East Ayrshire Council

Workforce Plan

2019 - 2022

Our Workforce Delivering Our Future

"A fairer, kinder and connected East Ayrshire, putting people at the heart of everything we do"

OUR WORKFORCE PLANNING FRAMEWORK

1. East Ayrshire Council's Workforce plan will support us to have the right people in the right place at the right time with the correct skills, qualities, and behaviours to deliver the outcomes and objectives of the Council, i.e. the delivery of the Community Plan.

2. Our People Strategy recognises that workforce planning is integral to Service Improvement, is embedded in all Best Value Service Reviews and Service Redesign, and is aligned to the current and future needs of the council.

3. In developing our strategic workforce plan, we will make informed decisions through the provision of information around the following areas:

    -   What are the areas of new business and/or growth within our services?
    -   What are our financial constraints?
    -   What areas of service will be reducing?
    -   What is the planning timeframe? (Annual linked to budget, long term linked to the development of future skills)
    -   What is the structure now and what do we want it to look like in the future?
    -   What changes to structure and process are planned or are being implemented?
    -   How are we using new technology, what technology do we need to invest in?
    -   Do we need to take account of changing quality standards and/or regulations governing areas of work?

    These factors will be considered by services as they carry out service re-design.

4. Our Transformation Strategy has identified that the Council must become more financially sustainable, reducing in size, and become more agile and flexible. To do this we need to identify where we are now and what actions we need to take to implement the changes required. We must ensure we can deliver excellent place based and community led public services in the future. Our workforce are already starting to do things differently and work in new ways.

5. Workforce planning and our People Strategy are central in supporting the large scale of change required throughout the organisation.

6. Through the workforce plan we will monitor our workforce as we transform as a Council to ensure we are meeting our responsibilities in relation to equalities and gender pay differentials.

OUR PEOPLE STRATEGY

7.   Our People Strategy 2017-2022 has been developed, with people at its heart. It is clearly linked to the Community Plan and Transformation Strategy and describes in broad terms how we will support our workforce to change in the future.

8.   Through the integration of our FACE Qualities and Behaviours we will develop a workforce which is Flexible, Approachable, Caring and Empowered. We will also ensure we are able to attract and retain people with the correct skills, qualities and behaviours to take the Council forward into the future.

9.   The next few years, from now until 2022 and beyond, will be extremely challenging for the Council with the size and composition of the workforce changing to reflect the services we will deliver as well as adopting new and innovative ways of working.

10.   Added to this, our employees are delivering services in an environment of public sector reform, involving changes in legislation and policy which will directly affect the way that Council services are delivered in the future. This will place new demands on the skills and capabilities of our workforce.

11.   Our Workforce Plan will drive and deliver change across services while ensuring our employees continue to be motivated, sufficiently trained and qualified to deliver quality services meeting the needs of our communities.

12.   Our People Strategy recognises the importance of supporting employees through periods of sustained change and transformation, encouraging our workforce to be innovative, test new ideas and manage risk appropriately. This will be achieved through our People Strategy and supported through Organisational Development.

DELIVERING OUR WORKFORCE PLAN

13.   Our workforce plan will enable the key priorities, detailed within the Cultural Change and Service Re-design theme, of the Council's Transformation Strategy 2017-2022 to be achieved through:

- Clearly identifying areas of service reduction as part of service redesign.
- Clearly identifying areas of service growth as part of service redesign.
- Reviewing the skillset of our current and future workforce, to clearly identify gaps and plan for them.
- Promoting a flexible and empowered culture.
- Supporting and developing our employees for the future through the development of career pathways, succession planning, developing an apprenticeship pathway, and promoting a digitally skilled workforce.

14. These outcomes will be achieved through the identification and implementation of actions, split over the period of the plan, with priority decisions being made based on current and future budget constraints.

15. Over the period 2019 - 2022, the identified budget gap is £29.4m. The immediate focus of the Workforce Plan needs to be on how we redesign our services to meet the estimated remaining funding gap of £20.4m.

PRINCIPLES OF SERVICE RE-DESIGN

16. As our council reduces in size a critical examination has already begun in relation to what services we need to deliver and how we deliver them in the future. Service re-design will be driven by Heads of Service, supported by the Transformation Team, Human Resources and Finance as well as other colleagues across the council.

17. Services will review their existing structure and design structures for the future by adopting an asset based approach, working closer to our communities and their needs to provide services which are financially sustainable, and in accordance with the Councils design principles.

18. Decisions on service re-design must incorporate place based considerations, workforce considerations such as identifying skills gaps, succession plans, apprenticeships, internships and work placement opportunities; as well as engagement techniques both with our empowered teams and our communities.

19. Service redesign proposals must clearly detail and support areas of growth and reduction.

MECHANISMS SUPPORTING SERVICE RE-DESIGN

Analysis of Structure and Workforce

20. Our current structure is made up of 3 distinct areas aligned to our community planning vision namely: Safer Communities, Economy & Skills, and Wellbeing (Health & Social Care Partnership). In addition there is the Chief Executive's office which includes the services of Governance and Internal Audit and all areas have links with wider Community Planning partners.

21. The Council structure was designed and agreed in 2012 around the guiding principles which stated that *"the Council will organise itself in an efficient and effective way, ensuring proper arrangements are in place for the support, development, supervision and control of employees, where duplication will be eliminated and standardisation, simplification and sharing are driven forward."* Accordingly a simplified management

structure was developed with no more than 5 levels between the Chief Executive and professional/operational employees.

22. More recently within our Transformation Strategy we have recognised further scope to reduce layers of supervision/management in favour of empowered teams. These will operate with more autonomy and independence, representing a shift away from traditional hierarchical management to a self-organised approach where teams manage themselves with appropriate leadership and accountability.

23. To become smaller, more agile and flexible, we must review our management structures to ensure they are consistent with the above approach and fit for purpose reflecting our Qualities of Flexible, Approachable, Caring and Empowered.

24. Examination of traditional management roles is taking place within each service to reflect changes in service delivery. For example re-designing generic Team Manager or service specific roles to deliver and manage services differently.

25. The Council has a legal duty to provide statutory services including education, adult, children, and families social care (provided through the H&SC Partnership), housing, planning and roads.

26. However there are a range of discretionary services, (no legal duty to provide) that we undertake in supporting our statutory services that are highly valued in our communities, supporting prevention and mitigating costs in the future. These include Community, Wellbeing, Economic Development and Outdoor Services. In many cases we go beyond our statutory requirements providing valuable services that are linked to our strategic objectives;

   - Improving outcomes for vulnerable children and young people;
   - Adding life to years for older people and tackling social isolation;
   - Community led regeneration, and
   - Tackling child poverty.

27. Services will need to consider how they can deliver statutory services differently and more efficiently, as well as considering how they can continue to support discretionary services; through collaboration, partnership working and volunteering.

