

**EAST AYRSHIRE COUNCIL**  
**WORKFORCE STRATEGY 2022-27**

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## EXECUTIVE SUMMARY

It is often said that workforce is an organisation's most valuable resource. In East Ayrshire Council, we benefit from the dedication, skills, values and diversity of a workforce that is focused on working together to achieve the aims of one Council Strategic Plan and the overarching Community Plan. The timing of this Workforce Strategy, linked to the Medium Term Financial Strategy, reflects a period of significant external pressures where we are exiting over 2 years of a global pandemic and financial uncertainty.

The progress against the previous [Workforce Plan 2019-22](#) "Our Workforce Delivering Our Future" which supported the [Council's Transformation Strategy \(2017-22\)](#), is detailed within the Workforce Strategy 2022-27. This was achieved in an environment where no one could have predicted the impact Covid-19 would have on all of us. It brought to the fore the resilience, skills and flexibility of our workforce, and we achieved key areas of our action plan:

- Reviewing our Employment Framework, including the Flexible Working policy and developing Career Change Pathways;
- Service Re-design, developing place-based empowered teams and introduced multi-skilled roles;
- Pay and Grading Framework, introduced a revised pay and grading structure;
- Develop a Young Workforce, established an Apprenticeship Framework;
- Workforce Development, FACE Framework and Succession Planning.

Our progress in implementing significant workforce actions to date is recognised by partners and colleague local authorities and we will continue to strive forward through the life of this strategy.

It takes account of wider external and internal drivers including Economic Recovery, Financial Sustainability, Digital Strategy, Climate Change/Net Zero, Community Wealth Building, Caring for East Ayrshire and the Ayrshire Economic Strategy.

We have also considered Legislative and Political Drivers, namely the impact of the National Care Service, Scottish Government Spending Review and Education reform.

We also have a focus on the wellbeing of our workforce and recognise our responsibility as an employer to provide avenues of support both preventative and reactive to contribute positively to the physical and mental health of employees.

A snapshot of our workforce was taken at 1 July 2022, and a Workforce Profile created. This has identified that 74.6% of our workforce is female, and that 75% of employees live in East Ayrshire. The profile also includes age, ethnicity and disability of our workforce and this will be the starting point for our workforce projections as part of the action plan.

We have also considered a number of workforce challenges including how we recruit, retain and develop our employees to ensure we remain an employer of choice.

To deliver our Workforce Strategy 2022-27, we have developed key actions linked to the following broad themes of the Council's Strategic Plan:

- Building a Fairer Economy;
- Tackling Poverty; and
- Financial Sustainability and Resilience.

To ensure our Employment Framework tools support the remodelling of Council Services, some of the areas of work within these themes will be:

- continued investment in developing young people and future skills;
- focussed work around equalities;
- fair and equal pay;
- a further review of People and Culture policies; and
- employee benefits.

In order to achieve our Workforce Strategy, we need to consider how we invest in the development of our workforce, and therefore a range of employee development tools will also be considered under the themes of the Strategy.

The next steps will be for Services to take on board this Strategy, the Strategic Plan, and the Medium Term Financial Strategy and develop workforce projections that will formulate the Workforce Strategy Action Plan.

## INTRODUCTION

1. The Council's Workforce Strategy 2022-27 is linked to the Council's Strategic Plan and the Council's Medium Term Financial Strategy 2022-27, and sets out how our workforce will support the delivery of the Council's ambitions within the available financial resources.
2. The Council's People Strategy which covered the period from 2017 to 2022 is intrinsically linked to our workforce and its development and will now be incorporated into the Workforce Strategy.
3. The Strategy builds on the work carried out through our previous Workforce Plan and also the short term focused Action Plan implemented for 2021-22, as part of our recovery from the Covid-19 pandemic, supporting our workforce to deliver Services to all our communities now and in the future.

## STRATEGIC CONTEXT

4. The [Council Strategic Plan 2022-2027](#) agreed at Council on 29 June 2022, identified 6 key strategic priorities for the Council:



5. The Council's Medium Term Financial Strategy 2022 - 27 will set out the finite resources available to support and facilitate the delivery and achievement of the priorities for the years ahead, and as we continue on the path of recovery and renewal, we need to consider the Strategic priorities within the financial constraints placed on us, along with other internal and external drivers shaping Council Services, now and in the future.
6. In particular the themes of Building a Fairer Economy; Tackling Poverty and Inequality; Financial Sustainability and Resilience are linked with our workforce actions and will inform and shape the work undertaken as part of the Workforce Strategy with the resulting Action Plan being reviewed and updated regularly.

7. Every Service creates a 3 year Service Improvement Plan, supported by the Corporate Support team, which includes their workforce profile. We are in year 2 of the current Service Improvement cycle (2021-2024) and therefore, as part of the Workforce Action Plan we need to take stock of the actions within each Services Improvement Plan, work with Services to clearly identify future workforce skill requirements and develop medium to long term plans to ensure they have the skilled workforce they require to deliver Services in the future. The detailed workforce projections and planning activity will take place during the first year of our Action Plan in conjunction with Services, the relevant Corporate Support Officer and Finance representative.
8. As part of the 2021 review of the Community Plan and in recognition of the importance of the Ayrshire Growth Deal, there is potential to make a real difference to communities by providing employment and training based on fair work principles, enhancing existing community wealth building and wellbeing opportunities. Accordingly a range of training and skills development as well as a number of employability programmes will be considered as part of the Workforce Strategy Action Plan.

## ENGAGEMENT

9. In developing the Council's Workforce Strategy 2022–27, the engagement of key stakeholders is important. This includes engagement and feedback from all Council Services, through our Council Management Team (CMT) meetings, Trade Unions meetings, and with our employees through the development of ongoing surveys.
10. There has been engagement with external partners through the Community Wealth Building – Fair Work Pillar, Society of Personnel & Development Scotland (SPDS) - Workforce Planning group, Department for Work and Pensions (DWP), other employability partners and internally through our Equalities and Apprenticeship Forums, and various project groups.
11. Involvement with these key areas will inform the development and actions of the Workforce Action Plan and will be iterative in response to emerging local, national and international influences.
12. The views of specific internal stakeholders such as the Council Management Team, and the Council's established Workforce Planning Board, incorporating Health & Social Care, has been considered and will continue to help to shape key actions and themes for the Workforce Strategy 2022-27.
13. To gain an understanding of strategic intent in respect of workforce an initial survey was issued to all Heads of Service in relation to what they saw as the key areas for workforce planning and development within their Service in the short and medium/long term. A summary of the results of this survey are attached as appendix 1. In addition a further ask has been made of CMT to further consider their workforce requirements in light of the Council's Strategic

Plan, Service Improvement Plan and Medium Term Financial Strategy and these will be considered as part of the Workforce Action Plan.

## PROGRESS OF EAC WORKFORCE PLAN 2019-22

14. East Ayrshire Council's [Workforce Plan 2019-22](#) "Our Workforce Delivering Our Future" supported the Council's Transformation Strategy (2017–22) in relation to our people and set out a range of workforce priorities. These included:
  - Reviewing our Employment Framework;
  - Service Re-design;
  - Pay and Grading Framework;
  - Develop a Young Workforce; and
  - Workforce Development - FACE Framework and Succession Planning
15. At the time of publication of the last Workforce Plan no-one could have anticipated the disruption that would be caused by the Covid-19 pandemic. The pandemic highlighted the resilience, skills and flexibility of our workforce and brought into focus areas of essential frontline Services and support Services that facilitated delivery and the reliance placed on our employees to continue delivering during a time when across the world, people were being asked to stay at home.
16. As a result a number of workforce actions which had been started within the Workforce Plan, were put in place much quicker than anticipated due to necessity. This included Services working much more collaboratively and our workforce becoming much more agile and flexible, ensuring employees could move quickly to support essential frontline Services.
17. The wellbeing and support of our employees is a key Council priority and its importance was escalated during the pandemic with the wellbeing of both frontline employees and those working from home becoming paramount. A range of online workforce surveys were carried out during this period to identify issues around communication, management support and level of contact, health and wellbeing and digital support needed to continue working from home for a prolonged period as became the requirement.
18. These surveys contributed to the development of the [Wellbeing-Supports](#), led by our Health & Safety team, where employees are able to find a wide range of information and organisations to contact for support. In addition a range of online wellbeing courses were developed through our Organisational Development team and feedback received from our workforce on their preferred way of working, supported the development and implementation of our revised Flexible Working policy, incorporating the Hybrid Working arrangements mentioned above.
19. Despite the impact of Covid-19 significant progress was made implementing actions from the Workforce Plan 2019-22. Some of the key areas of progress and positive actions are highlighted as follows:

### **Employment Framework and Workforce Planning Tools**

20. A range of workforce planning tools were developed as part of the previous plan. These included developing a career change pathway to allow existing employees to change careers, developing enhanced pension options to support early departure from the Council, monitoring and reviewing vacancies and recruitment through our Workforce Review Group and developing and enhancing our Employment Framework through our policies on Flexible Working, Recruitment and Selection, Redeployment (now Deployment and Career Pathways) and Redundancy (now Early Departures Policy).
21. The development of hybrid/smarter working, started as part of the [Transformation Strategy 2017- 22](#), created different categories of roles including Fixed, Flexible and Mobile. This change was greatly advanced during the pandemic with the immediate switch to home working for the majority of office based employees becoming the norm and resulted in a fourth category of Remote being developed.
22. As part of the workforce surveys carried out during the pandemic we asked employees to identify their preferred work style, held “think tanks” to discuss and agree the shape of Hybrid/Smarter Working for the future and consulted Service managers about what type of working suited each role across the Council best.
23. This table explains the different categories of work style that now applies to all office based posts across the Council:

Fixed	Flexible	Mobile	Remote
80-100% of time is primarily working at a single office base or work location.	50-79% of time is office based. Able to work at different/ multiple work locations. Occasionally works at home, or another location 1-2 days per week, or directly home to external appointments.	20-49% of time is office based. Able to work at home, or another location, or travel directly from home to other locations and client visits out in the field.	Less than 20% of time is in office base. Able to work at home, or another location or travel directly from home to other locations and client visits out in the field

24. As part of the development of these 4 work styles, which were incorporated as part of the review of the [Flexible Working Policy](#) which was agreed at [Cabinet on 16 March 2022](#), and resulted in the development of the principles of Smarter Working include:
  - Employees empowered to choose the work place and space that best suits the task at hand;
  - Employees empowered to work flexibly with a less bureaucratic approach to flexible working;
  - A workforce culture which embraces flexibility;
  - Using IT solutions to aid flexibility/collaboration.

25. The [Apprenticeship-Framework](#) was established from 1 April 2020, which introduced a fair rate of pay for apprenticeships, increasing the minimum payment to them and making clearer and fairer the rates of pay relevant for different types of apprenticeships. In addition we became accredited as a Real Living Wage employer, meaning that we are paying at least the real living wage to our lowest paid employees and also that through the Council's procurement processes and our involvement in the Community Wealth Building – Fair Work Pillar we encourage as many local employers as possible to become real living wage employers.
26. The Scottish Government's Leadership Summit on Race Equality in Employment and the Scottish Parliament's Equalities and Human Rights Committee inquiry into race, employability, and skills informed the Council's actions to establish a People and Culture Equality Forum. The forum has representatives from Services across the Council, to take forward a range of work to break down barriers to employment and eliminate prejudice from our employment practices through reviewing and updating employment policies. Work started in 2021 and will continue as part of delivering our Workforce Strategy 2022 – 27 to ensure we are encouraging recruitment from BAME, people with disabilities and other protected characteristics within our communities; that our workforce will have all the opportunities for progression available to them and that they are afforded the protection and support to allow them to carry out their roles free from prejudice, discrimination or abuse.
27. The previous plan established a need for robust workforce reporting and monitoring as part of the actions and as a result quarterly "people" statistics are provided through our East Ayrshire Performs. Over the course of the previous plan however we have had to adapt what we are reporting on to account for changes due to the pandemic and currently the gathering of this range of data is still a very manual exercise. Accordingly further work in relation to digitisation of processes and workforce related information is required to ensure data is at the heart of workforce planning, enabling real-time information to be available to Services to support them with short and medium to long term planning.

### **Service Redesign**

28. Workforce planning has been a key component in Service redesign, supporting Services to achieve greater flexibility and to embed an empowered approach. Service re-design was interrupted by the COVID Pandemic, resulting in a focus on recovery and renewal with all Services developing short term dynamic plans to ensure, first of all a response to the pandemic and then took the opportunity, where possible, to establish more efficient and effective ways of working, focusing on economic recovery, communities at the heart of everything we do and wider and better partnership working with our Community Planning partners.
29. Due to the requirements to expand some areas of our work, such as within Health and Social Care – Locality care, Education – Teaching and Early Learning, but to do it within a window of an overall reducing Council Budget required all Services to carry out a review of their structures, identifying

essential and support roles, identifying new and emerging roles and developing new flexible opportunities for the workforce. This resulted in a Career Change and Deployment policy that supported employees to change careers and develop new skills, as well as a move towards place based working with the introduction of “Front door” Services and Locality Hubs.

30. Flexible and empowered teams and roles have also been developed in some areas, and these opportunities will continue to be identified with Services and will be expanded on within the new Strategy, with a focus on “multi-skilling,” to ensure we are enabling our employees to support Service delivery with communities at the centre. These new approaches to how we work and deliver Services required jobs to be re-designed to create flexible and generic roles in line with [our FACE Qualities and Behaviours](#).
31. The review of the Council’s Management Structure was agreed by Council in June 2021, with a new flexible, streamlined and responsive management structure implemented, to support delivery of Council Services against the wider ambitions and emerging priorities] of the East Ayrshire Community Plan.
32. With the identification of wider cross-cutting areas of work as a result of the 2021 review of the Community Plan, it gave Services the opportunity to revisit the work that had started in relation to their Service review and the implications for workforce and emerging environment at that time.
33. By March 2022, all front line Services had implemented at least a revised management structure, and going forward over 2022 - 2024 will implement revisions to the rest of their structure. Support Services such as People and Culture and Finance and ICT will be submitted to Cabinet for approval within 2022 – 2023.

