Agenda Item	**9**
Report No	**COM 37/15**

The Highland Council

Community Services Committee
20 August 2015

Community Services Workforce Plan 2015 - 2018

Report by Director of Community Services

Summary

This report sets out a summary of Community Services Workforce Plan for 2015 – 2018.

1.   Background

1.1   Workforce planning is the process that organisations use to make sure they have the right people with the right skills in the right place at the right time. To manage their workforces effectively, organisations need to have up to date information on:

- The number of people they employ to carry out different tasks
- What skills the workforce has and where there are gaps
- What skills and staff will be needed to deliver future services and priorities

1.2   Effective workforce planning will support Community Services to:

- Deliver improved services
- Review how many employees are needed
- Manage employee budgets effectively
- Ensure sufficient and appropriate training is provided
- Cope with variations in supply of and demand for various skills

1.3   At Finance, Housing and Resources Committee on 26 February 2014 it was agreed that a consistent approach to workforce planning should be implemented across all Council Services and presented in a consistent format. It was agreed that these plans should forecast expected staff numbers, skills needs and cost on a basis consistent with the Council's budget planning process and timetables. They should monitor the age of our workforce and prepare for peaks in departures from employees leaving due to retirement.

1.4   The Community Services Workforce Plan has been prepared using the Highland Council six point model. This plan covers the period 2015 – 2018 and will be reviewed as a standing item at Service Senior Management Team meetings and formally reviewed and reported to Committee on an annual basis.

1.5 Six Step Model

1. Environmental and context analysis
2. Future Workforce Profile
3. Current workforce Profile
4. Workforce implications/gap analysis
5. Action Plan
6. Review and evaluation

2. Analysis

2.1 The Service has a total of 1309 employees. The majority of staff in the new Community Services (76%) are part of the Technical and Practical job family as defined within the Job Evaluation Scheme.

2.2 The ratio of managers to employees is 1:33 however this varies across the diverse sections of the Service structure and has been recognised as an area that needs more focused attention within various 'sections' of the Service.

2.3 The latest absence data shows that Community Services absence levels are slightly higher than the Council average of 9.9%. Further analysis as part of Community Services Workforce Planning Action Plan shows that there does not appear to be a significant issue amongst the staff formerly known as APT&C staff, whereas amongst staff who undertake more physically-related work (previous manual workforce) the absence predominately relates to back/sciatica issues which may be in-part related to the age profile of the workforce.

2.4 As part of the WFP Action Plan each Head of Service is actioned to ensure that the Employee Review and Development process is implemented effectively across the whole Service. This will also provide all staff with up-to-date job and person specifications from which the Service can develop a responsive learning and development training plan to meet identified training and budget requirements. This will also ensure staff understand and are able to meet their identified roles and responsibilities in Service delivery.

The main areas of skills development identified through the Services Work Force Planning exercise were in the areas of Communications and Customer Care across the Service and Attendance Management for supervisory and management staff.

2.5 As part of the amalgamation of TECs and HAPs, Community Services developed a Staff Communication and Consultation Plan to outline to staff what they should expect the levels of communication and consultation with them to be like. Within that plan there was a commitment to conduct a staff communication survey to allow staff to identify for Community Services SMT how they feel they wish to be communicated with, and if the current communication vehicles for feeding back thoughts, concerns, issues from staff to management were effective. A summary of this survey is provided in a

separate report to the August Community Services Committee.

2.6   Only 24% (318) of staff within Community Services are younger than 41 years of age. 46% (607) are older than 51 years of age; 10% (139) are older than 61 years of age with (1) member of staff older than 71 years of age. Although there is no compulsory retirement date, with the Community Services workforce having 76% of staff within the Technical and Practical job family it is expected that between now and 2018 (the period covered by this workforce plan) the majority of staff currently 61 and older (10%) will retire. The service also needs to address, through proactive management of health issues, an ageing workforce in relation to the physical requirements of the posts within our Technical and Practical job family.

