The Highland Council

Planning, Development and Infrastructure Committee
19 August 2015

Agenda Item	**9**
Report No	**PDI/ 47/15**

Development and Infrastructure Service Workforce Plan 2015-2019

Report by Director of Development and Infrastructure

Summary

This report sets out a summary of the Development and Infrastructure Service Workforce Plan for 2015 – 2019.

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 that they employ to carry out different tasks;
- what skills the workforce has and where there are gaps; and
- what skills and staff will be needed to delivery future services and priorities

1.2 Effective workforce planning will support the Development and Infrastructure Service to:

- deliver improved services;
- review how many employees are needed;
- manage employee budgets effectively;
- ensure sufficient and appropriate training is provided; and
- cope with variations in supply of and demand for various skills.

1.3 At the 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 Development and Infrastructure Workforce Plan has been prepared using the Highland Council six step model. This plan covers the period 2015 – 2019 and will be reviewed on an annual basis by the Service management team, supported by the HR Business Partner.

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 390 FTE employees. The majority of staff in the Development and Infrastructure Service are part of the Professional and Specialist job family.

2.2 The ratio of managers to employees in the Service is 1:18. Management ratio details the average number of employees per manager.

2.3 The latest absence data shows that Development and Infrastructure's absence level is lower than the council average and is currently sitting at 7.6% against the Council average of 9.9%

2.4 The main skills the Service is looking to develop are Management/Leadership skills and Professional skills development e.g. engineers. Please refer to **Appendix 3** for further details on the Learning and Development plan.

2.5 Employee Engagement: the 2012 Employee Survey showed that 59% (Housing and Property) and 68% (Planning and Development) of the respondents were satisfied with their job, 21% (Housing and Property) and 20% (Planning and Development) were dissatisfied and 20% (Housing and Property) and 12% (Planning and Development) were neither satisfied nor dissatisfied. The results of the Employee Survey 2015 show a positive development for the new Development and Infrastructure Service: 72% of the respondents are satisfied with their present job and 13% is unsatisfied.

2.6 Development and Infrastructure remains a Service with a predominately male workforce, and future planning is to look at increasing the number of females in posts.

2.7 The latest age profile data for Development and Infrastructure shows that:

- 126 employees are younger than 41
- 121 employees are between 41 to 50
- 162 employees are older than 51, including 37 employees older than 61

Although there is no longer a compulsory retirement date, it is expected that between now and 2019 – the period covered by this workforce plan – the majority of the members of staff currently 61 or older will retire.

2.8 Please refer to **Appendix 1** were further details on the points covered above are displayed.

3. Context and Drivers

3.1 Customer requirements are changing. Members of the public expect more on-line services, but not exclusively. Face-to-face services will continue to be required. Customers – external and internal – are becoming more demanding and this creates pressures in a time where staffing levels are decreasing. The Service acknowledges that clear communication about realistic time scales is critical in managing customer relationships.

3.2 As explained at 2.7, changes in the current workforce are expected. Therefore the Service will have to develop a succession planning strategy to ensure key skills are not lost and allow the service to continue to meet key service targets.

3.3 The Service will need to identify where ICT can be used more effectively to assist mobile working e.g. the e-Building Standards Project.

3.4 Budget pressures will force the Service to reduce agency and external consultancy staff. Solutions will include creating temporary posts, introducing graduate schemes and developing in house skills e.g. graduate engineer recruitment.

3.5 Drivers for change regarding staff include the age profile of our current staff, number of management posts, organisational structure, training needs, having the right people in the right place and encouraging cross service working relationships. There are posts within the Service which have proven difficult to recruit, for example engineers are particularly difficult to fill.

4. Workforce Strategies

4.1 <u>Attraction and Selection</u>
Through reviewing the Service structure the Service endeavours to minimise the need for agency workers and to create temporary and relief posts instead. The Service is also looking to find a balance between less (management) layers but still being able to offer career progression.

4.2 <u>Learning and Development</u>
The Service is aiming to develop their members of staff to become more broadly skilled in order to reduce the risks attached to having single points of expertise. Learning and Development of current staff will also link in with the Service's Succession Planning. Due to the ageing workforce, a significant group of staff will leave the organisation and this creates a loss of knowledge and skills. The management team agreed that Learning and Development should not only focus on technical skills but also on behaviours and competencies.