### **Pay and Grading Framework**

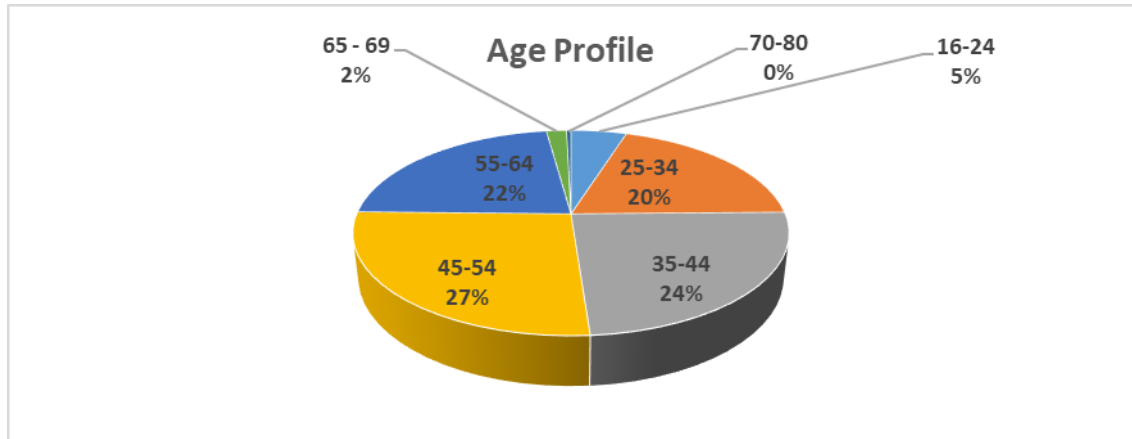
34. With the changes in the way we worked and how we thought about work, we required to review our Pay and Grading Structure. This was also part of the wider national agreement to embed the Scottish Local Government Living Wage and had been due to be completed and implemented by April 2021. -Due to the Pandemic, and the need to ensure no adverse impact on equalities, this was delayed. Following agreement by Council, a revised Pay and Grading Structure up to Grade 5 was implemented from 1 April 2022 with in excess of 3000 employees and bank workers (EAC and EA Leisure Trust) benefiting from the change to the Pay and Grading Structure.
35. As a result of this, the minimum starting rate of pay for employees in East Ayrshire Council is above the Scottish Living Wage, and with the new pay award this is now £11.25 per hour, this has positively impacted on our lowest paid employees, who predominantly live in East Ayrshire communities, therefore supporting our local economic recovery. It is anticipated that these higher rates of pay along with the range of Council benefits we offer, will support us to attract our future workforce. We need to continue to monitor our rates of pay to ensure competitiveness, value and how they reflect the changing needs of our customers.

### **Develop a Young Workforce**

36. The 2019-22 Workforce Plan recognised that we had an aging workforce and that work and investment was needed to encourage a younger workforce in the future. As part of the Transformation Strategy and linked to this a series of workforce engagement events were held with employees aged 25 and under to ensure their voices were heard. Information gathered from these events helped to shape Council plans and strategies as well as impacting on the actions of the workforce plan.
37. To have effective succession planning we need to consider the age profile of the Council's workforce and the resultant need to increase the number of young employees entering the Council. We started this process with the introduction of the Apprenticeship Framework mentioned at paragraph 29. The Framework provides greater equality in relation to rates of pay for apprenticeships, raising the starting pay rate for our youngest employees starting in training roles to above the national minimum for apprentices, thereby making it more attractive for young people to take up training opportunities with us.
38. A Work Experience Policy was created which brought together the range of work experience routes into the Council, providing more cohesion and understanding of the ways in which someone can gain work experience and training and eventually supporting people to move into paid employment.
39. We established an Apprenticeship Forum, which provided collaboration across the Council and promoted greater understanding of the range of apprenticeship frameworks available. With our colleagues in Organisational Development it has been identified that there is a need for mentoring and support for young people coming into apprenticeships and work continues to develop in this area.
40. We completed some work on pathways into employment and were intending to build enhanced connections with schools and colleges to publicise roles within the Council as well as developing our own in-house recruitment fairs. However this work had to stop as a result of the pandemic and is an area that will require to be developed over the next iteration of the Strategy.
41. The creation of the Jobs and Training Fund, a £6million investment established through the Covid Recovery and Renewal programme in February 2022, will create up to 200 apprenticeships and training opportunities either within the Council or with local businesses and work has started in this area with approximately 70 apprenticeships and over 20 Graduate Interns being advertised over 2022-23 Financial Year.
42. Work around the age profile of our workforce will continue and this has begun with the jobs and training fund investment announced in February 2022. It is recognised that the benefits of investing in young people is much wider than simply for East Ayrshire Council as it will boost employment opportunities across East Ayrshire and have a positive impact on our local economy in both the short and longer term.

43. As part of our workforce profile detailed in Appendix 2, and as shown in the following table, our young workforce (age 16-24) equates to 5% of the total Council workforce, while age 45 and above equates to 51% of the workforce.

**TABLE 1 – EAC AGE PROFILE**



44. Accordingly as part of our workforce profiling we need to consider the different motivating factors for younger versus older employees. For example “how important is pay versus flexibility in work and other employee benefits available. Having the appropriate pay, benefits and employment framework in place will help us to motivate and retain our existing staff while also help us to attract young people into the organisation. We will work closely with our employability partners including secondary schools, higher education and third sector to publicise the career pathways on offer within the Council. This will be a key area of work in the 22-27 Workforce Strategy Action Plan.
45. This will mean a change in the profile of the workforce to deliver services and the type of services required. The demographic profile for East Ayrshire, over the period of the plan, shows significant change with reduction in numbers of children and young people and also working age population, with an increase in older people.

### **Workforce Development - FACE Framework and Succession Planning**

46. The recognition that our employees are at the very centre of our interaction with our communities, service delivery and transformation has been embedded within Service redesign and resulted in the development of the FACE Framework. This includes the Council’s FACE qualities and behaviours which have been in place since 2019 and were developed as part of the Council’s Workforce Plan and wider Transformation Strategy to further develop our workforce culture.
47. The Council’s Face Framework was developed to implement wholesale transformational change in how we provide Services. It supported us to change our Council’s Culture to be more flexible in the way we work, with greater collaboration and partnership working, with the ability to provide our Services closer to where our communities need support and for employees to be equipped, enabled and empowered to make effective decisions.

48. A great deal of work has been undertaken to integrate the FACE qualities and behaviours of Flexible, Approachable, Caring and Empowered into our employment policies and procedures, and to roll out the FACE Experience (interactive session) across our workforce. We are also progressing well with embedding our coaching approach through our in-house coaching and leadership programmes across the organisation.
49. As part of our new FACE Time (annual development review) which has been streamlined and digitised we developed the opportunity to have a career conversation between the employee and the line manager. This was put in place to support individuals in their development whether they wish to progress or remain in the same role to equip them with the skills and knowledge to be the best they can be in their role enabling more effective succession planning. As part of the succession planning framework we developed a process for identifying critical skills. This will be key to our service projection work.
50. During the pandemic, while no face to face development or inductions were taking place, this gave an opportunity to review and update our Welcome and Induction Programme for both employees and Elected Members. As a result of this the Corporate Induction has been redesigned and digitised and includes interactive modules to be completed via LearnPro as well as Follow up Meet and Greet sessions with CMT. Positive feedback on this approach has been received from both.
51. An Essentials Programme has been created and is available for all employees, managers and Elected Members to access to ensure mandatory training is completed and current.
52. To embed our coaching approach, a number of opportunities were developed for employees to be involved, including our coaching programme which runs in conjunction with our New and Aspiring Leadership Programme. Our Leader as Coach Programme for senior leaders focuses on coaching and transformational leadership.
53. A Mentoring Framework has been created and will continue to be developed to ensure mentor/mentee relationships and supports are built and available across the organisation from our young workforce to our senior leaders.

## **WIDER EXTERNAL/INTERNAL DRIVERS**

### **Economic Recovery**

54. We are now entering a period of economic uncertainty with the current cost of living crisis likely to have a significant impact on our communities and businesses and as a Council we are committed to working with our communities and partners to tackle the damaging effects of poverty and inequality which is becoming heightened as a result of the current situation.
55. The Council's Universal Credit and Financial Inclusion teams work closely with other statutory and third sector bodies to address a wide range of issues, such

as child poverty, debt, fuel poverty, rent arrears, homelessness and housing issues and employability. Housing is another essential area of Service delivery and we know that good quality housing can have a positive impact on families and communities. The Council's Strategic Housing Investment Plan sets out how we will deliver more new build affordable homes, support and facilitate regeneration and deliver suitably designed properties for those with different needs and that by delivering on this we will ensure economic recovery and stability. Again we need to look closely at the workforce impact here, identify any skills shortages and develop workforce actions that supports this strategic aim.

56. Our catering service has already expanded to accommodate the provision of meals for Early Years in line with the extended hours that children attend ECC's and since the start of 2022 every child from Primary 1 to Primary 5 have been entitled to free school meals. It is anticipated that this service will expand further with free school meals for all primary school pupils up to Primary 7. Accordingly, with the increased focus on food security for families in our communities, we know this will be an area of expanding Service delivery.
57. One of the effects of the Pandemic was to really highlight the role key workers play as they had to continue to attend and carry out work while a large chunk of the population stayed at home. In addition, quite a number of these sectors such as social care, cleaning, catering, refuse collection, grounds maintenance (burials) are traditionally among some of the lowest paid. Our work on raising the rate of pay to above the Real Living Wage for our lowest paid employees had to some extent alleviated some of the financial hardship people face, however given the ever increasing costs of living, this rise in pay is quickly becoming eroded.
58. As a result of all of this, there has been an increase in the number of workforce sectors that are now taking part in wide scale industrial action with Trade Unions balloting their members across different sectors to take part in industrial action over pay. Consequently there is an increased risk that industrial disputes will continue to arise in the years ahead.
59. Accordingly there must be a commitment to collaborative working with Scottish Government and across Council Services, with Elected Members, our trade union colleagues and with external partners to ensure we can tackle the effects of financial pressures for example the current cost of living crises and economic recovery from the pandemic, with our workforce being at the heart of this action. The Workforce Strategy must identify what support employees need to carry out their roles during these difficult and stressful times, considering areas such as employee benefits and support and provide development tools that support resilience and wellbeing for our employees.
60. In recognition of the growing crisis, a Cost of Living Officers Group has been established to coordinate our local response under the joint leadership of the Depute Chief Executive and the Head of Wellbeing and Recovery. The Group met recently and identified a range of additional proposals to meet the immediate needs of our communities. Details of their proposals were recently agreed at Cabinet and further information on this can be found here:

[Responding to the Cost of Living Crisis - Responding to the Cost of Living Crisis.pdf \(east-ayrshire.gov.uk\)](https://www.east-ayrshire.gov.uk/Responding%20to%20the%20Cost%20of%20Living%20Crisis.pdf). The package of supports agreed, will help our communities and our employees noting 75% of East Ayrshire Council employees live in our local communities.

61. Within the People and Culture Service we have a range of supports available including our new employee benefits app, Vivup, which supports a range of discounts from different national and local retailers, special offers and advice on ways to save money, and the PAM Assist programme which offers specialist counselling and support. In addition we work in partnership with Financial Inclusion and Health & Safety in respect of financial and wellbeing support for employees and have established partnerships with our employability colleagues around supporting people into the workplace, therefore improving their economic outlook. This work will continue as part of the Workforce Action Plan within our employment framework actions.

### **Financial Sustainability**

62. The Council continues to face significant financial pressures and uncertainty beyond the financial year 2022-23 with the Council's Medium Term Financial Plan highlighting an estimated financial gap of £39 million by 2026-27. Accordingly further change and structural review of service priorities will be considered and planned by Services as they seek to achieve the budget gap savings contained in the Medium Term Financial Strategy.
63. Through the life of the 2019–22 Workforce Plan we monitored our use of temporary employees with the intention of reducing our reliance on both temporary employees and casual workers. However through our monitoring and analysis work, it was identified that a large portion of our temporary posts are linked to external funding and grants from Scottish Government. Therefore although this would appear a straightforward “fix” to reducing headcount and subsequently reduce the spending gap, reducing our reliance on temporary employees cannot be the solution.
64. We will need long term workforce reduction or workforce movement measures to ensure we have the right people in the right place at the right time in order to meet the £39 million Financial Gap identified within the Medium Term Financial Strategy.
65. Services will require to revisit their Service priorities and link this to the reducing budgets that will be faced over the next few years and by doing this identify and profile what their workforce will look like in the future.
66. Our Workforce Action Plan must ensure that the workforce planning tools Services have available are able to support flexibility, change and reduction across the Council to support financial sustainability going forward. Some of these tools may include our Early Departures Policy, Enhanced Pension options and deployment and career pathways policy. We need to ensure FACE Time and career conversations are taking place with employees, as well as ensuring that employees are actively involved and invested in the changes required across the Council.

- 67. It is therefore important that Services work closely with People and Culture, Finance and the Project Management Office to ensure the workforce changes required are implemented.
- 68. There will also be a requirement to consider what areas of work are essential in terms of our statutory responsibilities as well as considering roles linked to Early Intervention and Prevention to ensure we are minimising financial costs in the future and balancing risk in respect of our preventative Services.