28. Services will require to risk assess areas of service reduction and carry out quality impact assessments in relation to the potential impact of reducing or stopping non statutory services altogether. They may also consider alternative service delivery mechanisms.

29. Each service will require to review their structure now and how it will look in 3 years' time, identifying skills required, costs and savings over that timeframe as part of re-design.

30. A Service Redesign flowchart has been designed to support Heads of Service and is available via the Service Redesign link on intranet and is attached as Appendix 1.

Analysis of Current and Future Workforce

31. Through the analysis of workforce data we have identified the make-up of our workforce. This will support services to plan what they will need for the future, aligned to the redesign of service and the reduction in size of our workforce. Management information will support services to put in place the correct strategies to support the Council and each service to reach the goal of re-designed and streamlined service fit and able to meet the needs of our communities.

32. A full current workforce analysis is attached as Appendix 2.

33. Details of the current workforce shows that as at 31 March 2019, across all Council services there were 6206 employees equating to 5308.71 Full Time Equivalent (FTE).

34. These figures include 1379 teachers, or 1271.59 FTE reducing the non–teaching workforce to 4827 or 4037.12 FTE.

35. Currently payroll costs account for just under 50% of the Councils overall budget. As the Council faces a remaining funding gap estimated at £20.4m between 2020 and 2022, the Workforce Plan must take account the impact of this reduction in relation to the size of the workforce.

36. Over the period 2015-2019 the Council has seen an average of 404 employees (excluding teachers) leaving the Council's employment each year. This has remained relatively static during 2015-2018; however as shown in Chart 4, it rose substantially above the average to 529 for the period up to 31 March 2019. As the number of leavers has not supported workforce reduction historically, the Council cannot rely on this mechanism alone going forward. Alternative solutions need to be considered to facilitate workforce reduction.

37. The workforce of 2022 will look very different, with approximately 20% of all employees being displaced through transitioning to alternative roles in growth areas or through early retirement and/or severance. This equates to approximately 320 employees each year over the next 3 years (2019/2022).

38. Each service will require to review current operating structures, identifying posts in areas of growth, reduction or where posts will require to remain at the same level.

39. Through discussions with heads of service we will identify what service areas will require to continue and the skills that will be required to deliver them. This should be done in

conjunction with Transformation Team and Human Resources, Workforce Planning Officer.

Workforce Reduction

40.   In order to support workforce reduction an analysis of the current workforce and how it is made up is required. As detailed in Appendix 2, as at 31 March 2019 the council had 61.77% of all employees employed on a full time basis, working the traditional hours of 35 or 37 per week, while temporary employees accounted for 11% of the workforce or 693 employees, working either full time or part time. The majority of all temporary employees work within Economy & Skills, (49% of all temporary arrangements), closely followed by Safer Communities, who have 40% of all temporary employees.

41.   To facilitate workforce reduction all services must review current temporary working arrangements and either cease or make decisions around the continuation of those temporary working arrangements based on anticipated service delivery needs and re-design proposals.

42.   In addition and to support service redesign each service will review all current vacancies and make appropriate decisions as above, i.e. delete or decide to fill either as they are, or in a different form/capacity in line with future service design proposals.

Vacancies and Internal Recruitment

43.   As stated earlier levels of turnover have remained relatively static for the last 3 years, however with reduced external opportunities for employees in the future, particularly in areas of the public sector, this level of turnover may not continue. Reducing external recruitment and creating an internal job market will support service re-design and help to mitigate the impact of workforce reductions while presenting career change opportunities for our workforce.

44.   Services will promote internal recruitment and re-training where appropriate to support the deletion of existing vacancies, where it is identified that jobs can be re-designed. This will create new and unique opportunities for our workforce to develop their skills and explore new areas of work. Human Resources will closely support this area of work.

45.   There must be robust vacancy control in place during this period, with only those posts that have been identified through service redesign proposals as essential for future service delivery being filled.

Implement Career Change Programmes

46.   As Service re-design progresses we will continue to identify and develop career pathways within and across services to support areas of growth where these are projected. By reviewing our approach to succession planning, identifying skills gaps through the analysis of our workforce profile (collated through a Skills Audit and Head of Service meetings) and "bridging the gap" we will develop our own talent and resources for the future.

47.   Through the first year of the current Transformation Strategy, areas of expansion have been clearly identified. These include:

- Early Learning and Childcare with the Scottish Government introduction of 1040 hours for eligible 2 year olds and every child age 3-4, resulting in an additional estimated increase of 350 posts including Early Learning Support Assistants, Practitioners and management posts.

- Development of new build schools, early education establishments, adapted homes and renewed council house building or renovation means there is an increased requirement for skilled tradespeople, as well as architects and engineers with up to date knowledge and skills in energy efficient technologies.

- Development and expansion of digital technologies means there is a requirement for different digital skills and this applies across all service areas. In depth analysis of processes is required to identify new, more efficient ways of working.

48.   In addition we will consider areas where there is difficulty in recruitment or retention, such as social care, skilled trades and teaching, to determine the actions required to attract and retain people in these areas of work, creating relevant pathways to attract and retain people.

49.   Areas of expansion and skills shortages will continue to be reviewed on a bi-annual basis as part of the plan, to determine that we have the right people in the right place and within the correct timeframe.

50.   We will work closely with our Community Planning Partners to support career change and in particular with further and higher education sectors.

Job Re-design/Alternative ways of working

51.   As service re-design takes place, new roles will emerge, building and enhancing existing skills, and developing new opportunities for our current workforce. To meet our equality duty these will require to be aligned to our current pay and grading structure through the process of Job Evaluation.

52. Services require to be innovative and creative in approach in terms of alternative ways of working and should look to develop flexible and generic roles which support our Flexible, Approachable, Caring and Empowered qualities and behaviours at all levels in the organisation.

53. Consideration will be given to place based roles and the "Front Door" approach to the building of collaborative teams. This approach has been successfully rolled out within the Community Health & Care Service of the Health and Social Care Partnership. The Front Door service works by reducing the number of contacts a person has, meaning enquiries are dealt with more quickly, and services/actions are implemented quicker, thereby reducing waiting times. This is being achieved through the set-up of multi-disciplinary hubs, where cases can be discussed and people assigned more quickly to the most appropriate supports. This helps to build integration, knowledge, skills and experience across teams and partners.

54. Adopting a place based approach links to our strategic objective of community led re-generation, with the longer term outcome of reducing demand for services and having empowered communities.

EMPLOYMENT FRAMEWORK

55. The Council's employment framework is comprehensive and is reviewed on an annual basis to take account of changes in legislation as well as ensuring best practice is applied in a consistent way across all council services.

56. With the introduction of FACE across all council services, we will review all relevant council policies to ensure FACE Qualities and behaviours are taken account of.

57. To support effective and efficient service delivery and generate efficiencies we will promote flexible working practices. Flexible working practices will also link to the transformation theme of having a digitally connected East Ayrshire and enhance employee wellbeing through the promotion of better work life balance.

