroll team structure	Develop robust structure to ensure resilience within the team including exploring collaboration opportunities with other councils
Review of Business Support	Review and digitisation of processes and review of structure to deliver agreed service and meet savings target within Change Plan.
Review of Health & Social Care SVQs	Review potential to reduce resource

Infrastructure & Environment

Issue	Strategy/Plan
Assets	
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
Roads & Transport	
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
Environmental Services	
Kerbside recycling service	Opportunity to review required resource
Public toilets	Opportunities to reduce resource required
Property	
Property maintenance	Opportunity to centralise resource

Directorate Management Team	
Directorate Management Team	Reconfiguration of resource to reflect service need

Strategic Policy, Transformation and Public Sector Reform

Issue	Strategy/Plan
Availability of Lean/service design resources	Service design learning & development being embedded within council
Data literacy	Develop skills across Directorates to make greater use of organisational data, linked to improving data maturity to support business decisions
Internal audit provision	Further explore collaborative model with other councils
Community Planning resources	Identify resources that will be involved in larger scale corporate review of preventative activity

Education and Lifelong Learning

Issue	Strategy/Plan
Reduction in financial resources	Savings through reviews of staffing allocations.
National ASN review – inclusion/mainstreaming	ASN service review around themes of support, inclusion and equity (AEP)

Use of digital technologies in schools	Tayside strategy to be developed through the TRIC
Ensuring our workforce is trauma informed	Completion of NES Trauma Informed Practice training modules 1 & 2 (AEP action) Trauma-skilled practice training for key staff (AEP action)
Improving knowledge and confidence of staff to support engagement of children and young people at school.	Emotionally based school avoidance training and guidance made available (AEP).
Data literacy for school leaders	Develop a programme of data literacy training for school leaders (AEP).
Leadership development	Leadership development programme through Mudd Partnership (AEP).
Recruitment issues in certain curriculum areas	Consider initiatives to attract and grow talent
Career progression for directorate LG staff who are not GTCS or SSSC registered.	Participation in LEAD Programme where relevant. Access to relevant external training opportunities. Service review
Early Years delivery model. Recruitment issues in central senior officer posts	Review the quality of care and learning in Early Years including operational models (AEP). Succession planning and market forces will be considered

Finance

Issue	Strategy/Plan
Recruitment and retention challenges	Promote the benefits of the Council as an employer through further and higher education networks. Support staff with workload management Address succession planning challenges
Potential changes to Local Taxation arrangements. Housing Benefit, Scottish Welfare Fund, grants etc.	Review policy announcements and Annual grant funding announcements. Encourage staff development
Impact of previous and ongoing service reviews e.g. Business Support and Purchase to Pay	Monitor and evaluate
Welfare Rights provision	Identify resources that will be involved in larger scale corporate review of preventative activity
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

Issue	Strategy/Plan
Need for more efficient systems and processes	Increase use of digital technology and rationalisation of existing processes
Need to provide expert legal advice to support commercialisation and cost recovery cross-council	A Training Programme has been put in place to upskill staff appropriately Encourage risk aware and pragmatic approach to providing advice and supporting Council Services
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
DRU	Service review to meet savings target identified in Change Plan

Vibrant Communities & Sustainable Growth

Issue	Strategy/Plan
Environmental Health & Consumer Protection	
Significant number of senior employees are aged 50+, some skills lost through redundancy, retirement and restructuring; national shortages of ECP officers	Succession planning Need to consider in house training and development – opportunity to grow our own
New legislative requirement in a number of fields	Prioritisation of training, liaison groups, consideration of additional role to meet statutory responsibility
Single points of failure in specialist areas	Programme of mentoring and inhouse training
Housing	

Manage demand and resources more effectively	Review of processes and protocols
Anti-Social Behaviour	Reduction in service offering subject to consideration of legal implications
Ensure provision of good customer experience	Implement outcomes from service design process
Vibrant Communities	
Development of preventative activity through a targeted partnership approach	Progress development of partnership approach in line with Finance and Change Plan to meet savings target in plan
Performance Management	Improve performance management through effective use of Hanlon
Planning & Sustainable Growth	
Development of targeted service	Targeted service towards delivery of Tay Cities work and fully funded employability contracts to meet savings target in Finance and Change Plan
Recruitment challenges and availability of skilled staff Competitive market for relatively small number of graduates	Officers working through professional networks and with Scottish Government to feed into and support programmes for those entering profession. Currently looking at financial support for new career grade posts. Officers working closely with University of Dundee.
Existing staff shortages impacting on performance, fee paying services and development needed to support the economy.	As above and look at alternative staff structures to assist in securing resource.