### **Digital Strategy**

- 69. Technology is changing our world at a rapid and ever-accelerating pace. It is intrinsic in our everyday lives, whether at work, home or leisure. New technologies and digital innovations bring significant opportunities but also present complex challenges. The recent coronavirus pandemic has shown an ever increasing use of and reliance on digital Services. It has also highlighted, however, the importance of digital inclusion and managing inequalities to ensure we leave no-one behind in this fast-paced digital world. Accordingly the Council's Digital Strategy has been developed.
- 70. It is vital that we make the best use of innovative technology to transform and deliver digital public Services and therefore we must continually challenge how we design, deliver and operate our Services to ensure we are responsive to emerging technologies and our customers can transact with us in simple, fast and convenient ways.
- 71. To ensure we can deliver Services as efficiently and as cost-effectively as possible; we must modernise our Services through new delivery models that are customer centred and digital wherever possible, engaging with customers in the design and delivery of the Services that really matter to them and equipping our workforce with the essential tools, skills and technology required to deliver smarter Services.
- 72. The pandemic highlighted the importance of being on-line, enabling people to access public Services and health professionals, and connect with their own family and friend networks. It also provided opportunities for the Council to digitally connect with our communities, particularly as we reached out to the most vulnerable and those in need of extra support at critical times. At the same time, however, it exposed isolation and inequality in our communities, and highlighted the consequence of digital divide.
- 73. The Council's Digital Strategy contains five key themes with the Digital Council and Digital Services specifically related to the Council's workforce and acknowledges the learning from the pandemic, the initial move to online and digital as lockdown was announced and now the increasing use of technology across various roles and services with benefits accruing to staff, the Council and to our communities. It is clear that there needs to be an increased focus on digital training, guidance and support to the workforce. Our Digital Inclusion Approach must focus on developing strong and caring partnerships with our communities, building on the data we derive from them and ensuring we remain aware of those who continue to be vulnerable and in need of ongoing

support. Accordingly across all Services we will need to carry out a digital skills analysis to identify what our workforce will need to be able to provide digital support and encouragement and help communities thrive in an increasingly digital world.

### **Climate Change/Net Zero**

74. The Council approved its first dedicated Climate Change Strategy in 2021 and is committed to becoming a Net Zero Council by 2030 based on technological innovation and the availability of resources. The Strategy sets out bold actions across four key themes of **Energy, Transport, Waste and our Natural Environment** that will ensure transition to net zero and help build a greener, fairer, and more environmentally sustainable society and local economy.
75. To support these ambitions, there must be investment in our workforce across each of the 4 themes. New and emerging skills and career pathways have been identified, along with re-training requirements to ensure that our future workforce has a clear understanding of the challenges of climate change and the required skills and experience to meet the Council's commitment to Net Zero.

Key areas impacting on workforce include:

- **Energy** - Within our Facilities and Property Management Service we are developing graduate engineers to ensure that our in-house design team have the required skills and knowledge to support our transition to low energy and renewable heat in our buildings and communities.
- **Transport** - Within Ayrshire Roads Alliance, under the Transport theme, mechanics will require to have the appropriate skills to move from maintenance and repair of petrol/diesel vehicles to working with electric vehicles. In addition as we seek to encourage more active travel, investment will be required in our roads design and engineering capacity.
- **Waste** – As waste is the Council's largest contributor to our carbon footprint. We need to deliver greater levels of recycling by encouraging behaviour change in our communities and local business. For our workforce this will be a change from Service delivery to engagement and promotion of behaving in an environmentally friendly way and will mean learning new skills for our workforce.
- **Natural Environment** - Investment is planned around our green infrastructure and in initiatives to mitigate the impact of the carbon we produce by promoting biodiversity and tree planting, with opportunities already identified to encourage apprenticeships and training in this area.

### **Community Wealth Building**

76. As the largest employer within East Ayrshire, employing 6,599 people, of which 75% live in our communities, and as a Living Wage accredited employer, we

are a substantial contributor to the Community Wealth Building (CWB) Fair Work Pillar.

77. The purchasing power of the Council's spend means that contracts contain a Community Wealth Building (CWB) clause that requires contractors to provide initiatives that support the residents of East Ayrshire. These initiatives range from awarding rebates to providing training and apprenticeships to residents. The success of the CWB approach means that it is now a normal part of the Council's procurement arrangements with requirements around meeting the obligations in relation to the real living wage and fair work agenda embedded in these contracts.

### **Caring for East Ayrshire**

78. A whole system transformation of the way we deliver health and social care services, known as Caring for Ayrshire, is being progressed. This will result in major changes over the next 5-10 years and beyond to make sure our health and care services are fit for purpose and will meet the future needs of all our residents and communities. Changes in population size and age; workforce availability, capacity and skill mix; finance; and some buildings coming to the end of their life mean we need to consider how we can better deliver health and care services to keep meeting the needs of our communities. In re-designing services there is an opportunity to promote prevention, make use of new technology, provide treatment earlier to prevent conditions progressing with complications, provide care and treatment closer to home and within the community, and reduce non-emergency admissions to hospitals. It is anticipated this will require changes across a number of areas of our workforce, both within health and social care and beyond.

### **Ayrshire Economic Strategy**

79. Our workforce needs to adapt and develop their skills to deliver the strategic aims from the Ayrshire Economic Strategy. At a regional level the three Councils and their partners are developing a Regional Economic Strategy, which will have community wealth building at the heart of its inclusive growth priorities along with 6 key sector work streams which include; Aerospace; Food and Drink; The Visitor Economy; Clean Growth, Digital and Skills. The Skills Work stream is supported by a Regional Skills Investment Plan which provides a robust framework for ensuring that we continue to work together to nurture our local talent and provide clear pathways into training and employment. This plan is aligned with our aspirations for our communities as part of the Ayrshire Growth Deal and will ensure that we are creating sustainable career opportunities for local people, while supporting the needs of local businesses and building a competitive regional economy. This work will align with the Workforce Strategy to maximise our talent to face the emerging economic challenges.

<b>LEGISLATIVE/POLITICAL DRIVERS</b>
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80. National policy and legislative changes including proposals for a National Care Service, the Scottish Government Spending Review and policy decisions around the future of Education will all have an impact on our workforce.
81. The Scottish Government has also recently confirmed that over the course of this Parliament, there will be significant changes to functions currently delivered in full or in part by local authorities, for example consideration is being given to the introduction of a Scottish Veterinary Service which would improve and modernise animal health and welfare operational delivery in Scotland. However this again could have implications for our Environmental Health and Trading standards service and the work that they do with our rural communities. Accordingly it is clear that continued monitoring of political and legislative changes will be required over the course of the Workforce Plan.

### **National Care Service**

82. Proposals for a National Care Service for Scotland represent one of the most substantial pieces of public sector reform in many years and could have significant implications for the Council and for our Partners. The Scottish Government published the National Care Service (Scotland) Bill on 20 June 2022 with the intention being to see the National Care Service (NCS), established and operational within the term of the current Parliament.
83. The current plans will result in adult health and social care being commissioned by the NCS and the Bill also makes provision for a consultation on whether Children's Services and Justice Services, currently delivered by local government, should also be transferred to the NCS.
84. The transfer of adult care Services from the Council to the NCS will impact the Council financially and structurally given the scale of the disaggregation and, while the precise NCS Service delivery model is unclear, work will commence to model the potential impact on the Council both financially and from a workforce modelling perspective.
85. While an initial analysis of the 2022-23 adult social care budget shows that there is the potential for £73m to be removed from the Council's funding allocation once the transfer to the NCS takes place, it will also have a huge impact on the Council's workforce with approximately 800 employees (around 95% female) directly affected by the move of Adult Care Services alone and this number likely to increase if other parts of Social Care are to be included.
86. A great deal of work will be required in respect of Terms and Conditions of employment, TUPE Transfer considerations and impact on pay of moving to a third party employer. With a large proportion of Social Care being made up of female employees this will also impact on the current Pay and Grading structure and could have implications for the pay gap, meaning further pay modelling will be required.

### **Scottish Government Spending review**

87. The Scottish Government announced its Spending Review in May 2022 and this must inform the Council's Financial Planning and Workforce Planning, with a range of work being required around reduction of Service provision, terms and conditions of employment and rates of pay in the future.
88. The Workforce Strategy must take account of the impact of costs of pay awards, will model the impact of structural changes specifically relating to the implementation of the National Care Service and will identify the need for growth in certain Service areas. However Services must also be preparing for the public sector financial constraint that will be applied and how, in the years ahead, there will be a need to reduce the size of the workforce to balance the budget.
89. The proportion of the Council budget that is used to pay staff costs is so significant that attempting to close the gap without reducing staff costs will be almost impossible and therefore closing the budget gap will result in a reduction in staff numbers. In addition Scottish Government have specified an intention to reduce the public sector workforce to pre-pandemic levels. Accordingly a range of employment policies will be used to support the required reduction and change across Services, including Enhanced Pension Options, Voluntary Severance and Career Change and Deployment Policies.
90. There is a need to change Services to align with future needs and to target available resources towards early intervention and prevention which will, in time, lower costs and establish even more effective and focused Services. Workforce planning support will be required at an early stage with Services identifying the business cases for early intervention and prevention and the posts and skills linked to these cases will be identified as the essential posts of the future. This will require some difficult decisions by Services.

### **Education Reform**

91. Most recently, the Scottish Government has announced a National Discussion on education, which will inform wide-ranging plans for education, including the creation of three new education bodies and a review of qualifications and assessment. In addition our Early Years sector which has seen a high level of investment and expansion over the last 3 years, will need to further expand/change their Service delivery to take account proposed summer school provision and increasing support to eligible 1 and 2 year olds. Again this will impact on our workforce and the skills they will need to carry out their roles.
92. As noted in the Medium Term Financial Strategy it is anticipated that further details around Public Sector Reform which may include Education and is planned to be available in December 2023, so we will require to monitor this as it could have further wide ranging impact on our workforce.

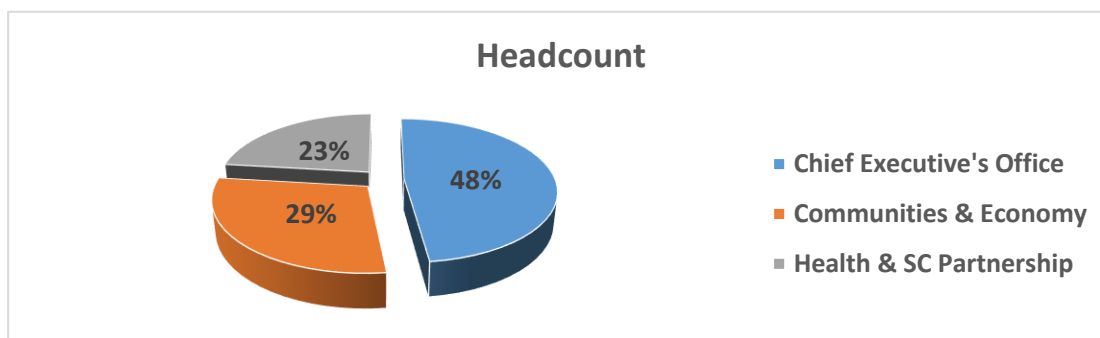
## WORKFORCE PROFILE

93. As a starting point for the development of the 5 year workforce Strategy we needed to develop a workforce profile. A snapshot of our workforce was taken as at 1 July 2022 and a resulting workforce profile has been created. This is attached as Appendix 2.

### Headcount

94. At the 31 March 2019 when we developed our previous 3 year Workforce Plan the Council's Headcount was 6206 and FTE was 5,308.71, while at 1 July 2022 the total number of people employed by East Ayrshire Council was 6,599, equating to 5,593.69 FTE. This is a 6% increase in headcount over the 3 year period. This can be accounted for by the growth in a number of key workforce areas including:
- Early Years expansion during 2019–20;
  - Health & Social Care – locality Services with the continued move and expansion to providing rehabilitation and care in a homely environment where-ever possible;
  - Catering – supporting Early Years and primary school meals expansion; and
  - Increases in both teaching and classroom assistant staff due to a range of Scottish Government funded projects such as Pupil Equity Fund, Scottish Attainment Challenge and most recently Covid recovery investment for schools.

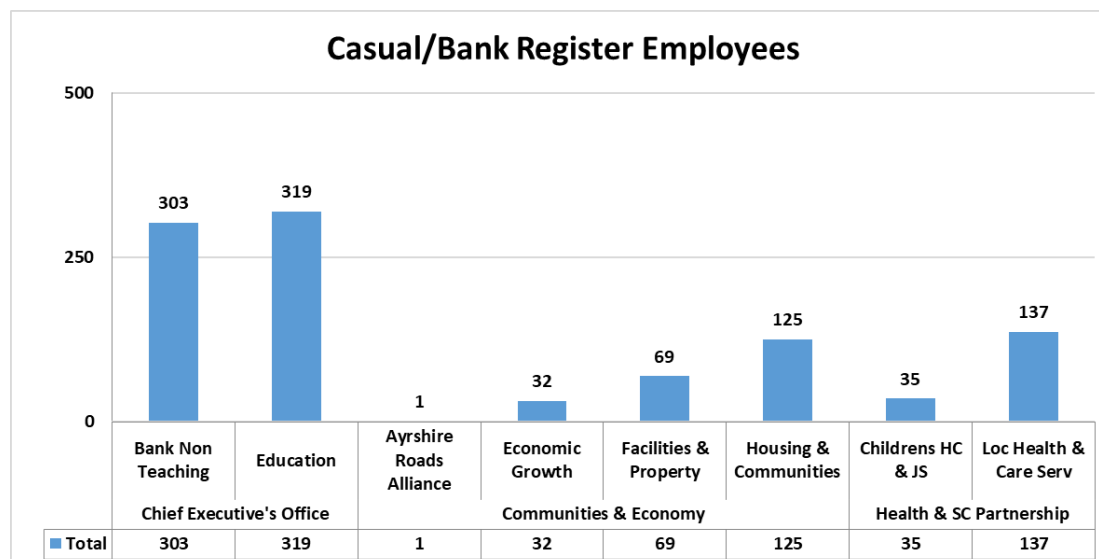
**TABLE 2 – EAC HEADCOUNT AT 1 JULY 2022**



95. 48% of all employees work within the Chief Executive Service, 29% work within Communities and Economy and 23% work within the Health & Social Care Partnership.
96. Within the Chief Executive's Office, Education has the largest workforce population with 39.2% of the total Council workforce being employed there. This is followed by 12.9% working within Housing & Communities and 12.2% working within Locality Health and Care Service. Details of the full Council spread of the workforce can be found in table 2 of the attached appendix.