58. We will review all policies which support employees to leave the council or reduce hours including retirement options and severance arrangements, ensuring we can support people to leave the Council, and supporting services to make their reductions in the most cost effective way possible.

59. Our current Redeployment Policy will be reviewed to take account of career change options and employees in transition as a result of services reducing in size. All Services must fully engage with and support this key initiative to support internal movement and re skill of our existing employees.

PAY & GRADING

60.   The Council's workforce is comprised of 3 distinct bargaining groups, namely Teachers, Local Government Employees and Chief Officers. The current pay structure for local government employees within East Ayrshire Council comprises 16 grades, with 64 points, developed utilising spinal column points agreed nationally as part of our collective bargaining arrangements. Currently the Scottish Living Wage covers our grades 1 to 3, up to spinal point 10.

61.   The Scottish Local Government Living Wage (SLW) from 1 April 2019 is £9.07 per hour with the National Minimum Wage being £7.70 per hour for those aged 21 and over and for those over 25 it is £8.21 per hour. East Ayrshire Council pays the Scottish Living Wage and has done so since December 2012.

62.   Currently, as detailed within Appendix 2, Chart 10, 15% of the overall workforce is paid the Scottish Living Wage with the largest proportion, (71%) of this group employed within Safer Communities (Chart 11).

63.   At part of the implementation of the 2018-21 Local Government Employee pay settlement Councils have been asked to consolidate the Living Wage into pay structures by 2021.

64.   Consolidation of the Living Wage will require a review the current Pay and Grading Structure and consideration of alternative structures. This will involve a scoping exercise including identifying costs of various alternative pay models and linking to re-designed roles to meet the requirements of East Ayrshire Council for the future while fulfilling our equality duty.

SUCCESSION PLANNING

65.   We must focus on identifying and growing skills to fill critical roles for the future, aligning it to organisational needs.

66.   Succession planning is central to the delivery of workforce planning and effective change. Service redesign and future service developments will determine the skills mix and qualifications required. It is essential to plan in advance to ensure appropriately trained and qualified employees are available.

67.   As well as a range of training and development activities, programmes will include the provision of practical, tailored work experience relevant for future senior or business critical roles.

SUPPORTING PATHWAYS TO EMPLOYMENT

68.   In order that we can achieve the skills we require for the future, the current Employability framework will be further developed, broadening the range of opportunities that we offer. This will link to how services are re-designing and what our future Council will look like. The promotion of apprenticeships must be incorporated into each Service Re-design and Service Improvement Plan.

69.   At present our apprenticeship programme is co-ordinated in the main by the Employability Team within Economic Development. Some services however make links themselves with particular training providers, where they are looking for something bespoke. All services currently meet the cost of apprenticeships from their own budgets.

70.   The development of a comprehensive and co-ordinated employability pathway is integral to transformation and as part of the workforce plan, it will incorporate the full range of approaches to working with and engaging young people. Currently we support

- Modern Apprenticeships
- Craft Apprenticeships
- Graduate Internships
- Work placements

71.   In future we will look at how we can support foundation apprenticeships within our local economy to build future skills.

72.   In supporting alternative employability pathways links will be further developed with our Health & Social Care Partnership to ensure support is provided to rehabilitation of offenders and supporting people with additional support needs into the workplace.

73.   Currently pay varies widely across the different types of employability pathways. Pay options will be developed and costed in line with our current pay and grading structure which will ensure equity for all.

74.   Consideration should be given to the centralised governance and financing of all employability pathways to fully support the transformation agenda and a joined up approach across the Council.

WORKFORCE DEVELOPMENT

75.   Our People Strategy details how the workforce will be supported in the future and Organisational Development will play an integral role in supporting cultural change as well as supporting our managers to drive change through service re-design.

76.   Organisational Development will support our employees to become skilled in their new roles and within the workplaces of the future. This will include them being empowered

to work autonomously and make decisions, invest in the work they are undertaking and take ownership of the service they are providing.

77.   The promotion of our FACE qualities and behaviours and embedding them within the Councils Employee Review framework will support the identification of skill development needs each year and as each service transforms.

78.   Coaching focuses on helping people to take responsibility for identifying their own goals assessing their own strengths and areas for development and identifying their own solutions for moving forward. Through internal coaching conversations we will equip our employees with the skills and knowledge they need to 'Be the face of East Ayrshire.'

79.   The development of a coaching approach across all services of the council, centred on coaching conversations, will enable us to effectively implement culture change and transformation.

MONITORING AND MANAGEMENT INFORMATION

80.   Accurate workforce information profiling and monitoring is key to ensuring that services reduce in size over the period of the workforce plan. This will include details on number of employees, vacancies and temporary working arrangements, absence rates as well as, current and future shortages and surplus skills.

81.   The production of bi annual workforce monitoring reports will bring all relevant current workforce information together in one place for use by managers to support their workforce plans.

WORKING IN PARTNERSHIP

82.   Consultation to support Workforce planning is undertaken with Trade Unions regularly through our Collective Bargaining arrangements, and Corporate and Service JCCs. Key areas of transformation, budget and employment policy are discussed and agreed with Trade Union partners to ensure transparency in all workforce planning decisions.

83.   External consultation takes place with the general public and other stakeholders on developments impacting on their communities such as Transformation, infrastructure changes, and developments within the wider community.

84.   As Workforce Planning decisions are made we will continue to work in partnership and engage fully with trade unions, our communities and partners.

EQUALITY IMPACT ASSESSMENT

85.   The transformational Workforce Plan has been fully assessed to ensure we are aware of the impact of workforce planning decisions on the protected characteristics of our workforce. Any actions arising from the plan will be fully equality impact assessed.

EVALUATION AND REVIEW

86.   The immediate focus over the next 6 months of Our Workforce Plan is, service redesign and how this will take place.

87.   However, over the full life of the plan reviews will take place annually with update reports being produced, to ensure progress remains on track and any changes required can be taken account of.

Service Redesign Flowchart

Stage 1 Prep & Planning

Review Establishment & Structure Chart and Vacancies, Act-ups, Temporary arrangements

Contact Finance/HR:

*Consider HR Implications
* Develop Service Review Action Plan incorporating Communication Plan.
* Cross Reference vacancies with Budget information via Finance

Decisions:

- Make permanent
- Delete
- Identify temporary funded posts
- Job design – can vacant posts be used differently?