2.7   Please refer to **Appendix 1** for further details on the points covered above.

3.   Context and Drivers

3.1   Part of the Workforce Planning exercise was to identify the context in which the Service was working. When undertaking a PESTLE (Political; Economic; Social; Technological; Legal and Environmental) exercise it was clear that the Service is operating at present in a mainly Economic environment.   Other critical demands were reflected in a Social context with customer expectations; ageing workforce; and supporting our rural areas with services and employment.

3.2   It is accepted that as part of service delivery within the new Service there could be synergies between different functions resulting in more flexible working across the Service. This would result in a more cost effective and efficient workforce.

3.3   Attendance management issues were identified as a priority. Identifying reasons for high levels of absence in specific sections, working with supervisory and management staff to ensure appropriate processes and protocols were used in supporting staff to be able to attend and deliver their contractual obligations was seen as a key element to increasing productivity. For Community Services, unmanaged attendance issues were leading to a reliance on agency workers resulting in higher costs.

3.4   The Service continues to receive very high demands from communities and Elected Members through enquiries and complaints. This is no surprise given the front-line nature of the services being delivered. A significant change programme is being implemented to ensure that the Service delivers a 'can do' approach, albeit acknowledging the financial constraints we all have to work within. It is acknowledged this involves a significant behavioural and cultural change for some sections within the Service.

3.5   One of the key components of ensuring that staff resources are appropriate to deliver the required service is ensuring that staff work to their current job evaluated job and person specifications. It was felt that there were a group of staff at middle management level who were not operating at the appropriate

supervisory, first line management level which affects productivity and efficiency of teams within the service and that if this was appropriately performance managed the change in service deliverables and staffing management would be evident.

3.6   The Service will continue to identify where ICT can be used more effectively to assist mobile working.

3.7   There are posts within the Service that have proven difficult to recruit to e.g. Engineers, mechanics and drivers. We will need to develop strategies for dealing with these issues, including cross-service solutions and growing our own.

4.   Workforce Strategies

4.1   <u>Attraction and Selection</u>

A review of the Service structure along with the pressure to achieve budget savings has resulted in a proactive management review to reduce, where appropriate, agency workers. With the integration of two services (TECS and H&P) there has been an active approach to establish and promote general operational management as a positive career progression. Again as a result of integration and workforce planning it was identified that there was a need to reduce duplication across post titles to affect synergies in delivery roles as well as providing up-to-date job and person specifications so that staff understood and were capable of performing the role required of them. This has also introduced the need for more active performance management to ensure the Service has the right people in the right posts.   Within Environmental Health, for example, there is a developed career path to enable appropriately qualified individuals to undertake and complete their training as Environmental Health Officers for succession planning.

4.2   <u>Learning and Development</u>

Through the Workforce Planning Action Plan, the Service has established a clear remit to provide proactive learning and development programmes for key roles within the Service related to first line supervisory management. Of particular importance are communication skills and skills needed to effectively manage attendance and performance.   Other necessary skills include supporting staff to develop a 'can do' approach and communication skills to reflect culture change in meeting service requirements in a positive way.

When job and person specifications have been reviewed and updated the Service has taken the opportunity through workshops to provide a focus on role changes – and provide initial samples of new skills that may be required to fulfil revised role requirements. With the development of the Assistant Area Manager role, a full role development in relation to operational management was developed by the Learning and Development section in conjunction with the Service. Each Assistant Area Manager is required to undergo the training identified for the role within an agreed time period aligning this to their

individual ERD. The Workforce Planning Action Plan requires that every member of staff within Community Services is given an Employee Review and Development plan on a yearly basis.

4.3   Employee Engagement

With the amalgamation of the Services in 2014 the Director and Senior Management Team established a defined protocol for communication to support the integration of services. A Consultation and Communication Plan was devised and communicated to all members of staff. The objective of the plan is to support the management of change for staff and to minimise misunderstanding and misinformation.   It provides detail of methods of communication that staff and Trade Unions can and should expect by management and seeks staff views on preferred methods of communication and consultation.