97. During the height of the Covid Pandemic it became apparent that we had a heavy reliance on the use of casual/bank registered staff and the following table details the spread of bank staff across our Services.

**TABLE 3 – EAC BANK REGISTER SPREAD ACROSS SERVICES**



98. From our workforce profile it has been identified that on 1 July 22, we had 1,021 people registered on one of the Council's bank registers. However we also have a number of people who are registered on more than one bank or have a contract for set hours as well as being a bank worker. If we include these figures the total people working for the Council through a combination of contracted and/or bank work totals 2,508 people. Further detail on this can be found within the workforce profile, Appendix 2.
99. The implications of this analysis is that although our contracted workforce headcount is 6,599, an additional 1,022 people are carrying out work on an adhoc basis for Council Services, with casual/bank staff making up an additional 13% of the workforce. This staff group do not have the same terms and conditions as contracted staff and may not have access to the same training and support. How we operate our bank posts will require to be reviewed as part of the Workforce Action Plan.

### **Turnover/Leavers**

100. During the 12 month period up to 30 June 2022, 606 employees or 464.84 FTE left the Councils employment. There were 301 resignations during the year with people going to work in roles out with the Council, for a range of reasons including going to promoted posts, moving to a different area of the country or changing career and there were also 177 retirements. 100 people left for a range of other reasons which are detailed within the workforce profile, Appendix 2. There were 28 Flexible Retirements granted where employees reduce their working hours to gain access to their pension. As flexible retirement, supports people to continue working in a reduced capacity while gaining access to their pension, this 28 needs to be deducted from the final count of leavers.

101. Turnover is calculated as leavers between 1 July 2021 and 30 June 2022, compared to the average number of employees in post at 1 July 2022.

**Average headcount** for the year = 6947 (July 2021) + 6599 (July 22)/2 = **6773.5**.

**Leavers 1 July 2022** = 606 – 28 = **578**

**Turnover** = 578/6773.5 x 100 = **8.53%**

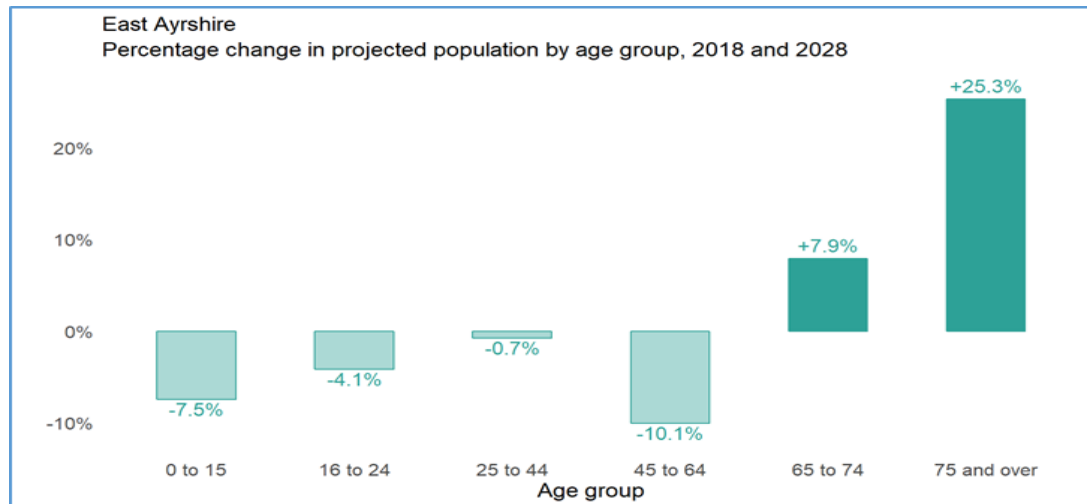
102. The turnover rate for the Council is high in comparison to previous years. The turnover rates in the following table are based on tax years to 31 March.

Years	Leavers	Average Head count	Turnover
20/21	296	6350.50	4.66%
19/20	427	6242.00	6.84%
18/19	447	6188.00	7.22%

103. It would seem reasonable that turnover in 2020-21 would be low compared to other years as this period covered the height of the pandemic when the majority of recruitment stopped across the country so there would have been less people moving to other jobs out with the Council.
104. We need to carry out work to identify the main reasons for people leaving so that we can focus areas of our employment framework on how to retain existing staff in key areas of our workforce. For example, the H&SC Partnership had 144 employees leave in the 12 month period to July 2022. We need to understand what the reasons for this are as it has been identified that this area requires both stability and growth over the coming years. The H&SC Partnership workforce Strategy will focus on key areas of attracting and retaining its workforce through the implementation of their Recruitment, Retention and Career Pathways group.
105. As part of the Council Workforce Strategy we need to take a similar approach by firstly identifying the essential workforce groups where we need stability, growth or where they have been identified through an appropriate business case as supporting early intervention and how we can plan to ensure we have the required number of people with the correct skills to deliver our Services of the future. We will require to identify turnover levels for each Service and carry out projection work of what each Service needs to remain stable and to identify those areas where there will be growth or reduction in the future. This will be key to identifying future workforce requirements.
106. The following graph shows the projected change in population by age group and shows that the traditional working age (16-64) population of East Ayrshire will reduce by approximately 15% by 2028 and as a result the Workforce Strategy will require to look at alternatives ways of recruiting and retaining staff from a reducing and changing labour market profile. This might include what policies, benefits and work styles we need to consider to retain some of

our older workforce while at the same time, building new and innovative career pathways and employee benefits which will attract young people from local schools and colleges.

**TABLE 4 - % CHANGE IN PROJECTED EAST AYRSHIRE POPULATION**



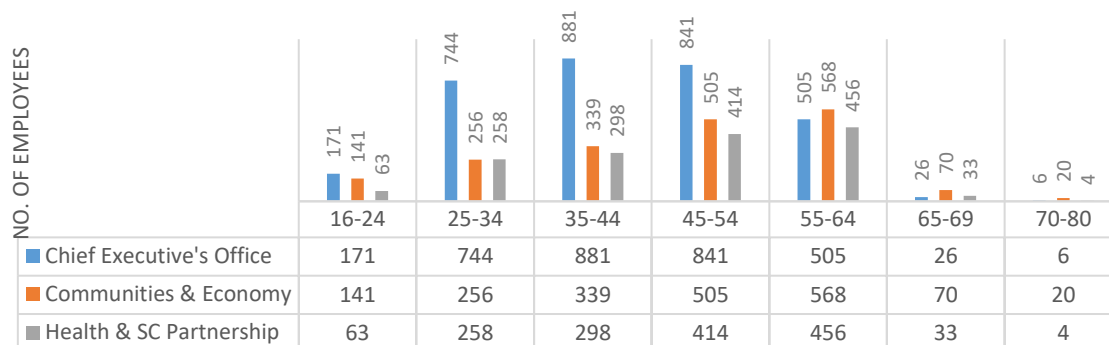
107. Looking at the previous graph and particularly our 0-15 age category of the population, which is showing a reduction over all of 7.5% in respect of school age children by 2028, we need to consider how this impacts on our education workforce and how we link staffing to population increases in urban areas versus population reductions in rural areas. What do we need to change in the way we employ people in these areas?

## EQUALITY MONITORING

108. Equality monitoring of our workforce is essential to ensure our workforce is reflective of the wider communities we serve as well as to ensure we are compliant with our equality duty. Also by looking at the age, gender makeup and ethnicity we can identify workforce areas that we need to focus on in terms of recruitment, support while in employment and career development as well as any barriers being faced by particular groups, prior to employment and while in employment. It also helps us to monitor Gender, Ethnicity and Disability Pay Gaps and focus specific work in these areas.

### Age

109. In respect of Age, we know the Council has an aging workforce overall, with 51% of all employees being age 45 and over and there are particular pockets across our Services where the age of the workforce is particularly high. The following table details the age profile across our Services.

**TABLE 5 – EAC AGE PROFILE SPREAD ACROSS SERVICES****AGE PROFILE BY SERVICE**

110. It can be clearly seen that while Chief Executive's Office has a predominantly younger workforce, i.e. 51% between the ages of 25 – 44, Communities and Economy have 35% of their overall workforce in the age category of 55 and over, while 27% are between the ages of 45-54, meaning the older workforce is only going to get larger within this Service. It is a similar story within Health & Social Care and this is a real concern as these Services are predominantly where the concentration of our frontline workforce is located. As more people retire from these Services we will lose a great deal of knowledge and experience, something alluded to within the CMT Survey. "Extensive experience is being lost and new staff will take time to build knowledge." Career Planning and development as well as investment in young people is therefore key to addressing these issues.

**Gender and Pay**

111. The gender of the Council's workforce is predominately female, at 74.6% of the total workforce, with the highest concentration of females, around 40%, working within Chief Executive's Office. This is what we would expect as teachers, early years workers and classroom assistants are a traditionally female workforce. Within Health & Social Care the same is said of Community Care Officers and Social Workers with females in this area making up a further 20% of the Council's total workforce.
112. When we then look more closely at the correlation between gender and pay we can see from the next table that the highest concentration of female employees are in lower paid jobs, i.e. Grades A - C and this is the same across all Council Services.

**TABLE 6 – GENDER AND PAY CORRELATION**

Gender	LGE Grades							
	Apprentice/ Kickstart	Grade A	Grade B	Grade C	G6	G7	G8	G9
Female	24	432	695	1079	85	659	205	94
Male	38	60	255	274	42	209	116	88

	G10	G11	G12	G13	G14	G15	G16	G17	CE/ CO
<b>Female</b>	268	64	105	14	34	4	15	0	6
<b>Male</b>	117	29	71	11	23	5	9	1	10

113. The work completed on Pay and Grading to date has meant that we have been able to reduce the pay gap for female employees by increasing the rates of pay for all employees working in the lowest paid jobs which are predominantly female. As described earlier we will need to consider the impact of the National Care Service and the movement of a large female workforce potentially out with the Council and what impact this will have on the Pay and Grading structure and our Pay Gap.
114. We will continue to monitor what we pay our employees and continue to work on the LGE Pay Scale to ensure it meets how our Services change and jobs are re-designed in the future.

### **Disability**

115. Overall only 3% of the Council's workforce has stated they have a disability and the spread across the Services of the Council is fairly even as detailed in the following table:

**TABLE 7 – EAC DISABILITY REPRESENTATION ACROSS SERVICES**

Service Grouping	Chief Executive's Office		Communities & Economy		H&SCP	
<b>Disability</b>	70	2%	58	3%	42	3%
<b>No disability</b>	2835	89%	1732	91%	1382	91%
<b>Unknown</b>	269	8%	109	6%	102	7%
<b>Total</b>	<b>3174</b>		<b>1899</b>		<b>1526</b>	

116. In comparison, across East Ayrshire in 2019, around 26% of the population are living with a long term health condition which would be considered a disability. Work will be ongoing during the period of the Strategy to review our Positive Recruitment ethos and work collaboratively with our employability partners on improving how we recruit from this sector of our local population.

### **Ethnicity**

117. 1.6% of our total workforce come from Black, Asian and Minority Ethnic (BAME) backgrounds, with the picture being the same across all Services. It should be noted that in 2018, less than 1% of the East Ayrshire population registered through the National Census for Scotland as BAME. Given the amount of migration of populations currently experiencing the impact of War and persecution, it is likely that this figure will have increased now, however, currently we don't have updated statistics on this area.

**TABLE 8 – EAC BAME REPRESENTATION ACROSS SERVICES**

<b>RACE</b>	<b>Chief Exec's Office</b>		<b>Communities &amp; Economy</b>		<b>H&amp;SC Partnership</b>	
White GB	2803	88%	1771	93%	1408	92%
BAME	64	2%	25	1%	19	1%
Unknown	307	10%	103	5%	99	6%
<b>Total</b>	<b>3174</b>		<b>1899</b>		<b>1526</b>	

118. A BAME network has been established for staff and this is being done in partnership with our neighbouring authorities. We also need to establish better links with communities to identify barriers to them applying for posts and carry out analysis of our recruitment data to gauge what interest we get from BAME groups.

## WORKFORCE CHALLENGES

119. As a result of the work that has been done so far and taking account of feedback and challenges faced during the Pandemic a range of workforce challenges have been identified.