Consider Workforce Planning elements

- Savings target/Future Income
- Future skills
- Apprenticeships/Interns (Modern & Adult)
- Career Change
- Service Improvement Plan

Stage 2 – Re-design
Review future service needs in line with Transformation Strategy & BVSR.
Complete:
HR Severance Costs Template
Finance Template
Project Brief Template
Reference:
Re-design/BVSR Guidance
Transformational Service pro-forma

Work with HRO in relation to Job Evaluation decisions:

- Match
- Re-evaluate
- New evaluation

Job Evaluation Policy

Identify posts impacted by new service design

Employee/ Trade Union Consultation in conjunction

Prepare Cabinet / IJB Report for approval

Stage 3 – Implementation
Support current workforce into new service or to alternative pathways

- Matching (layered from top down)
- Restricted Interviews
- Displaced employees
- Redeployment Policy
- Review of Organisation Structure
- Career Change
- Pension options
- Link with OD Business Partner to provide support for skills development

Use HR severance costs template completed at Stage 2 for costs of people leaving and link with Finance for 2 year recovery period

If people are still displaced and all avenues exhausted – Severance should be considered. Redundancy Policy

Severance decisions approved by Cabinet / IJB

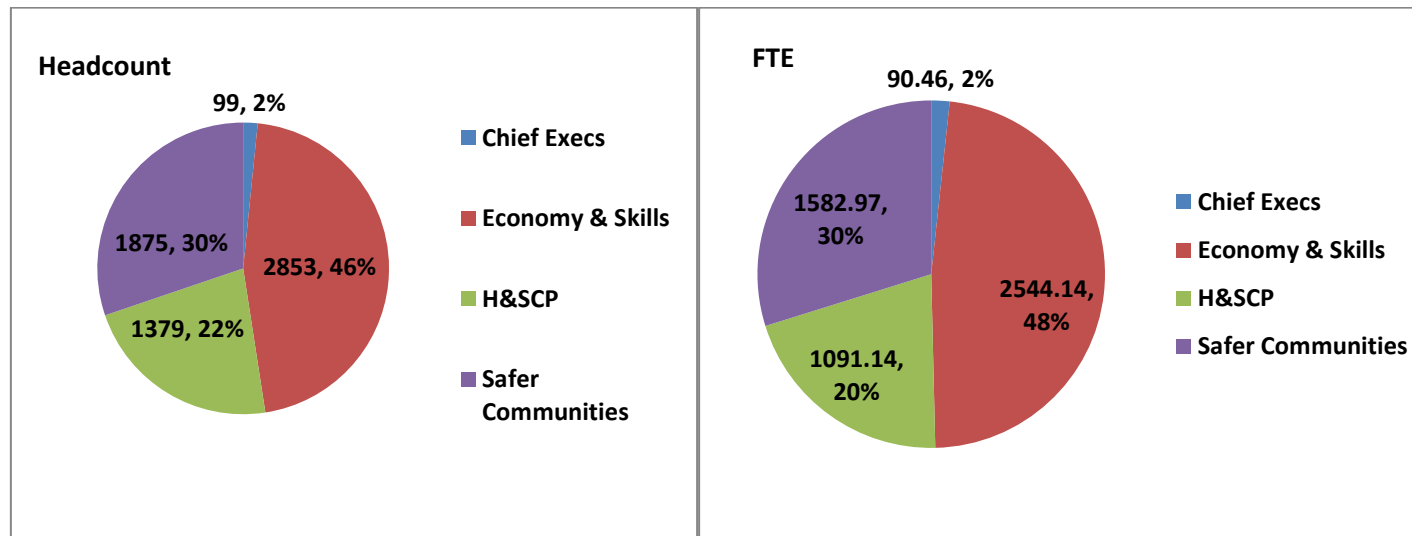Ensure all employees affected by severance are issued with appropriate notice and given opportunity to appeal

Headcount

At 31 March 2019, East Ayrshire Council employed 6206 employees, which equates to 5308.71 Full Time Equivalent (FTE), working across the Council (chart 1)[1] .

The majority, 46%, are employed within Economy and Skills, with 30% in Safer Communities and 22% of all Council employees employed within the Health & Social Care Partnership.

Chart 1 –Headcount & Full Time Equivalent by Strategic Service Area

Headcount

- Chief Execs
- Economy & Skills
- H&SCP
- Safer Communities

99, 2%
2853, 46%
1875, 30%
1379, 22%

FTE

- Chief Execs
- Economy & Skills
- H&SCP
- Safer Communities

90.46, 2%
2544.14, 48%
1582.97, 30%
1091.14, 20%

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[1] Does not include sessional/bank staff or NHS staff working in H&SC Partnership