In March 2014, the first Newsletter communicated a commitment by the Director to make regular area visits to hear what staff had to say about service delivery and ways of working. The first visits were completed in April/May 2014 with the second round carried out in Nov/Dec 2014.

A regular Newsletter was also instigated with issue number 4 shared with staff in August 2015.

4.4   Succession Planning

As part of the workforce planning data, the Service age profile raises several areas of succession planning that need to be addressed.

As the largest job family within Community Services is Technical and Practical (468 staff within the 51 – 60 year old age groups) there is a risk of increased ill health and absence management issues in the future due to physical wear and tear. With the need for the Service to develop a more flexible approach to service delivery, synergies are being identified within the workforce relating to skills, abilities and knowledge which will allow us to adopt a more proactive approach and work with Trade Unions and Health Safety and Welfare colleagues to look at reducing the elements of wear and tear on front line staff whilst utilising experience and knowledge to provide a more flexible approach to customer service delivery options.

Within Environmental Health there is already in place an approved Student Environmental Health policy to ensure qualified EHO's are being developed in-house. The policy provides options for graduates and in-house technical staff to undergo professional training.   There is currently 1 graduate hoping to complete their professional exams in November 2015 with two scientific officers currently undergoing EHO distance learning provision.

Age of managers within the Service shows 8 within 61-70 age range therefore the Service has and will continue to ensure that current members of staff will

be developed through Employee Review and Development for future vacancies created through retirement.

4.5   Staffing Budget Realisation

With the current saving targets identified and communicated by the Chief Executive it is clear that new targets will have a significant impact on how the Service delivers its front-line services which in turn will affect and have an impact on our staffing budgets. Vacancy management has been used very successfully to help meet our 2014/15 budget targets and we will continue to apply due diligence in this area to help manage our targets for 2015/16.

The fact the Service has an ageing workforce (138 employees within 61-70 age range) may help realise some of our future budget requirements through natural turnover.

Based on previously agreed budget savings figures, Community Services has had to reduce by 42 FTE in the next four years in order to meet the current budget targets. However, this does not take into consideration the revised budget gap and staff budgets that will have to be revisited in 2015/16 for future years.

Please refer to **Appendix 2** for further detail regarding planned workforce reduction required to accommodate staffing budget realisation.

5.   **Workforce Actions**

5.1   Please refer to **Appendix 3** for our detailed Workforce Action Plan, as previously agreed by Community Services Committee on 5 February 2015.

In summary to ensure that the Service will have the most appropriate and effective staffing establishment to meet the needs of Community Services delivery plan, the following actions are proposed:

- Create a diverse, multi-skilled and flexible workforce by identifying synergies identified as a result of service integration;
- That each member of staff has an Employee Review and Development meeting with their line manager to ensure there is clear understanding of role responsibility and output and that training is available to enable effective delivery of their role;.
- Place greater emphasis on customer care;
- Develop and promote a 'can do' attitude and approach;
- Improve management of attendance to ensure all staff feel that their health, safety and welfare is paramount to meeting service delivery commitments;
- Develop and promote a partnership approach to working with Trade Unions in the development of the integrated service to meet objectives of Community Services; and
- Review staffing levels and skills through a structured review that is

appropriate to delivery of agreed services

5.2   A Learning and Development Action Plan is detailed at **Appendix 4** that supports the development of skills needed to implement the workforce development actions and ensure that the Service can develop a more flexible approach to service delivery.

6.   Implications

6.1   Resource
The Council's policy is to avoid compulsory redundancies wherever possible and this should be achievable but the process of adjustment could involve one-off costs arising from voluntary severance.

Risk
The Service will prioritise actions that control risk and raise any issue required within the corporate risk register.

Legal
The Service will look to comply with all statutory responsibilities.