Impact of new legislation adding significant number of new duties	Working closely with external agencies and Scottish Govt to investigate potential of resource towards pilots.
Level of savings identified within Change Programme	Investigate full cost recovery from external contracts and maximise external funding opportunities to support resource retention and development.
As we prioritise and shift to new ways of working need to ensure the appropriate skills to meet objectives.	Develop service plan and undertake service review to identify key skillsets.

Appendix 2

Workforce Action Plan

This Workforce Action Plan outlines the programme of work ongoing to deliver our workforce planning priorities 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 (Year one)	Responsible Team/Officer
Developing our workforce			
Undertake a skills audit of our workforce	Ensure that we can make best use of available skills within our workforce and identify skills gaps	Q4	OD
Implement a digital skills development strategy	Increase capacity across our workforce by making better use of the digital tools available to us	Q2	OD
	Improve customer service as a result of streamlined processes using digital solutions	Q4	OD
Implement data skills programme	Develop skills across Directorates to make greater use of organisational data, linked to improving data maturity to support business decisions	Q3	OD
Develop trauma informed awareness and skills in our workforce	Improve the experience of our customers by taking a trauma informed approach to delivering our services	Q2	HR/OD Manager

Introduce more generic role profiles where appropriate	Deploy our people resources more flexibly	Q4	HR
Strategic leadership development tools for use to design new business model for council	Enable the council to evolve at pace, with clarity of purpose and good communication	Q2	HR/OD Manager
Maximise opportunities for young people in our workforce and in Angus	Through workforce profiling and planning and talent management meet the young person's guarantee	Q3	HR
Leadership & Management Development			
Implement LEAD programme	Improved leadership reported through employee feedback	Q1	OD
Workforce Profiling and Planning			
Resourcelink developed to provide managers with the data on their teams to enable effective workforce profiling and planning	Managers will have up to date information to support the management of their teams. Centrally and strategically there will be data to inform planning and decision making	Q3	HR/OD/BS Service Leader
Recruitment and Retention			

Identify options to increase diversity across our workforce	Increase diversity of workforce	Q3	Equalities Officer
Identify likely future gaps in workforce and introduce a programme of development to prepare for filling these gaps	Essential services have succession plans in place ensuring continuation of services	Q2	HR/OD Manager
Develop retraining & redeployment policies and procedures for displaced employees	Provide opportunities for retraining and redeployment of displaced employees and reduce compulsory redundancies	Q3	OD
Promote voluntary severance and phased retirement schemes	Increase opportunities for employees to leave the organisation or reduce hours in line with requirement to make internal staff reductions as proposed in the Change Plan & Programme	Q3	HR
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	Q4	HR/OD Manager

Achieve Living Wage accreditation	Strengthen our position as an employer of choice	Q4	HR/OD Manager
Review progression routes and career grade structures across the council	Support the development and retention of all talent and to develop progression and career pathways which make accessing a career with the council more achievable	Q3	HR

Safety, Health & Wellbeing

Deliver workforce wide survey to confirm areas of focus needed in coming years	Ensure that we focus on what the workforce needs from us as an employer	Q1	OD
Development and Implementation of health and wellbeing strategy, resources and events	Supports attendance and wellbeing at work with a focus on inclusion to ensure that we are maximising inclusion and reducing inequalities	Q2	HR
Provide, monitor and review our Employee Assistance Programme	Our employees have access to appropriate counselling support when needed and this contributes to the health and wellbeing of our employees	Q4	HR

Employee & TU Engagement

Implement engagement strategy through	Support staff wellbeing by ensuring our evolution takes account of the different views and	Q1	OD

evolution of the organisation	experiences of our workforce		
Monitor consultation and negotiation framework with our trade unions	Ensure that we have an effective framework in place to support continuing good and effective relationships with our trade unions	Q1	HR/OD Manager
Reward and Recognition			
Complete review of pay and grading structure	Ensuring that we have a fair and equitable pay and grading structure in place that creates career pathways for our employees	Q2	HR/OD Manager
Partnership and Collaboration			
Identify opportunities for collaboration on review of policies and practice	To create more efficient practices in order to better support everyone who needs to use HR policies.	Q2	HR/OD/BS Service Leader