Chart 2 below separates out Teaching (SNCT Conditions) staff and non-teaching staff employed within Economy and Skills as Teaching staff are currently excluded from service reduction requirements as part of the Council's Workforce Plan.
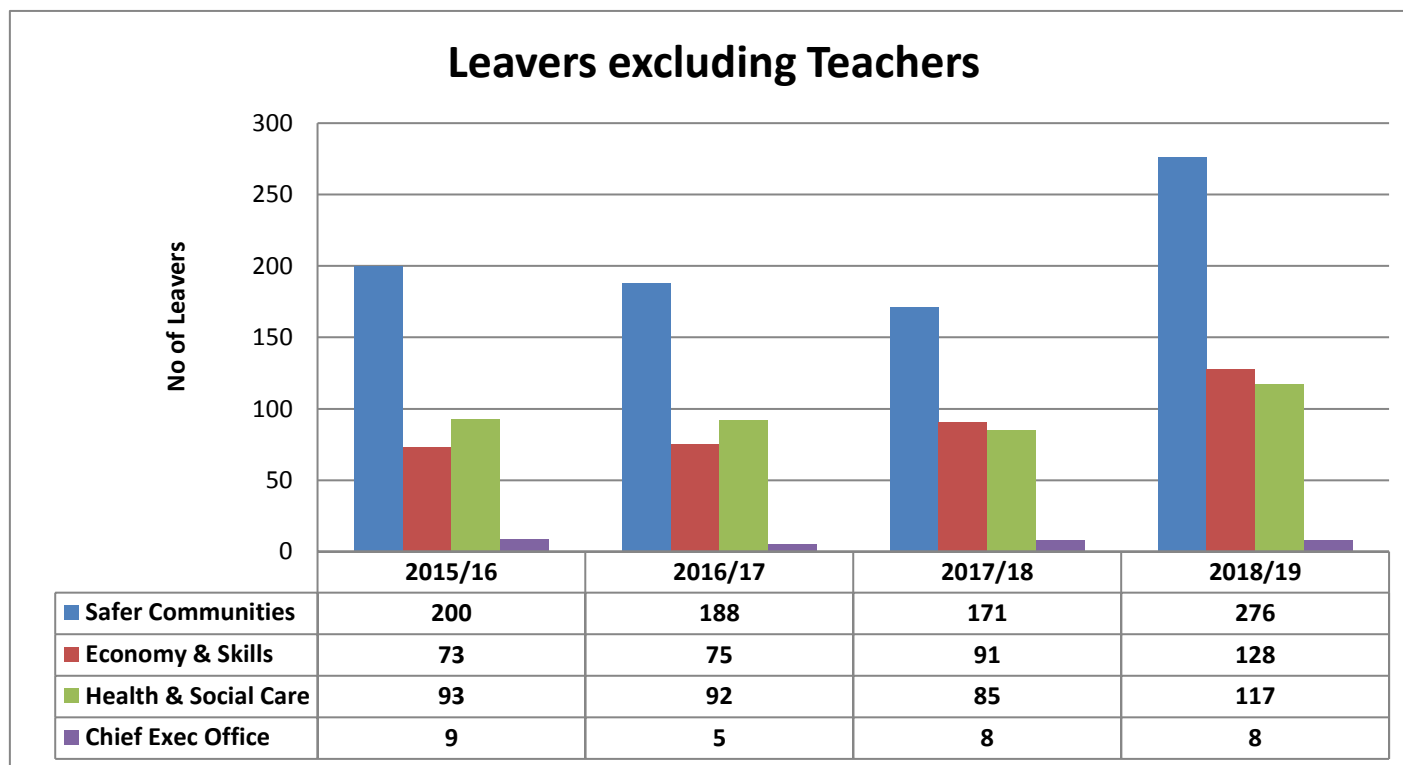
Chart 2 - Economy & Skills Headcount & FTE
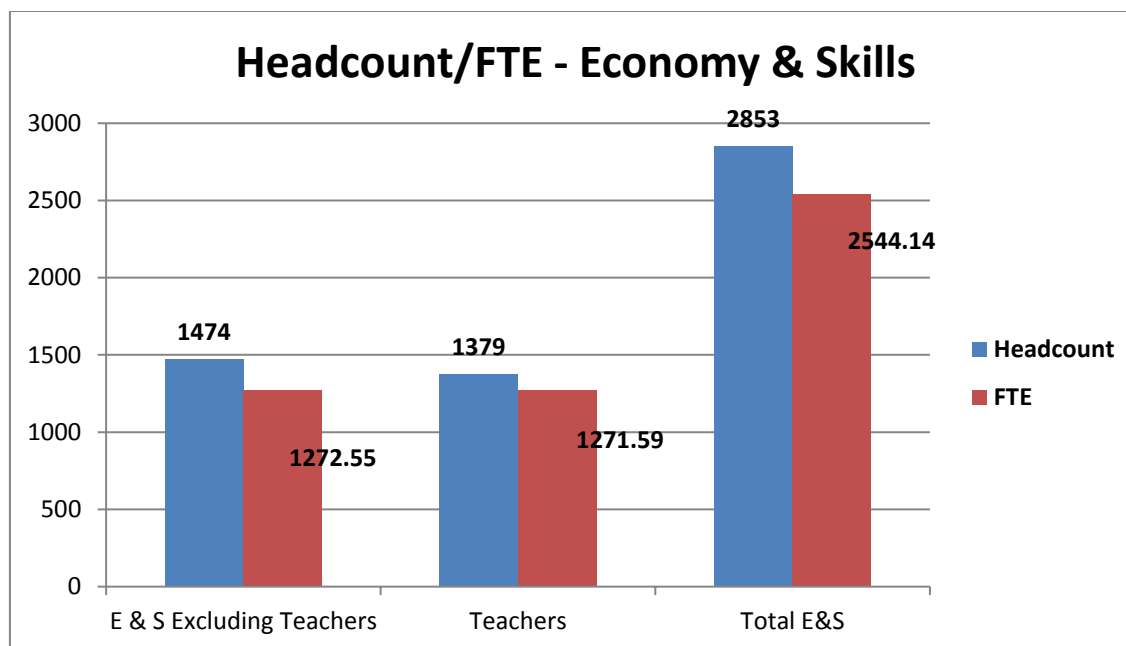
Turnover

Over the period 2015-2019 the Council has seen an average of 404 people (excluding Teachers) leaving the Council's employment each year. Chart 3 shows the number of employees leaving the Council (excluding Teachers) in each service area of the Council over the last 4 years.

Chart 3 – Employees leaving the Council 2015-2019

Leavers excluding Teachers

	2015/16	2016/17	2017/18	2018/19
■ Safer Communities	200	188	171	276
■ Economy & Skills	73	75	91	128
■ Health & Social Care	93	92	85	117
■ Chief Exec Office	9	5	8	8

Gender and Contract Type

Chart 4 shows that 73% of all employees working for East Ayrshire Council are female and both H&SC and Economy & Skills employ the majority of females while Safer Communities has a more even split with 51.6% of all employees being male.
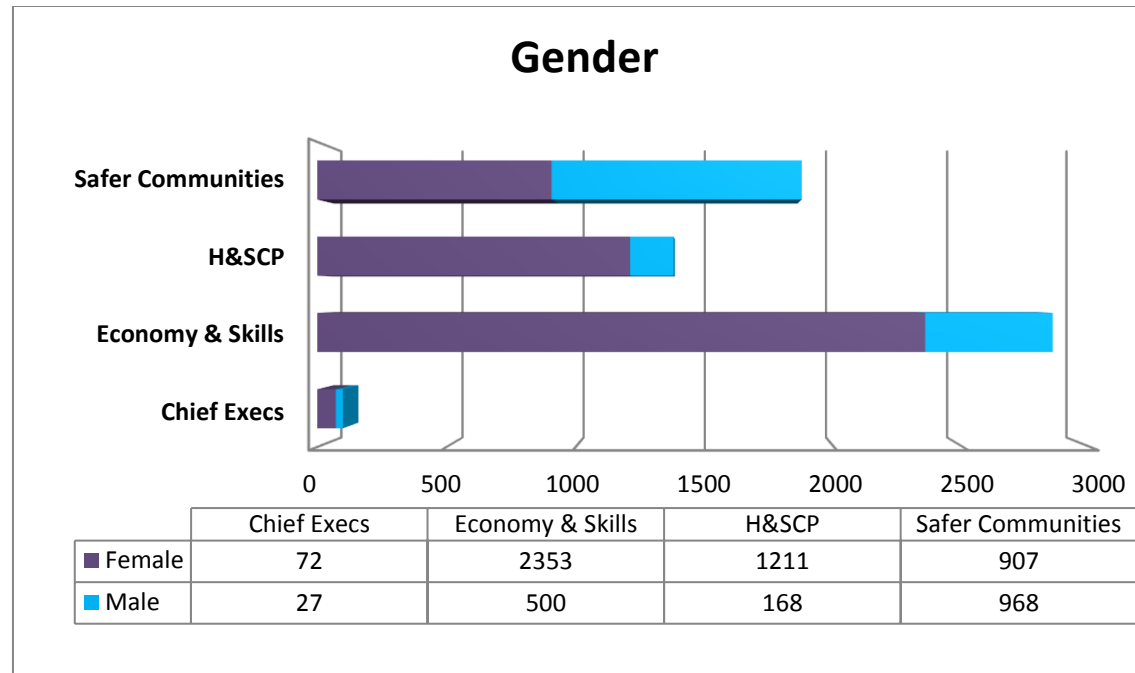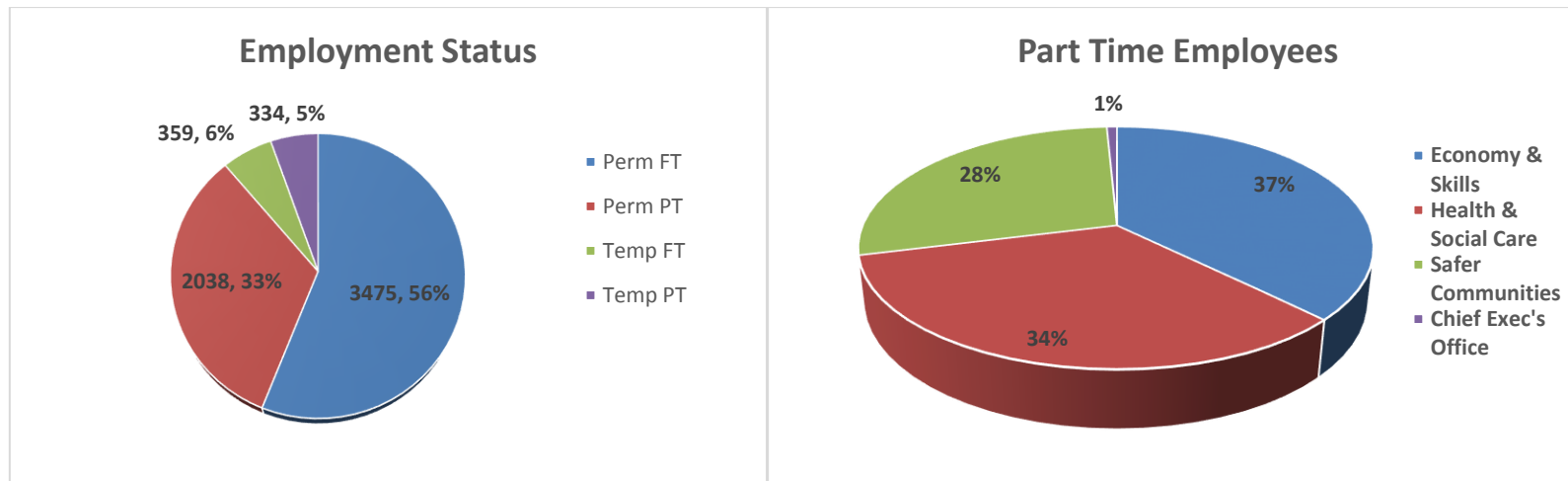
Chart 4 - Gender make up by Service