### Recruitment challenges

120. Recruitment of key skills has been very difficult over the past 2 years and this continues to be the case. Recruitment challenges have been felt across the country with a number of local authorities and businesses having shortages of skilled people. Areas such as Health & Social Care, HGV Drivers, Teaching, Accountancy, Regulatory and engineering posts have all been difficult to fill and there appears to be a growing reliance on filling gaps with bank staff, which does not provide long term solutions and doesn't support the Council's aim of tackling poverty or building a fairer economy.
121. We need to develop new ways to attract and retain a skilled workforce for the future across all sectors of the Council.
122. A number of solutions have been developed to target the roots of these barriers, including establishing the Workforce and Future Skills team, which will co-ordinate and expand not only our current apprenticeship programme but will look to grow the pathways into employment and develop future career pathways for existing staff. We will look to develop our own training academies within our Services, a process which has already started within Early Years, Education and Employability, Social Care and Ayrshire Roads Alliance.
123. Services as part of their Service Review will look at a range of options to "grow their own" including looking at the potential for career grade options for certain hard to fill professional roles. Services are already developing career pathways and this will continue to be a feature of ongoing Service review. There will be a requirement for areas of service to reduce and therefore there could be opportunities for people to re-train or learn new skills.

### **Workforce Absence**

124. During the first quarter of the new financial year 2022-23, our average work days lost per employee each month is 1.06 days. If we continued at this rate over the full year this would equate to 12.72 days lost due to absence, which is a concerning level of absence for our workforce.
125. The absence figures from 2021-22 resulted in an annual absence rate of 0.92 days lost per employee or 11.04 days per annum. Therefore our absence this year to date is projecting a worsening trend so far.
126. During the first quarter of this year the top reason for absence across all Council Services is personal stress, with in excess of 1000 days lost each month for this reason. This is the same as was reported in previous years and it is therefore apparent that we need to have a continued focus on the wellbeing of our employees over the duration of the Workforce Strategy.
127. Absence is monitored currently in a range of ways, such as the preparation of monthly absence reports which are disseminated to all senior managers within the Council for review and action. There is also a quarterly Absence Monitoring meeting where trends are discussed and potential long term solutions identified and implemented.
128. Work related stress although not currently featuring within the top 5 is also regularly monitored by the Chief Executive and the Head of People and Culture, Heads of Service, and Senior Managers as well as being discussed at Head of Service level by individual People and Culture HR Teams.

### **Workforce Development**

129. As we implement the Council's Digital Strategy this will lead to different delivery models being created across all Services and as a result employees must be equipped with the right tools and technology to deliver smarter Services.
130. In order to do this there needs to be a better understanding of our workforce learning and development and workforce data requirements therefore work is under way to establish a new virtual learning platform.
131. This work will cut across other Services and corporate activities in relation to digital / technological development and capacity and therefore requires to be integrated and supported by other relevant work streams including the Council's Digital Strategy and Workforce Strategy.
132. There may also be areas of work that are no longer required as a result of becoming a digital workplace and some employees may require support to cope with the rapid changes taking place. For example the introduction of the VivUp App and the continued expansion of both CHRIS 21 system and the HR21 self-service, means there's less reliance on administrative processes. The development of Project Management, Digital, Leadership and Communication Skills will be key to moving forward ensuring we can continue to deliver Services in the future.

133. We need to support employees to learn new skills, take up new career opportunities, or to move to other Services or employment where appropriate, particularly where Services are contracting or changing their ways of delivery. As a result we need to ensure Career Conversations are taking place as part of FACE Time on a regular basis and that we have clear succession planning for critical roles across services that are clearly linked to how Services require to change in the future.

## **DELIVERING OUR WORKFORCE STRATEGY**

134. As a result of the existing workforce challenges and the future changes in technology, legislation and financial constraints the following key areas of work will be developed as high level actions for the Workforce Strategy linked to the following broad themes of the Council's Corporate Strategy.

## **BUILDING A FAIRER ECONOMY and TACKLING POVERTY**

### **INVESTMENT IN YOUNG PEOPLE AND FUTURE SKILLS**

135. East Ayrshire strives to be a fairer economy, which is strong, sustainable and people-centred with wealth and income redirected back into the local economy. We hope to do this by continuing to pay above the real living wage and encouraging local businesses to do the same. We will maintain our accreditation in this area and will scope out the feasibility of working towards Living Hours Accreditation.
136. Through the Jobs and Training Fund we are creating fair and meaningful work and training opportunities for young people in our communities and bringing new talent into the Council's workforce. The following table shows the range of modern apprenticeships requested over current and future years with approximate numbers requested for each financial year:

**TABLE 9 – JOBS AND TRAINING APPRENTICESHIP BIDS**

<b>Apprenticeship Type/Framework</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
Business Admin	28	12	1
Health and Social Care	14	13	0
Digital	1	0	0
Craft	4	4	4
Electrical	2	0	0
Youth Work/Community Development	1	5	0
Catering	3	3	0
Facilities	2	2	0
Engineering – Civil/Mechanical	0	6	0
Mechanical	0	2	0
Accountancy	3	3	1
ICT	3	2	1
Environmental (Green Spaces)	12	2	0
<b>Total</b>	<b>73</b>	<b>54</b>	<b>7</b>

137. We also received requests from across Council Services for 19 Graduate Interns to support projects in areas such as Community Led Regeneration, Climate Change, Marketing and Digital skills, supporting the Ayrshire Growth Deal, and a range of projects within the Health & Social Care Partnership.
138. Work is under way to recruit to some of these apprenticeships along with a number of Graduate Intern posts and within the People and Culture Service a Workforce and Future Skills Team has been created to support this expansion, consisting of the following posts:
- Team Manager
  - Workforce Co-ordinator
  - Training Officer x 4
  - Future Skills Assistant
  - Administration Assistant
139. As well as supporting the expansion of our younger workforce, this team will be involved in driving forward a range of workforce projects developed as part of the 5 year Workforce Strategy Action Plan.
140. Work started with the previous Workforce Action Plan on Career Pathways and this will continue, using the apprenticeship pathways as a starting point for young people, publicising to them and their families that a career in the Council is a great opportunity with a wide range of career choices available to them.
141. Collaboration with schools, colleges and employability Services will be key to our success and will be part of our wider Action Plan.

### **REVIEW AND UPDATE EMPLOYMENT FRAMEWORK**

142. A key area of building a fairer economy is how we attract, retain, develop and support our workforce through the provision of a fair and equitable employment framework. As highlighted earlier a range of work around Career Change, Flexible Roles and review and development of employment policies has already been completed and we will continue to use and develop these tools further to support the re-modelling of our Services in line with the Financial and Strategic Plans. In addition we will consider a range of further areas as outlined below to ensure fair and equitable treatment of all employees. We will work in partnership with Trade Unions to ensure fair and consistent work practices.

### **Equalities**

143. Equalities must be a key focus of the Workforce Action Plan and with the establishment of the People and Culture Equalities Forum, as described at paragraph 26, and linking with the work of the Strategic Equalities group, we will ensure that we are doing all we can to break down barriers for people to enter the Councils employment, develop and succeed in their careers and ensure that they do not face discrimination while at work. The People and Culture [Equalities Action Plan 2022-24](#) has been created and details the work that is taking place to break down barriers, understand better the issues faced by minority groups and review and update our Human Resources Policies to

ensure all employees are treated fairly in the workplace. Equalities must be must be supported and considered by all Services of the Council.

144. In addition the Council has committed to the Equally Safe at Work programme which supports the implementation of Scotland's national strategy to tackle violence Against Women and Girls (Equally Safe). The strategy, which is jointly owned by Scottish Government and COSLA, recognises that violence against women is a cause and consequence of wider gender inequality. Addressing gender inequality in the workplace is therefore a fundamental step in preventing violence against women. From our workforce profile we know that currently 74.6% of the workforce is female and that the highest concentration of female workers are in lower paid, part time work. Over the course of the Workforce Strategy, we will continue to work towards addressing issues and barriers women in the workplace face.

### **Fair and Equitable Pay Structure**

145. As mentioned previously at paragraphs 34 - 35, we have already reviewed the Pay and Grading structure of the Council, to support those employees on the lowest pay grades and to account for some movement towards building more flexible workforces. This work will continue once all Services have completed their Service review and have built into that review flexibility and multi skilling for their workforce where appropriate. We will require to review from Grade 6 onwards to identify if the current structure remains fit for purpose or if further change is required. We will require to do this within the future financial envelope and what this means for the shape and make up of our workforce in the future.
146. We are also legally required to report on the Pay Gap, which with the implementation of the revised Pay and Grading model from 1 April 2022 was 9.44%, a reduction from that previously reported. As we continue to create movement across our Services through succession planning, upskilling and career change we would hope to either maintain or reduce that pay gap further.
147. In order to do this we need to consider a number of factors influencing the pay gap. Areas such as gender disaggregation where we try to create movement from traditional gender based roles i.e. Males into traditional female roles and females into traditionally male roles and identifying the barriers to this happening. We need to continue to monitor our rates of pay to ensure competitiveness, value and how they reflect the changing needs of our customers.

### **People and Culture Policies**

148. As described at paragraph 142, part of the Council's employment framework are the Workforce policies and procedures which ensure that all of the work the Council does as an employer is fair and meets employment legislation requirements. Already in place is a Policy Review process whereby policies are reviewed and updated on an annual basis. This is done in consultation with our Local Government and Teaching Trade Unions where appropriate. Changes required as a result of external drivers, workforce challenges we face

in terms of recruitment and retention and the wide reach of equality matters means that this work will continue to take account of actions within the Workforce Strategy and we will continue to actively work with Trade Union colleagues, Service representatives and external partners in this area.

### **Employee Benefits**

149. The People and Culture Service facilitate and promote a wide range of benefits for employees and continually seek ways of enhancing those benefits to support recruitment and retention as well as being mindful of the impact of the cost of living increase on employees. The recently launched Vivup platform allows us to promote and manage employee benefits in a single environment. The platform provides lifestyle savings to employees as well as hosting a variety of salary sacrifice schemes that are in operation. We are aware that 75% of our employees live within East Ayrshire, and so as part of the ongoing development of this platform, we will look to explore benefits with local businesses where possible.
150. An employee benefit which was previously in operation was a non-contributory Group Life Assurance Scheme which provided a payment to an employee's dependant(s) in the event of their death whilst still in employment. There was a Council decision to stop the Group Life Assurance Scheme on 31 March 2018, however, there will be a review of this to identify alternative schemes which the Council may be able to support.

### **Workforce monitoring tools**

151. We already have a Council Workforce Planning Board which is made up of representatives from People and Culture, Finance, Corporate Support and Health & Social Care Partnership, Heads of Service and Senior Managers (as appropriate). Information and discussion within this forum feeds into Council Management Team and People statistics are provided via East Ayrshire Performs.
152. Within the 2022-27 Workforce Strategy Action Plan we need to:
  - Review and develop the workforce data provided to support Service review and redesign by providing workforce profiles to support projections of their future workforce, identify skills gaps and areas of scarce resource.
  - Provide good quality Equality monitoring information in relation to recruitment, career progression and pay gap data to ensure we have a workforce representative of the demographic profile of East Ayrshire.
  - Link our workforce data to the Virtual Learning Platform which is being scoped out at the moment to support the identification of skills development needs and provide a range of reporting and monitoring information which will feed into East Ayrshire Performs, our Workforce Action Plan, Equalities Plan and People Strategy.

## FINANCIAL SUSTAINABILITY AND RESILIENCE

153. In order to be Financially Sustainable in the future the Council requires to meet the projected budget gap of £39m over the next 5 years. This will be achieved through a range of measures one of which must be workforce reduction.
154. In order to identify both what Services will need in the future by way of workforce as well as what areas will require to reduce, it is imperative that Services have a clear picture of their current workforce and their turnover in terms of essential posts and/or large areas of workforce such as Teaching, Early Years and Classroom Support, Social Workers and Community Care Officers and Catering and Cleaning staff.
155. The Workforce Review Group currently reviews all posts going forward for advertising, however some posts which are considered essential are automatically released. These essential posts include areas such as teaching and early years, refuse collection operatives and drivers, Social Care posts such as Social Workers and Community Care Operatives, Catering and Facilities management posts and regulatory Services posts such as Environmental Health and Trading Standards. Due to the financial pressures that lie ahead it may only be in exceptional circumstances that posts are classed as essential. The criteria used by the WRG will require review as part of the Workforce Strategy and Financial Strategy to reduce or freeze the number and type of posts being advertised.
156. Consideration also needs to be given to hard to fill posts such as accountancy, ICT and HR professional roles and Housing Asset – construction related posts. We also need to consider areas of growth such as Financial Inclusion, Food Security (National Food Plan), Climate change/greener technology roles.
157. The recent survey completed by all Heads of Service has begun this process of establishing future skills needs and gaps, however, much more detailed projection and analysis work will be required within the first year of the Strategy in order to meet the financial targets required, but continue to maintain our essential Services. As a result, a second ask has been made of the Council Management Team to consider strategic workforce requirements in line with the Council's Strategic Priorities and Financial Strategy.
158. Services will require to work closely with their finance teams in order to do this work and this will then influence some of the key actions around expansion and/or retraction of Services and movement of skills from one area to another.

## **COMMUNITY POWER**

159. Taking empowerment into the heart of our communities is a key theme of the Council's Strategic Plan and linked to that will be the continued expansion of flexible and empowered teams, supporting and enabling individuals and groups to be at the heart of decision making around their communities and what future delivery models look and feel like.

160. We need to build on new ways of working, based on what has worked well, including evaluating new Service models and learning lessons from Covid-19, but within the parameters of what will be financially sustainable for the Council going forward.
161. The Council's Capital Investment Programme: Building a Future East Ayrshire reflects our priorities of having safe, sustainable and efficient assets that meet the needs of existing and future users and communities. To support this we need to ensure we have the correctly skilled workforce and we must consider what the construction, engineering and/or environmental expertise is that we will need in the future and develop relevant career pathways to support this. An example of this is the development of the national [Workforce Strategy for the Building Standards Verification Service](#) as it has been recognised that there are skills shortages in this area of work across the country. They have established pathways for young people to develop a career in this area of work by developing a range of university modules and creating an apprenticeship programme, with the initial cohort of apprentices starting in August 2022. We need to mirror this approach in other sectors where critical skills are scarce.