There are no other known Equalities, Climate Change/Carbon Clever, Gaelic or Rural implications arising from this report.
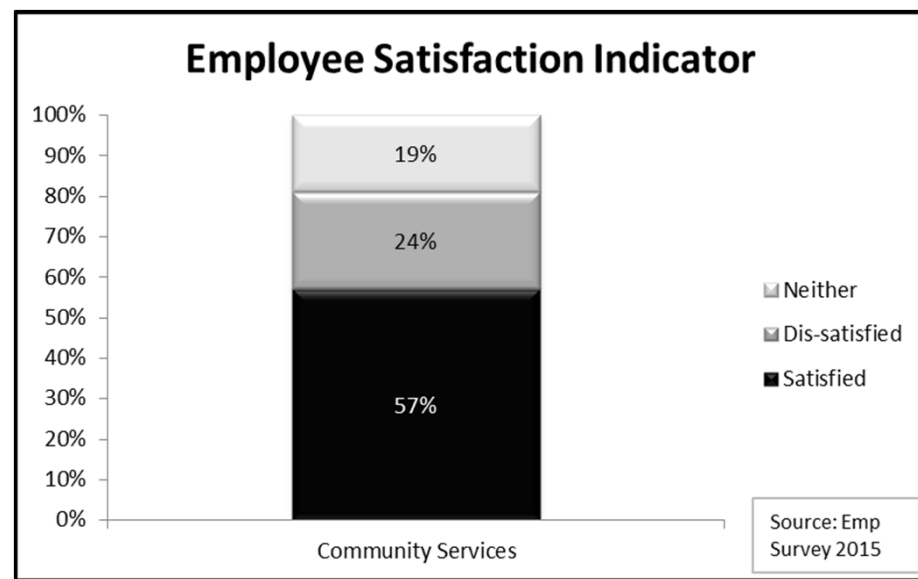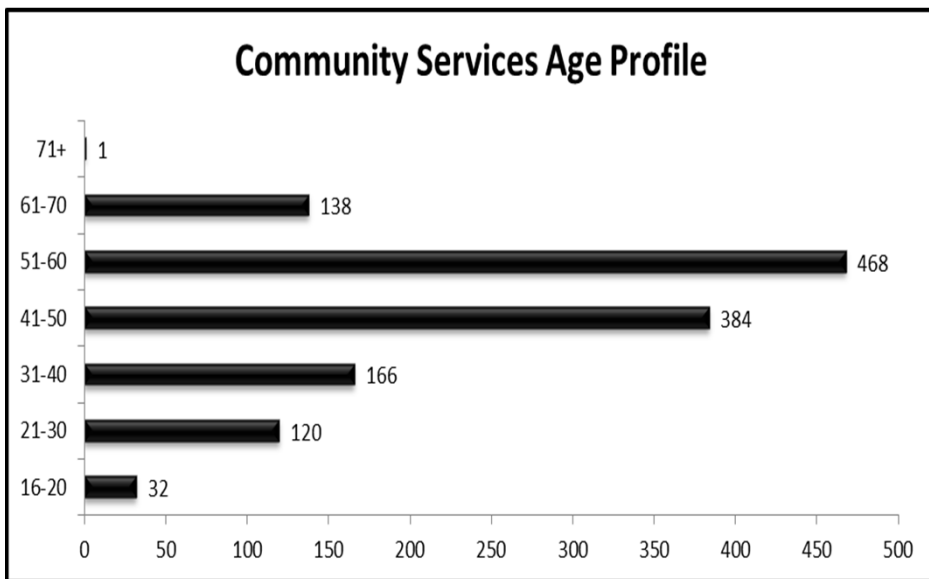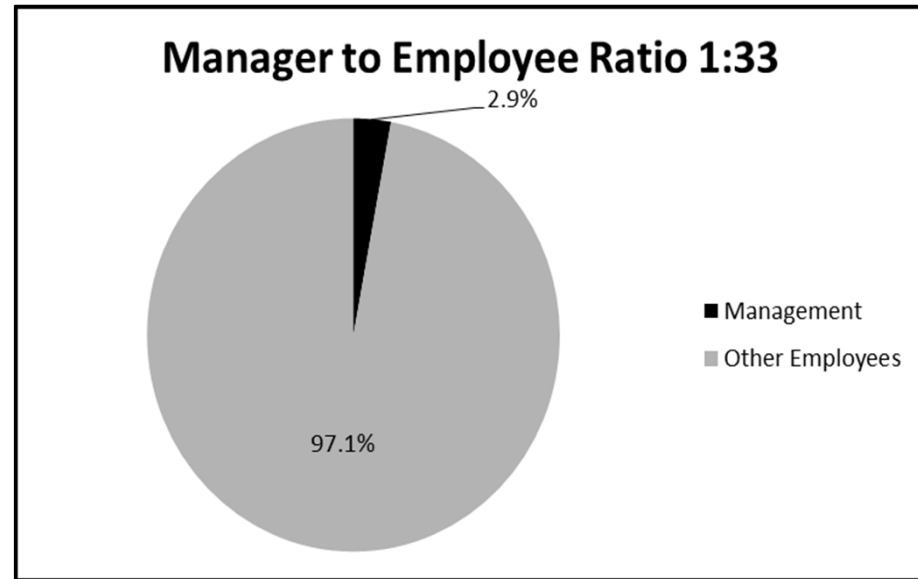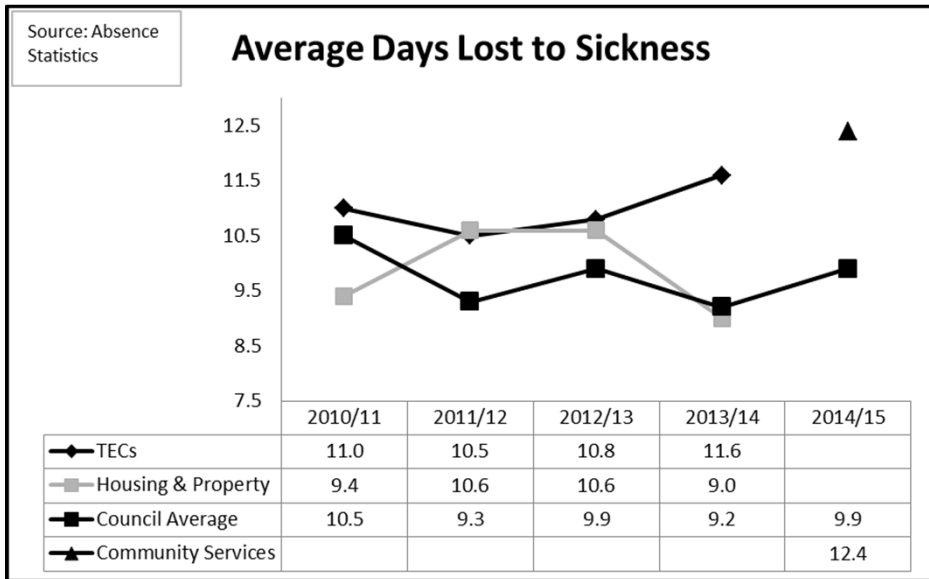