Gender

	Chief Execs	Economy & Skills	H&SCP	Safer Communities
Female	72	2353	1211	907
Male	27	500	168	968

Chart 5 shows that the majority (61.77%) of all employees of the council are currently employed on a full time[2] (includes permanent and temporary contracts) basis, working the traditional hours of 35 or 37 per week. Chart 6 below highlights that the highest concentration (37%) of all part time working takes place within Economy and Skills, closely followed by H&SCP with 34% of their employees working on a part time basis.

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[2] Figures include Full Time term time contracts

Charts 5 & 6 – Employment Status & Part Time Working

Employment Status

- Perm FT
- Perm PT
- Temp FT
- Temp PT

334, 5%
359, 6%
2038, 33%
3475, 56%

Part Time Employees

- Economy & Skills
- Health & Social Care
- Safer Communities
- Chief Exec's Office

1%
28%
37%
34%

As at 31 March 2019 there were 693 temporary employees working within East Ayrshire Council with the largest amount 49.6% working within Economy and Skills. This is detailed in Chart 7 below.

Chart 7 – Temporary Employees

Chief Exec, 5
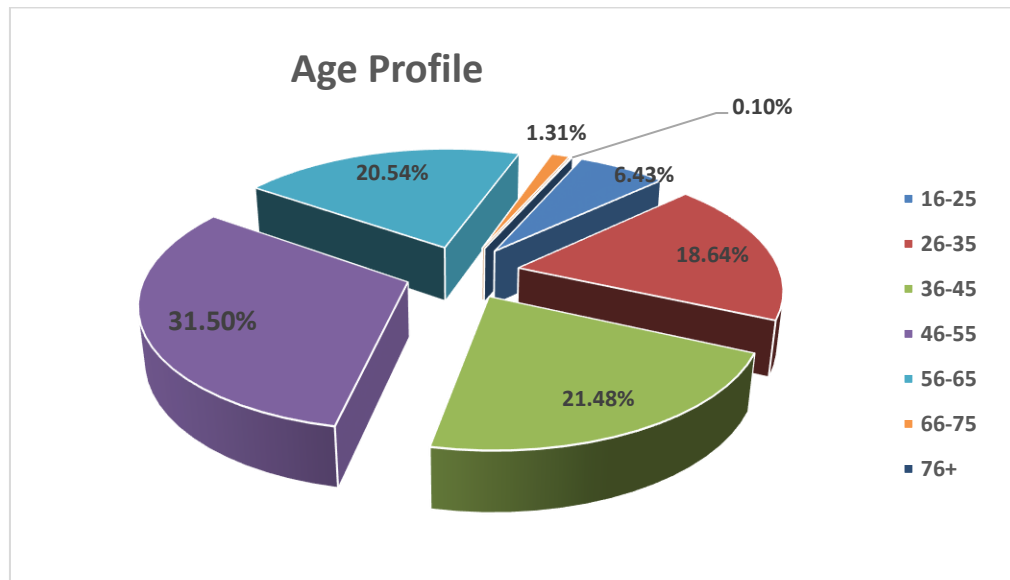Economy & Skills, 344
H&SCP, 61
Safer Communities, 283
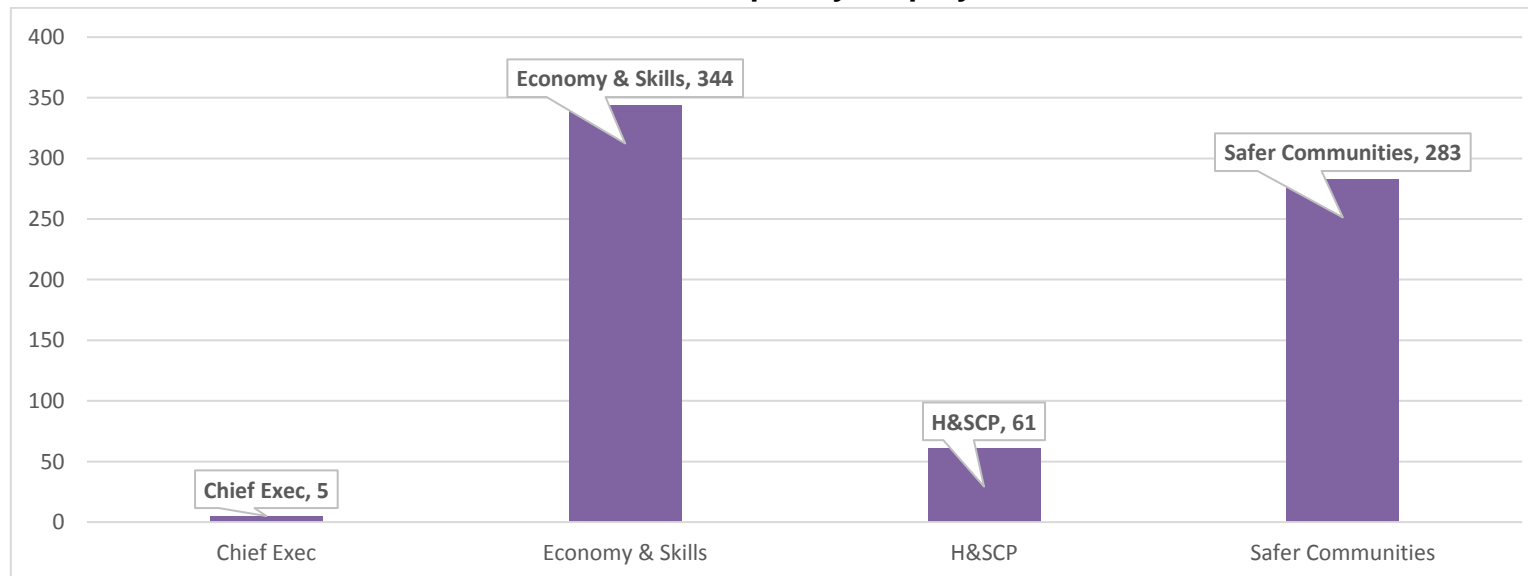
Age Profile