## EMPLOYEE DEVELOPMENT – OUR PEOPLE STRATEGY

162. Over the last few years it has become widely recognised that not all employment and career pathway decisions are as a result of pay alone. There are a number of other factors which need to be considered that will mean current and future employees will be loyal and motivated to work for an organisation.
163. We've already considered the range of employee benefits and how this will influence the attractiveness of a job opportunity. Another area is how we invest in the development of our workforce.
164. The People Strategy is completely interlinked with the Council's Workforce Strategy with our workforce and their development at the heart of our approach. We must ensure we have effective leadership and the right people, with the right skills in the right place at the right time to achieve the ambitions of the Council's Strategic Plan and the Medium Term Financial Strategy for 2022-27. This will be achieved through the 4 key goals of Transform, Empower, Attract and Retain and Motivate and Engage.
- **Transform** - To ensure that our workforce meets our future needs we will build capacity and support all employees to deliver through the provision of relevant Organisational Development and learning and development with access to coaching and leadership programmes with a real focus on supporting the wellbeing of our workforce.
  - **Empower** – One of our four FACE qualities and behaviours - empowering leaders who will provide a clear strategic direction, identify clear roles, responsibilities and accountabilities and support employees to feel empowered and take ownership of the Services they deliver.

- **Attract and Retain** - To create a positive and supportive employment culture which values and recognises all of our employees and attracts the best people to come and work in East Ayrshire.
- **Motivate and Engage** - To motivate and engage our employees in meaningful work, providing career opportunities and clear direction, support of enabling managers, and by working in collaboration with appropriate employee engagement.

165. To achieve these aims, a range of Employee Development actions will be included within the Workforce Action Plan and will cover the following:

- Develop a culture that empowers, values, appreciates and rewards our people for their contribution;
- Ensure all employees have the right skills, knowledge and attitude to perform their role now and in the future;
- Enable people to deliver change and continuous improvement and provide opportunities to undertake meaningful and exciting work;
- Develop and support career planning opportunities for our employees.
- Support the provision of best value, competitive Services to our customers in delivering the Council's Strategic Plan;
- Enhance accountability through involvement of a range of stakeholders/partners in Workforce Planning actions and processes;
- Review and evaluate our coaching and leadership programmes;
- Complete a Coaching and Mentoring Framework for all employees to access;
- Create a CMT Development Plan and Elected Member Development Plan incorporating Workforce Planning awareness raising;
- Review reporting of Essentials Programme and uptake of FACE Time; and
- Scope out and procure a new Virtual Learning Platform.

### **Employee Engagement and Recognition**

166. Prior to the previous People Strategy and Council Workforce Strategy, an Employee Attitude Survey was carried out, which led to the development of those plans. A further employee attitude survey should have been carried out in 2020-21, but due to the Pandemic a full scale survey of Workforce Attitude did not take place, but instead a series of smaller more focused surveys took place as well as a range of employee "think tanks" to gauge views on how we develop both our Services, our policies, our ways of working and issues that employees may have been facing around communication, wellbeing and support during that time.

167. As part of the Council Management Team Survey, which was carried out recently, we asked for their views and suggestions on how we should engage with our workforce going forward. Some of the responses received suggested that we should continue in the same vein of focused positive surveys that get to the heart of the issues being faced, but also that there should be room for wider responses i.e. not just selecting from a range of options. It should reference the Council's Strategic Plan in order to gain opinion on how these

themes will affect the workforce. It could also be targeted to Service areas and involve employees in its development ensuring ownership from the outset. Other responses provided some sample questions and asked about doing topic based questions that could be issued on regular basis. e.g. "This week what do you think about....?" Then go back out with what actions have been taken.

168. Although all of the feedback received was positive and helpful a degree of work will be required looking at all of the options given to identify what would be the best approach, the amount of work and time involved and the output we would get from each approach. Alternatively should we consider a 2 pronged approach? i.e. short sharp weekly/monthly topical or focused surveys for each Service along with one detailed, generic attitude survey. This will form part of the first year of the Workforce Strategy Action Plan.
169. Employee Recognition has been a feature of the Council's culture for a number of years and all Services should have recognition as part of their meeting structures. In addition, we previously carried out Employee Recognition Award ceremonies. This was stood down during the pandemic, however, it will be reviewed, modernised and re-instated during 2023 with a short life working group established to progress this. Incorporated within this event should be a specific area for our Young workforce recognising both our Apprentices and Graduate Interns.

## **WELLBEING AND RESILIENCE**

170. The range of Wellbeing Supports, as detailed at paragraph 18 and led by Health & Safety, was created to provide an accessible resource for supporting both employees and East Ayrshire residents to look after their physical and mental health during the pandemic.
171. As previously highlighted, the commitment, resilience and flexibility of our workforce has been crucial to the ongoing and effective local delivery of Council Services throughout the period of the pandemic.
172. We need to consider workforce data alongside other local operational information and continue to manage absence through our Supporting Attendance at Work Policy and how areas of high absence impacts on our ability deliver Services.
173. We need to enhance the resilience of our workforce through the delivery of targeted wellbeing intervention and support for individuals and workforce groups as required. We already have in place a quarterly Absence Monitoring meeting, attended by Senior Managers from across the Council to look at areas of concern in terms of absence and this group will be reviewed and refreshed to make sure that Employee Wellbeing is at the core of its purpose and to ensure that mechanisms are in place for publicity and accessibility of information and resources for all our employees.
174. Our Organisational Development Team and Health & Safety – Wellbeing lead will continue to work collaboratively to provide a range of Wellbeing supports

and learning opportunities for employees to access to enable a positive working environment and culture. In addition there is a wealth of wellbeing information and support available through the People and Culture Vivup App. There will continue to be awareness raising programmes for wellbeing and resilience and the important role these features play in retaining and maintaining an effective skilled and motivated workforce.

## **EQUALITY IMPACT ASSESSMENT**

175. The Council's Workforce Strategy has a wide range of workforce themes and actions, and as such any Workforce Planning decisions may impact on the protected characteristics of our workforce. Therefore each area of work within the Action Plan will require to be assessed for impact.

## **EVALUATION AND REVIEW**

176. The Workforce Strategy is a 5 year plan and accordingly the progress under each area of the plan will be monitored and reviewed regularly at the Workforce Planning Board, via our East Ayrshire Performs monitoring process and through regular updates to Council Management Team and Cabinet.

## **APPENDICES**

Appendix 1 – Summary of CMT Workforce Survey Results

Appendix 2 – Workforce Profile as at 1 July 2022

## **COUNCIL MANAGEMENT TEAM – WP SURVEY**

As part of the Council Management Team Workforce Planning Survey we asked for feedback in respect of some key areas including Workforce Growth/Reduction, Level of change required and what workforce change solutions would provide support, the impact of Budget and Funding, Wellbeing, Workforce Development, Coaching and Leadership. In addition we asked for thoughts on the Council Employee Attitude Survey and this will be covered later within Delivering our Workforce Plan.

Feedback on these areas is summarised as follows:

### **Growth/Reduction of Service**

- 8 Services felt their workforce would grow in the short term and within this group 5 services felt they would also grow in the long term.
- 1 Service felt their workforce would remain static both short and long term, while 2 services felt it would only be in the short term that they would remain static.
- No services felt that they would reduce in size over the next 5 years.

### **Workforce Change Solutions**

- Services in the main felt that initiatives to attract a young workforce were very important in the short and medium term.
- Half of the services responded that there would more need for collaborative working and partnership working across the 5 year period of the plan and that this will feature more and more within the work we do.
- The majority of services require support with identifying skills gaps and creating a workforce development plan and that this will be a more immediate need.
- Digital Capability features widely as a workforce need across all services and this will feature as part of the Digital Strategy being developed.
- Enhanced Pension Options and Redundancy featured low in most people's priorities which would tie in with the fact that no services feel they will reduce in size over the next 5 years.
- 10 service areas want to use multi-skilling as a way of making change across their workforce.

### **Digital Change**

- The majority of responses received said there would be either significant or high levels of change needed in systems and processes. Comments received around this topic included:
  - *“Reliance on technical and data skills is and will be critical.”*
  - *“Significant investment in training and development will be needed to move to a digitally enabled workforce.”*
  - *“The Digital Strategy and alternative ways of working will see an increase in the use of technology.”*
  - *“Analogue to digital transition for technology enabled care is a significant driver for change.”*

## **Budget and Funding**

- Across Council Services the majority of responses said that budget constraints would have an impact on their workforce in both the short and long terms and that the impact would be significant or high. There were 4 responses where it was felt the impact would be low.
- Within Education the cessation of SAC and PEF funding will have a significant impact and will result in a large redeployment exercise for the service.
- Employee costs are the highest part of the service budget, so it is expected that across all services the impact of budget constraints will be significant, but reductions will be managed to provide safeguard to essential services.
- For essential services such as Social Care, reductions in staffing numbers, reduces capacity for workloads and also quality of service delivery. Accordingly investment in prevention and early intervention will be essential.

## **Wellbeing**

- The Council now has a wide range of wellbeing supports available as mentioned at paragraph 8 of this report. The feedback from services was that most of the tools and development available in this area, senior management are aware of and will signpost people towards. One comment made was that we need to ask the workforce if they know how to access support and any barriers to access that they have. This will be a feature within the wider employee attitude survey that is developed, but has also featured in individual workforce group surveys such as that done for Community Care Officers during the Pandemic.
- The majority of responses, 69% felt that making use of the wellbeing supports available had a positive impact on them.
- Comments on how we can further improve publicity of wellbeing include:
  - *"We need to build wellbeing into the working day/week across teams. Staff need to be comfortable to discuss as part of their core job and not if you have time after your work is complete."*
  - *"Discuss in team meetings."*
  - *"Continue with cyclical campaigns and promotions to ensure awareness of what's available."*

## **Workforce Development/Skills Gaps**

- 69% of responses said that there were skills shortages identified within their services. This included:
  - qualified accountants (although this is a problem facing all West of Scotland Councils);
  - qualified and experienced social workers, community care officers, mental health officers;
  - roadworkers;
  - project/programme management skills and data driven intelligence;
  - softer skills such as harnessing innovation, prioritising wellbeing, digital and why we use it not just how, how to get involved and influence others;
  - understanding the difference between management and leadership.
  - 92% of the responses confirmed that either they or some of their team had taken part in either coaching or leadership development courses.

### **Employee Attitude Survey**

We also asked for views on the development of the next Employee Attitude Survey which will require to take place within the first year of the plan and we received a wide range of suggestions and responses to this. Some are highlighted below:

- *“Consideration is needed of the changes that have already taken place due to the Pandemic and workstyle changes.”*
- *“Timing is important so as not to clash with others such as matters”*
- *“Keep it short and simple”*
- *“Ask what engages people, what the barriers are”*
- *“Twitter level of key questions regularly.”*
- *“don’t look at it as a questionnaire, look at it as ongoing engagement and do a quick 1 minute every week”*
- *“Target by service area to get richness of views, as a generic survey may miss area specific issues”*
- *“Involve employees in the design of the survey, ensuring ownership from the outset”*

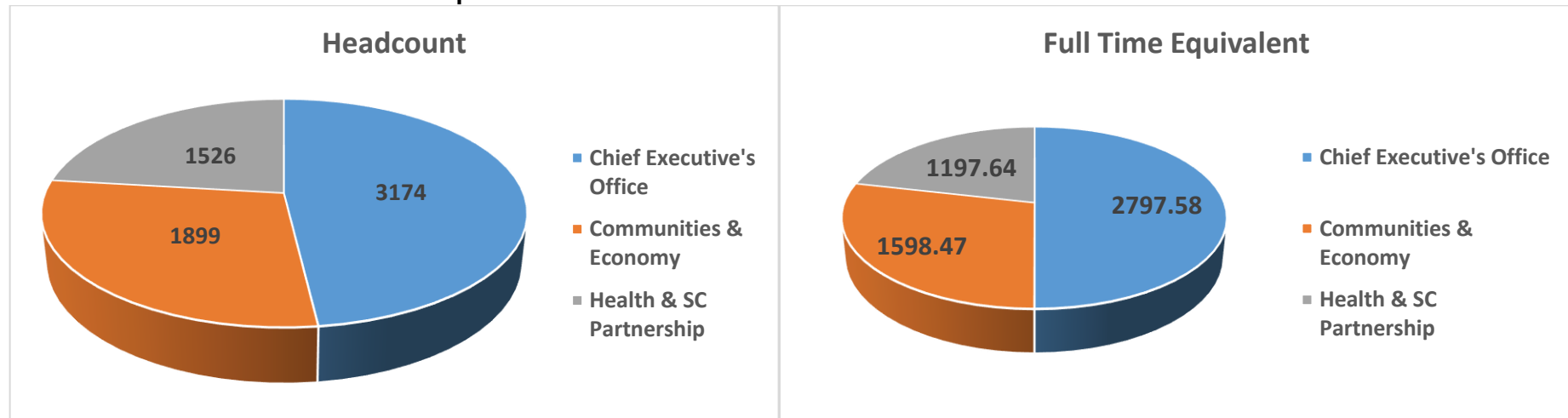
## Workforce Profile

### Headcount and Full Time Equivalent

As at 1 July 2022, East Ayrshire Council employed a total of 6599 employees, equating to 5593.69 Full Time Equivalent.

48% of all employees work within the Chief Executive Service, 29% work within Communities and Economy and 23% work within the Health & Social Care Partnership.

**Table 1 – Council Headcount and Full Time Equivalent**



\*These figures do not include the East Ayrshire Leisure Trust or Casual/Bank register staff.

Education is by far the biggest service area sitting within the Chief Executive's Office with 39.2% of the full Council workforce, followed by Housing & Communities with 12.9% and Locality Health & Care Service with 12.2%. The full spread of the Council workforce is detailed in Table 2.