Recommendation

Members are invited to note the Community Services Workforce Plan for 2015-2018.
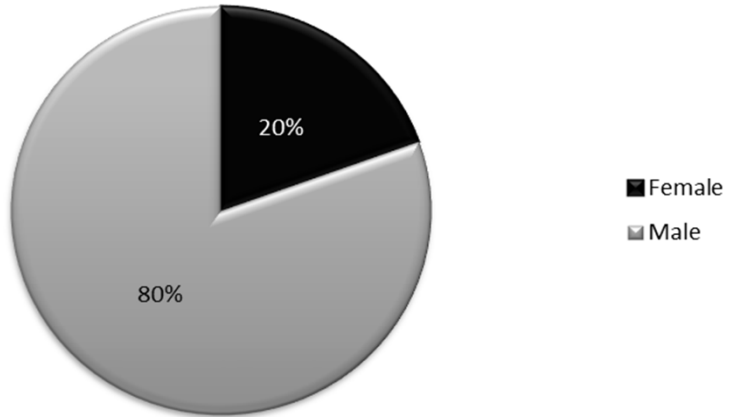

Designation: Director of Community Services

Author: Kateryna Zoryk, HR Business Partner
                      William Gilfillan, Director

Date: 30 July 2015

Average Days Lost to Sickness

Source: Absence Statistics

	2010/11	2011/12	2012/13	2013/14	2014/15
TECs	11.0	10.5	10.8	11.6	
Housing & Property	9.4	10.6	10.6	9.0	
Council Average	10.5	9.3	9.9	9.2	9.9
Community Services					12.4

Manager to Employee Ratio 1:33

- 2.9% Management
- 97.1% Other Employees

Community Services Age Profile

Age	Count
71+	1
61-70	138
51-60	468
41-50	384
31-40	166
21-30	120
16-20	32

Employee Satisfaction Indicator

- Neither: 19%
- Dis-satisfied: 24%
- Satisfied: 57%

Community Services

Source: Emp Survey 2015

Gender Split

20%

80%

Female
Male

Community Services

	2014/15	2015/16	2016/17	2017/18	2018/19
Planned Workforce (FTE)	1309	1286.0	1269	1268	1267
Planned Change (FTE)		-23	-17	-1	-1

Workforce FTE

1400
1200
1000
800
600
400
200
0

Source: Service Staffing Budget 2014/15

WORKFORCE ACTION PLAN – COMMUNITY SERVICES

Issue/ Need	Actions	Outcomes	Service Lead	Timeline
1. Review staffing levels and skills required to deliver Service and section responsibilities (in conjunction with 2 and 3)	1. Review roles and responsibilities 2. Confirm resource needs and review section structure plans for approval	1. Prioritise roles for review in each section as a result of WFP updating job and person specification as required 2. Structure changes to reflect WFP outcome to be approved at CS Committee	Each member of SMT	By Dec 2015 To CS Committee as appropriate by August 2016
2. Create a diverse, multi-skilled and flexible workforce	1. Identify potential synergies and review job families within and across each section (utilise work already done within the Service)	Produce options paper for discussion and development at SMT and TU meetings	Tina Luxton and Caroline Campbell	Sept 2015
3. Develop competent and well trained staff	1. Develop a performance management strategic programme for the Service that includes (a) an effective implementation of the ERD process and (b) a review of job and person specifications where appropriate and relevant to ensure roles are meeting Service needs 2. Implement the programme established with Business Support and Learning & Development (L&D) that records all relevant training and reviews as a result of performance management.	Have ERD framework established with central monitoring system to achieve 90 %(?) completion of ERD review meeting for all CS staff. Learning and Development training plan established for the service with training budget savings of 20% (?)	Colin Clark and Tracey Urry Each member of SMT	December 2015 March 2016