Over half, 53.5% of the council workforce is aged 46 years or more (chart 8). Accordingly by the end of the Community Planning cycle a large proportion (21%) of this group will be approaching retirement age.

Conversely only 6.4% of the workforce is in the age group 16-25. This is an area that we must focus our attention on in terms of growth as well as ensuring we can retain the valuable skills and knowledge of our older workforce.

Chart 8 – Age Profile of Council

Chart 9 – Age Composition by Service

Age Profie by Service

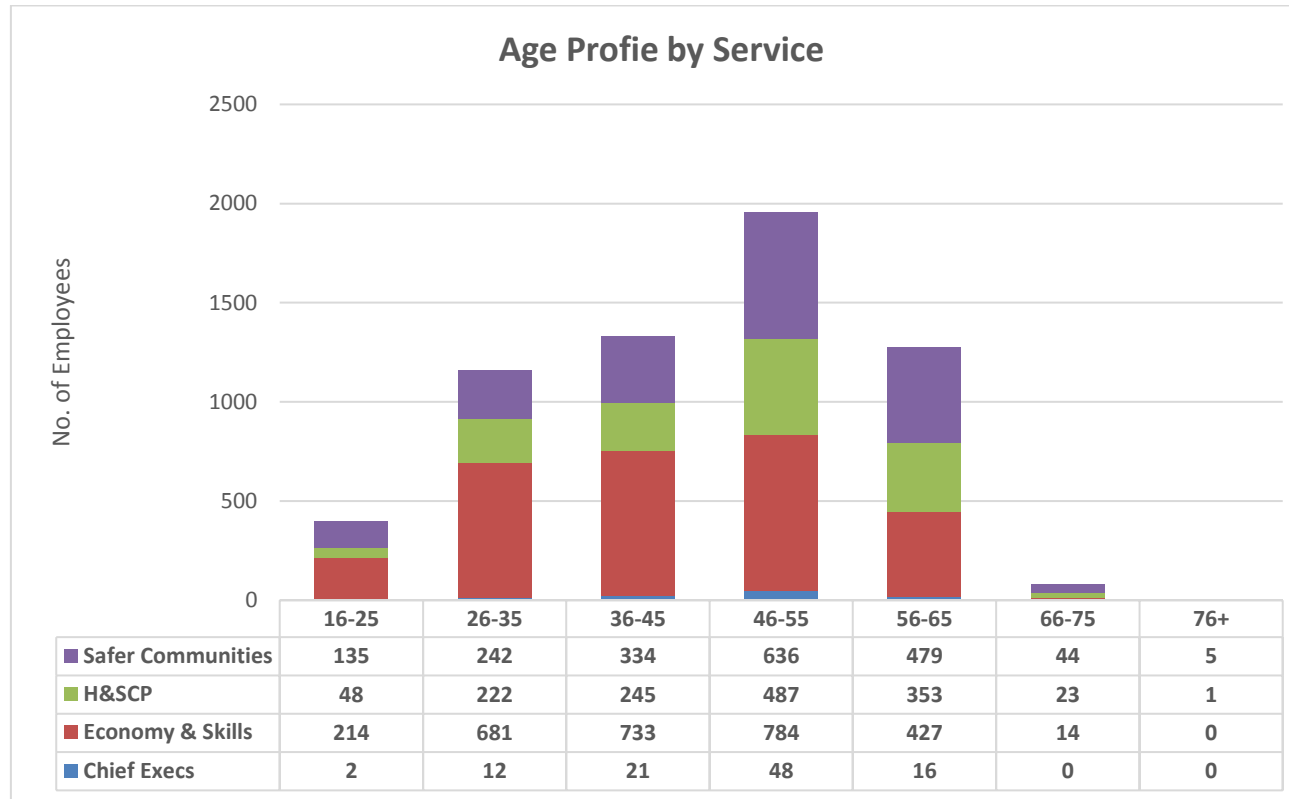|	16-25	26-35	36-45	46-55	56-65	66-75	76+
■ Safer Communities	135	242	334	636	479	44	5
■ H&SCP	48	222	245	487	353	23	1
■ Economy & Skills	214	681	733	784	427	14	0
■ Chief Execs	2	12	21	48	16	0	0

Chart 9 shows that when we look closer at each strategic service area the picture is similar, where the H&SCP and Safer Communities both have a total of 63% in the age categories 46 and over and the Chief Exec's Office has 65% in this age category. However Economy & Skills appear to have a marginally younger workforce with 43% being aged 46 and over.

As previously highlighted, the age profile of our workforce is a concern and there is a risk that as employees leave our services it will be difficult to replace the skills and expertise we currently enjoy. Accordingly this will be monitored through our workforce plan to ensure our actions in relation to both succession planning and engaging younger people helps us to maintain services for our communities.

Currently, as shown in Chart 10, below, 15% of the overall workforce is paid the Scottish Living Wage with the largest proportion, (71%) of this group employed within Safer Communities (Chart 11). 1% of all employees are paid at the national rates of pay for Modern Apprenticeships, currently between £3.90 and £7.70 depending on age.