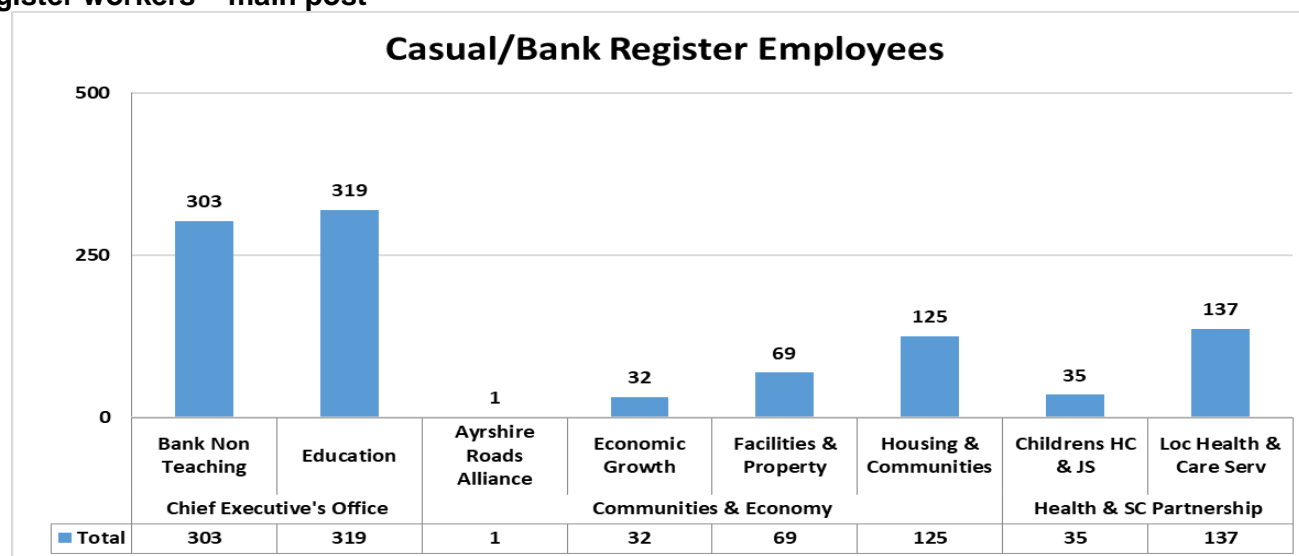
**Table 2 – Spread of Council workforce by Headcount**

Chief Executive's Office		Communities & Economy		H&SC Partnership	
Corporate Support	13	Ayrshire Roads Alliance	193	Business Support	106
Education	2,593	Dep Chief Exec Off (C&E)	2	Children's HC & JS	298
Executive Staff	1	Economic Growth	74	Directorate (H&SCP)	6
Finance & ICT	182	Facilities & Property	767	IJB Finance	30
Governance Services	141	Health & Safety	11	Loc Health & Care Serv	805
Internal Audit	5	Housing & Communities	852	Wellbeing & Recovery	281
People and Culture	67	<b>Total H/Count C&amp;E</b>	<b>1,899</b>	<b>H/Count H&amp;SC</b>	<b>1,526</b>
Resources Education	167				
Support Services	5				
<b>Total H/Count CE</b>	<b>3,174</b>				

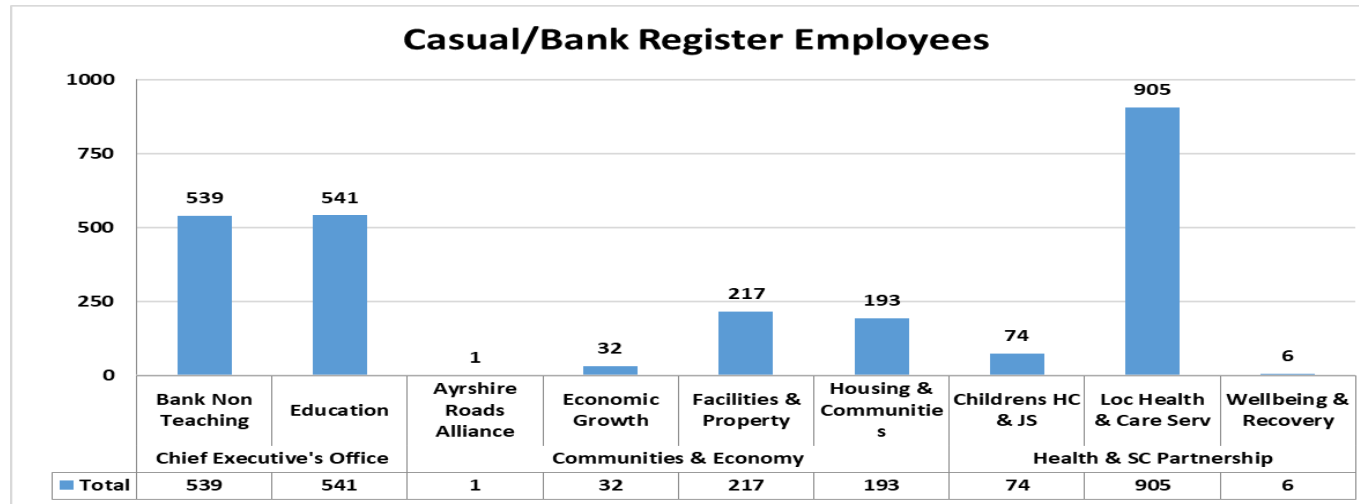
### Casual/Bank Registered Employees

The total number of Casual/Bank Register staff available for work across the Council is 2508, however a number of these people work in a number of different bank registers and also there are some employees who have a part time contract of employment, who are also registered on a bank list. For example Community Care Officers will have a part time contract, but will pick up additional hours through the bank register. The following table shows the spread of bank workers across services where the bank post is the main post, totalling 1,021 people.

**Table 3 – Casual/Bank Register workers – main post**



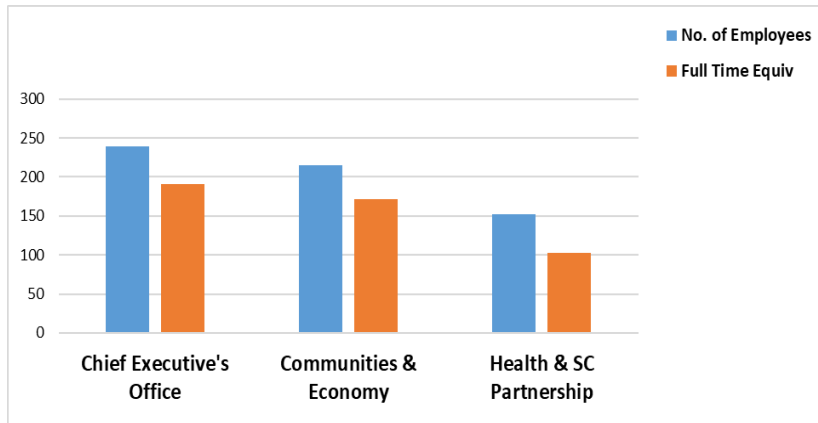
**Table 4 – Casual Bank Register Workers – multi post**



## Leavers and Turnover

During 1 July 2021 and 30 June 2022, 606 employees left the council. This equates to 464.84 FTE. The leavers by Service area and reasons for leaving are detailed in tables 5 and 6.

**Table 5 - Leavers**



**Table 6 – Reasons**

Contract end	27
Death	13
Dismissal Ill Health	35
Dismissal Misconduct/Unsatisfactory work	4
Flexi Retirement	28
Other	20
Resignation	301
Retirement	177
Voluntary Sev/Redundancy	1
<b>Grand Total</b>	<b>606</b>

There were 301 resignations during the year with people going to work in roles out with the Council, for a range of reasons including going to promoted posts, moving to a different area of the country or changing career. There were also 178 retirements. There were 28 Flexible Retirements granted where employees reduce their working hours to gain access to their pension. These therefore are not true leavers and need to be deducted from the total.

Turnover is calculated as Leavers between 1 July 2021 and 30 June 2022, compared to the average number of employees in post at 1 July 2022.

- **Average headcount** for the year = 6947 (July 2021) + 6599 (July 22)/2 = **6773.5**.
- **Leavers 1 July 2022** = 606 – 28 = **578**
- **Turnover** = 578/6773.5 x 100 = **8.53%**

The turnover rate for the Council is high in comparison to previous years.

## AGE PROFILE

As can be seen from Table 7, East Ayrshire Council has a predominantly older workforce with 51% of all employees being age 45 and over. Work which started with the last Workforce Plan must continue to ensure we have a pipeline of staff entering our workforce as well as focusing on career planning and development for the future.

**Table 7 – Age Profile**

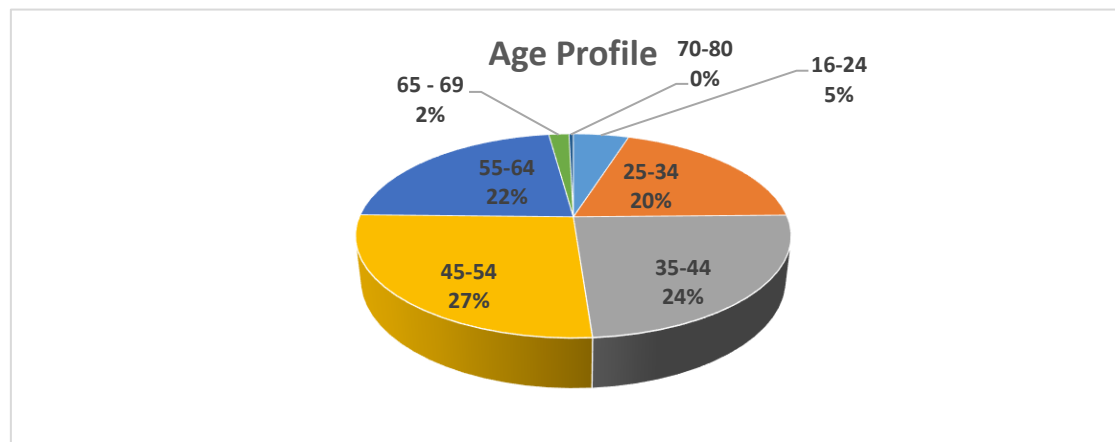
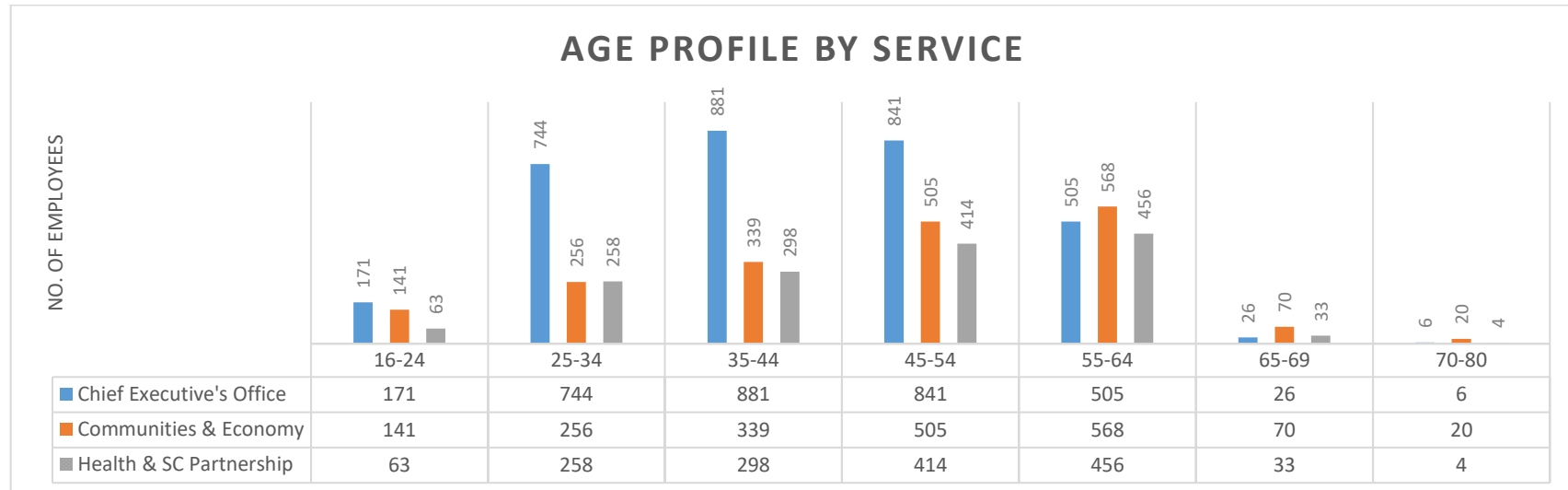


Table 8 shows the age profile for each Service. This shows that Chief Executive's Office peak age range is 35-44 and 45-54 with both age categories having over 800 employees respectively. In addition 59% of all 25 – 34 year olds work in this Service grouping. The main reason for this is the Education Service which attracts a lot of younger people starting out in their Teaching or Early Years careers.