4. Promote and champion a 'can do' culture throughout the Service	1. Employee engagement work with L&D to develop a training programme for front-line staff and managers that enables culture change 2. Empower staff (through training, one-to-one meets, team meets, toolbox talks and ERDS) to take decisions that deliver responsive and timely services to communities within budget. 3. Through skills and technique development, support staff to say 'no' where appropriate	Training and communication strategy developed to effect culture change in customer service delivery. 2nd Employee questionnaire on communication and culture change	William Gilfillan Each member of SMT	Aug 2015 December 2015
5. Place a greater emphasis on communications and customer care	1. Specific training workshop for all front-line staff and managers 2. Establish officer(s) in each section as the key link(s) with communities and Members 3. Develop protocols with the Service Centre that improve responsiveness at first point of contact for the public	1. Framework agreed and named officers established as key links with communities and members 2. Action plan developed with service centre to improve responsiveness to CS demands, enquiries/complaints etc. 3. %age reduction in numbers of complaints received through CRM/Laggan by CS	Caroline Campbell and Richard Evans	Aug 2015 March 2016 Nov Comm 2015
6. Improve business and pr awareness	1. Work with PR and L&D to instigate an internal/ external marketing and communications programme	Community Services Marketing and PR programme	David Goldie	Presented to Nov 2015 CS Committee
7. Improve Attendance Management	1. Identify areas/ sections of high absence relative to any underlying issues e.g. under resourcing, lack of training etc. 2. Provide specific training for all supervisory/ management staff (corporate project) to effect changes in the establishment of proactive management of attendance	Reduction of CS absence rate by X % (or each section to improve their attendance mgmt. by x%) Delivery of attendance mgmt. presentations (using HR support)	Colin Clark and Cameron Kemp	January 2016 August 2015

		to each area/section front line mgmt. teams		
8. Improve ICT to enable better service delivery	1. Roll out use of mobile technology across the Service, where appropriate	Identify £X's efficiency savings (in relation to delivery time and cost) in relation to use of IT	Caroline Campbell and Richard Evans	Proposals to CS Nov Committee
9. Develop and promote a partnership approach with our Trade Unions	1. Formally raise with TUs to gain agreement of definition and what it means in practice 2. Roll out the Council's draft model of Partnership Working with TUs for our Service	Produce service agreement with TU in relation to communication, consultation and working together to meet service objectives	William Gilfillan and Campbell Stewart	June 2015

Appendix 4   Community Services - Learning and Development Action Plan

Job Family	Subject Area	Statutory/ Mandatory? Y/N	Training Requirement	Target Date	Participants/ Staff Group & numbers	Cost implication or actual cost (if known) High (large numbers of participants/ large impact on budget) Medium impact Low (small numbers/ already budgeted for)
Management	H&S; Legislation and Policy; Business Change; Management Development; Staff Engagement; Personal and Professional Development	N	2 year programme - performance and competence based	July 2017	12	Low
Management; Professional and Specialist; Technical and Practical	Health and Safety	Y	Management of H&S; a new H&S Training Plan for the Service	April 2018	All staff	High
Professional and Specialist	Post Graduate training	y	To meet Environmental Health Regulation requirements	December 2019	3	Low
Professional and Specialist	Professional skill gaps	N	Develop in-house skills e.g. Graduate Engineer recruitment (work closely with D&I)	April 2019	20	High
Management; Technical and Practical	Management Development; Staff Engagement; Personal and Professional Development	N	Focusing on attendance and performance management	July 2016	20 (HC 8 and HC9)	Medium

Appendix 4   Community Services - Learning and Development Action Plan

Management; Technical and Practical	Management Development	N	Effective implementation of the ERD process	December 2016	100 (HC8 and above)	Medium
Technical and Practical; Professional and Specialist; Management; Business Support	Business Change; Staff Engagement	N	Specific and appropriate to staff group remit – *effect culture change and 'can do' approach *empowering staff to take decisions that deliver responsive and timely services to communities within budget	July 2017	All staff	Medium
Management; Technical and Practical; Professional and Specialist	Business Change; Staff Engagement; Personal and Professional Development	N	Specific and appropriate to staff group - in-house training developed to focus on communication and customer care	December 2016	All staff	Medium
Management; Business Support; Professional and Specialist; Technical and Practical	Business Change; Personal and Professional Development	N	ICT training appropriate to service delivery implementation and role (including mobile service delivery)	December 2016	300	Medium
Technical and Practical	Business change; Personal and Professional development	N	As a result of synergies in job roles, training may be required for staff to meet requirements of service delivery	December 2016	100	Low