Chart 10 & 11 – SLW/All other grades, Modern Apprentice Rates and Workforce Composition
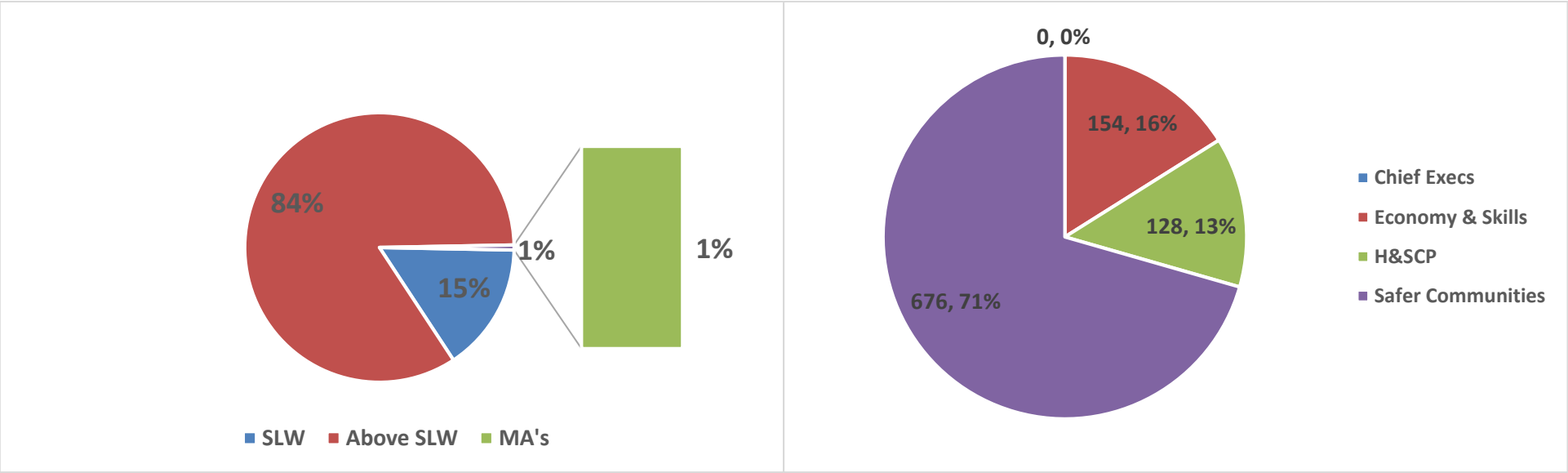
TRANSFORMATIONAL WORKFORCE ACTION PLAN   **Appendix 3**

Priority	What will we do?	How will we do it?	Outcome/Measure	Responsibility	Timeframe
Service Redesign	**Reduce workforce by 20%**			CMT	Mar 2022
		Review all temporary positions across the Council by service.	Reduction in temporary and vacant posts	Head of HR/Heads of Service	June 2019
		Review all current vacancies by service.	Reduction in vacant posts	Head of HR/ Services	April 2019
		All posts to be advertised internally only and any exceptions must be approved by VRG	Creating internal opportunities and movement, reducing the number of new employees	CMT	On going
		Freeze external recruitment except by exception. I.e. Un-promoted teachers, Early Years Practitioners, Personal Carers.	Mitigate impact of workforce reductions	CMT	On going
		Review current management structure to identify current structure versus future structure needs	Simplified and consistent structure across all services	CMT	Sept 2019

		Examine management roles	Classification of management roles to support the reduction of service	CMT	Sept 2019
		Consider alternative models such as empowered teams and or place based, "Front door" arrangements			Oct 2019
		Review service structure to identify protected posts at statutory level across all services.	Simplified and consistent structure fit for future service delivery incorporating new models identified above	CMT	July 2019
		Identify all categories of posts i.e. growth, reduction, static.		CMT	July 2019
		Explore opportunities for collaborative working and volunteering.	More efficient and effective working resulting in reductions/efficiencies.	CMT	On going
		Arrange meetings with Heads of Service		Head of HR/WP lead	June 2019
		Implement career change pathway to provide a robust structure of support to allow our workforce to change careers	Migration of employees from services that are shrinking to services that are growing	CMT	On going

		Create a range of Flexible roles across council services. E.g. Place based and empowered teams. (Use of Front door approach), embedding coaching culture	A range of flexible roles that services can make use of as part of their service re-design	Head of HR/Heads of Service	Dec 2019
		Monitor areas of expansion and skill shortages	Support service reduction	CMT	On going
		Develop a consistent approach to the provision of Management Information on workforce profiles		WPO	June 2019
		Create a quarterly monitoring report detailing Vacancies, Workforce Numbers, Turnover, Temporary arrangements, Severance costs	Identify areas of movement, reduction across services of council	WPO/MIT	Oct 2019
Employment Framework	**Review Employment Policies**			Head of HR	
		Identify and review all policies impacted by FACE	FACE Qualities and Behaviours will be incorporated into all relevant policies	Head of HR	On going
		Review Redeployment Policy	Fit for purpose policy, supporting career change and transition pathways	Head of HR	August 2019
		Recruitment and Selection Policy	Fit for purpose policy, incorporating FACE	Head of HR	Oct 2019

		Review Severance and Retirement Policy	Fit for purpose policy supporting workforce reduction	Head of HR	June 2019
Pay & Grading Framework	**Review the Pay and Grading Model**			Head of HR	April 2021
		Carry out a Scoping exercise to identify options		Head of HR	July 2019
		Develop and agree arrangements to redesign roles, and assimilate employees based on job evaluation outcomes.		Head of HR	March 2021
		Implement revised pay and grading model		CMT	April 2021
Develop a young workforce	**Develop a co-ordinated approach to employing young people**			Head of HR	Mar 2022
		Review the current Apprenticeship offer including rates of pay and other contractual elements	Clear pathway to support services to identify apprenticeships within their service	WPO	April 2019
		Review all governance and financial arrangements for all apprenticeship pathways	create a sustainable Apprenticeship Pathway and grow our young workforce	Head of HR/Head of Planning	Oct 2019

Workforce Development	**Embed FACE Qualities and Behaviours into Workforce Development Framework**			OD Manager/ Head of HR	Mar 2022
		Roll out FACE Qualities and Behaviours across workforce		OD Manager/TT	Apr 2020
		Embed FACE into EAGER and create online simplified EAGER incorporating FACE.	Identify areas of skill development in line with FACE	OD Manager	May 2019
		Develop a coaching approach and scope out options for the provision of coaching training	Supported employees, empowered and confident to function in roles	OD Manager/TT	June 2019
Succession Planning	**Build a comprehensive Succession Planning Framework**			OD Manager/Head of HR/CMT	Mar 2022
		Identify areas where management skills are scarce across all council services	Build a sustainable pathway for future managers	OD Manager/CMT	Mar 2020
		Incorporate Succession Planning into Service re-design and Improvement plans	Retain the essential skills and knowledge required for the Council of the future	OD/CMT	Mar 2020
		Create guidance for managers on Succession Planning	Managers will be supported to incorporate succession planning into their ongoing service plans	OD Manager	Mar 2020