Both Communities & Economy and H&SCP have their highest number of employees within the 55-64 age bracket, which is a huge concern as this is predominantly where the concentration of our frontline workforce is located. The Workforce Strategy must focus on these areas to provide support to attract and retain a younger workforce

**Table 8 – Age Profile by Service**



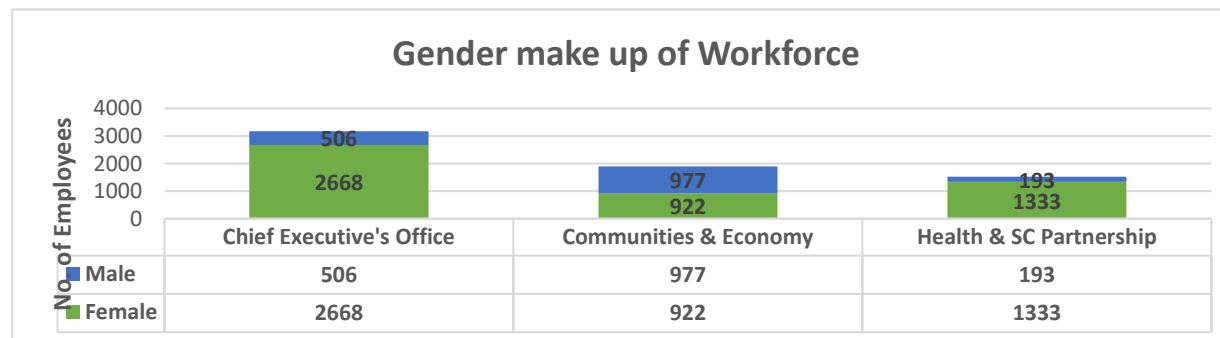
## Gender and Pay

The gender of the Council's workforce is predominately female, at 74.6% of the total workforce, with the highest concentration of females working within Chief Executive's Office. Health & Social Care also have a predominantly female workforce while Communities & Economy has a fairly even split.

### **Table 9 – Gender makeup**

When we then look more closely at the correlation between gender and pay we can see from the following table in respect of LGE Pay scales that the highest concentration of female employees are in lower paid jobs, i.e. Grades A - C and this is the same across all Council Services. The same is not true when you look at the Teaching grades, where at each pay grade there are more females than males. This is due to the fact that traditionally teaching has always been a predominantly female occupation.

### **Table 10 – Gender Split by LGE Grade**



**LGE Grades**

Gender	Apprentice/Kickstart	Grade A	Grade B	Grade C	G6	G7	G8	G9
Female	24	432	695	1079	85	659	205	94
Male	38	60	255	274	42	209	116	88

	G10	G11	G12	G13	G14	G15	G16	G17	CE/CO
Female	268	64	105	14	34	4	15	0	6
Male	117	29	71	11	23	5	9	1	10

**Table 11 – Gender Split or Teachers****Teaching Grades**

	T01	T02	T03	T04	T05	T06	T07
Female	10	847	4	5	8	135	0
Male	10	186	0	0	4	59	0

	T08	T09	T10	T11	T12	T13	T14
Female	11	0	2	0	5	3	108
Male	2	0	0	0	1	3	32

Tables 12, 13 and 14 Gender split by LGE Grade by Service

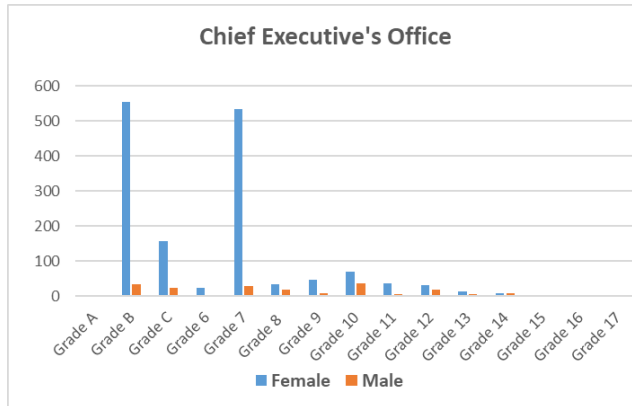


Table 12

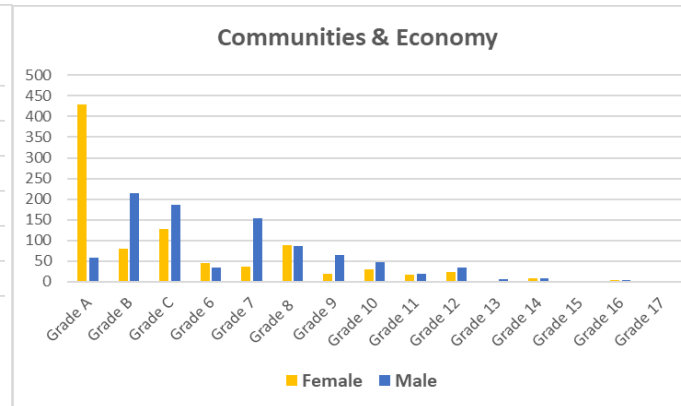


Table 13

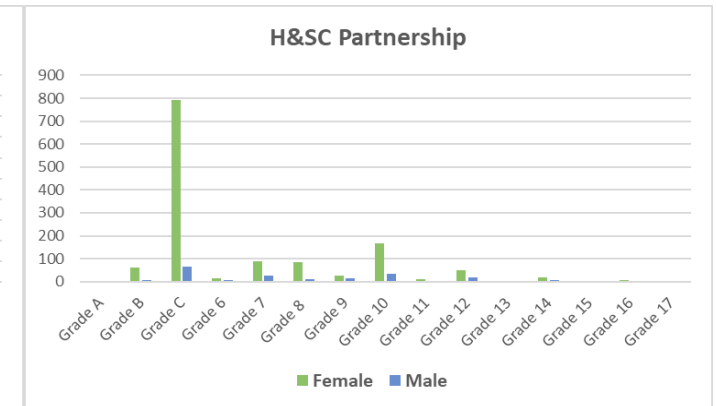


Table 14

Table 15 - Employee Status/Gender split

Status	Chief Executive's Office					Communities & Economy					H&SC Partnership				
	Full Time		Part Time		%	Full Time		Part Time		%	Full Time		Part Time		%
	Female	Male	Female	Male		Female	Male	Female	Male		Female	Male	Female	Male	
Permanent	1492	402	811	44	87%	286	733	565	82	88%	461	124	809	48	94%
Temporary	234	40	131	20	13%	32	139	39	23	12%	43	9	20	12	6%
	1726	442	942	64	3174	318	872	604	105	1899	504	133	829	60	1526

Table 16 – Disability

Chief Executive's Office			Communities & Economy		H&SCP	
Disability	70	2%	58	3%	42	3%
No disability	2835	89%	1732	91%	1382	91%
Unknown	269	8%	109	6%	102	7%
Total	3174		1899		1526	

Overall only 3% of the Council's workforce has stated they have a disability.

Table 17 – Ethnicity

1.6% of our total workforce come from BAME backgrounds, with the picture being the same across all Services.

RACE	Chief Exec's Office		Communities & Economy		H&SC Partnership	
White GB	2803	88%	1771	93%	1408	92%
BAME	64	2%	25	1%	19	1%
Unknown	307	10%	103	5%	99	6%
<b>Total</b>	<b>3174</b>		<b>1899</b>		<b>1526</b>	

### Absence

Table 18 details the absence rates over the last 3 reporting months (April – June 2022) and as at the end of Month 3 (30 June 2022), the absence rate for the Council as a whole was 1.16 days per employee. In line with Council policy, an Absence Review meeting is triggered if an employee's absence exceeds 8 working days in a rolling 12 month period, or 3 spells of absence in a rolling 6 month period, as their absence is regarded as having reached a concerning level.

Accordingly if we were to average the monthly absence rate over the quarter this equates to an average of 1.06 days lost per employee and if we used this figure over the 12 month period this would result in an average of 12.72 days lost per employee, which would be considered a concerning level of absence for the Council overall.

**Table 18 – Absence levels for quarter 1 of current financial year**

Service	WDL Per Employee		
	P1	P2	P3
Chief Executive's Office	0.57	0.88	0.86
Communities & Economy	1.14	1.31	1.52
H&SC Partnership	1.34	1.44	1.38
<b>Total</b>	<b>0.89</b>	<b>1.12</b>	<b>1.16</b>
<b>Avg WDL 1.06</b>			

Table 19 shows the top 5 reasons for absence across each Service area between April and June 2022 and shows that Personal Stress is consistently the number 1 reason for absence, with in excess of 1,000 days lost each month due to this.

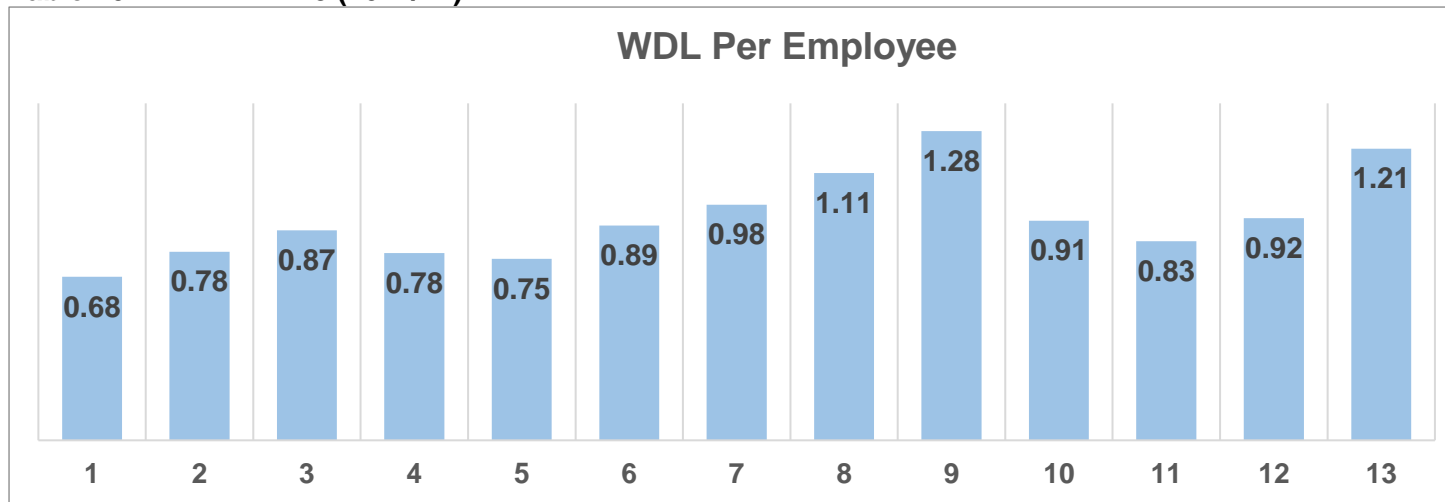
**Table 19 – Top 5 Reasons for Absence over quarter 1 of current financial year**

	Apr-22					May-22					Jun-22			
Top 5 Reasons for Absence	CE Office	H&SCP	H&C	Total	Top 5 Reasons for Absence	CE Office	H&SCP	H&C	Total	Top 5 Reasons for Absence	CE Office	H&SCP	H&C	Total
Stress (Personal)	528.0	394.0	282.0	<b>1,204.0</b>	Stress (Personal)	733.0	465.0	353.0	<b>1,551.0</b>	Stress (Personal)	590.0	481.0	325.0	<b>1,396.0</b>
Musculo Skeletal	190.0	235.0	450.0	<b>875.0</b>	Musculo Skeletal	265.0	268.0	503.0	<b>1,036.0</b>	Musculo Skeletal	333.0	178.0	646.0	<b>1,157.0</b>
Operations/Recovery	140.0	141.0	250.0	<b>531.0</b>	Operations/Recovery	142.0	139.0	193.0	<b>474.0</b>	Operations/Recovery	151.0	103.0	322.0	<b>576.0</b>
Angina/Heart Problem	-	82.0	146.0	<b>228.0</b>	Stomach/Abdominal/Digest	229.0	100.0	72.0	<b>401.0</b>	Stomach/Abdominal/Digest	241.0	79.0	74.0	<b>394.0</b>
Bereavement	47.0	99.0	78.0	<b>224.0</b>	Coronavirus (long covid)	155.0	75.0	115.0	<b>345.0</b>	Angina/Heart Problem	51.0	62.0	244.0	<b>357.0</b>

### Previous Financial Year

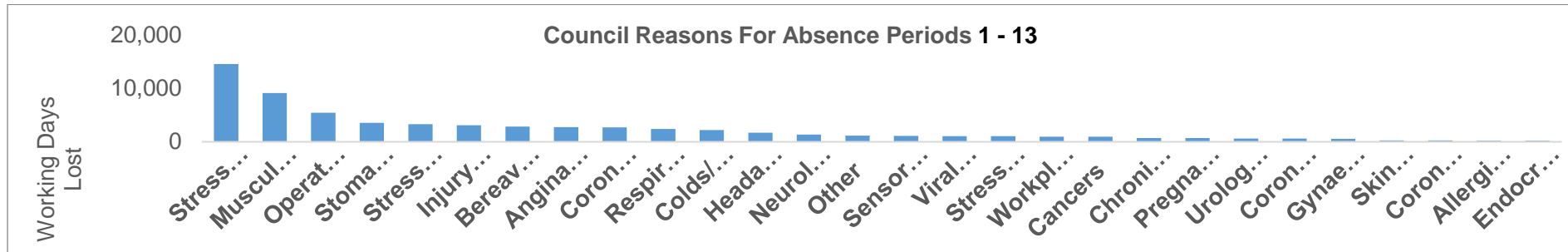
In the previous financial year the Council's absence fluctuated across the year as detailed in the table 20, with an average absence rate across the year of 0.92 days lost per employee per period.

**Table 20 – WDL P1 - 13 (2021/22)**



In addition the top 5 reasons for absence across 2021/22 were Stress Personal (14,602 days lost), Musculo/Skeletal (9,165 days lost), Operations/Recovery (5,475 days lost), Stomach/Abdominal (3,547 days lost) and Stress Work (3,302 days lost) which are detailed in Table 21.

**Table 21 – Reasons for Absence**



Accordingly the picture hasn't changed in terms of the top 3 reasons for absence from last year to this, with Personal Stress being the number 1 reason for absence over the term.