4.3 Employee Engagement

Following the 2012 Employee Survey, several actions were taken, including the implementation of the Employee Forum and the Service Newsletter and the outcome of the 2015 Employee Survey shows that these actions have had a positive effect on the Employee Engagement. The 2015 Employee Survey will lead to a new action plan with input from our employees.

4.4 Succession Planning

The Service appreciates that Succession Planning is a priority, based on the age profile of our workforce. The first step is to identify the single points of expertise and to ensure that knowledge and experience will be shared before the employee leaves the Service. The Service will also review the possibility to develop current members of staff to prepare them for future vacancies which will be created by members of staff leaving the Service due to retirement.

4.5 Staffing Budget Savings Realisation

The Highland Council saving targets will have a significant impact on the staffing budgets. In the previous and current financial years, the staffing budget savings were met by vacancy management. The fact that we have an ageing workforce is a risk but it can also be perceived as an opportunity to realise future staffing budget savings through natural turnover. Based on previously agreed budget saving figures, the Development and Infrastructure Service had to reduce 15 FTE in the next four years in order to meet the budget targets. However, this does not take into consideration the revised budget gap and staff budgets which will have to be revisited in 2015/16 for future years.

5. Workforce Actions

5.1 Please refer to **Appendix 4** for a detailed Workforce Action Plan. In summary, to ensure that the Service will have the appropriate Workforce in future taking in consideration the staffing budget cuts, the following actions are proposed:

- focus on graduate recruitment and developing in house skills;
- better promotion of the Highland Council as organisation to gain an exceptional experience and the Highlands as a good place to live and work;
- identify and deliver secondment opportunities across the service to develop staff where promotion opportunities may be limited;
- look at commonality across teams e.g. with procurement;
- upskill staff where this is more cost effective than engaging consultants
- review structure;
- increase number of women in promoted posts. Remove perceived or actual barriers prohibiting applications from women. Refer issue to employee forum to address; and
- identify where ICT can be used more effectively to assist mobile working

6. Resource, Legal, Equalities, Climate Change/Carbon Clever, Risk, Rural and Gaelic Implications

6.1 There are no direct resource, legal, equality, climate change/Carbon Clever, risk, rural or Gaelic implications directly arising from this report.

Recommendations

Members are asked to agree the Development and Infrastructure Service Workforce Plan 2015 – 2019.

Designation: Director of Development and Infrastructure

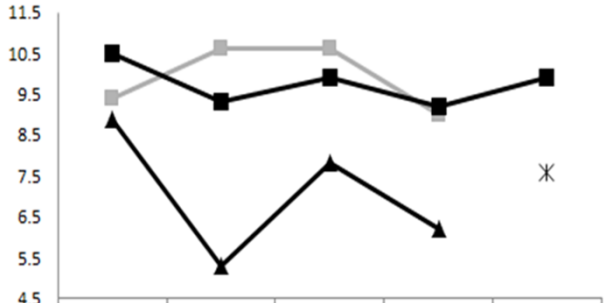
Author: Ailsa Mackay, Service Support Manager

Date: 31 July 2015

Development & Infrastructure Workforce Planning Dashboard **Appendix 1**

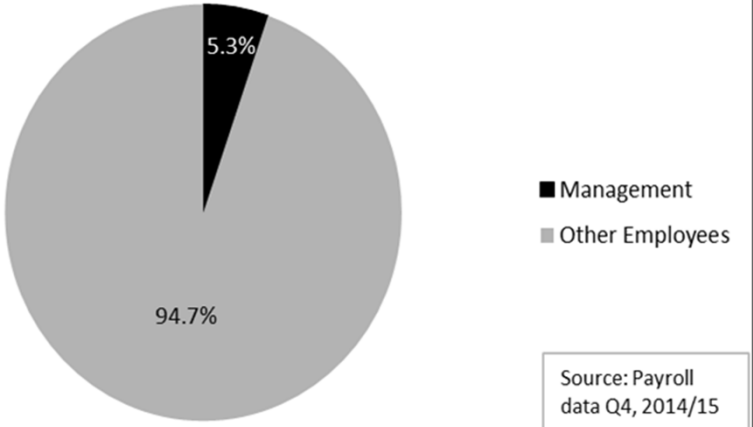
Source: Absence Statistics

Average Days Lost to Sickness



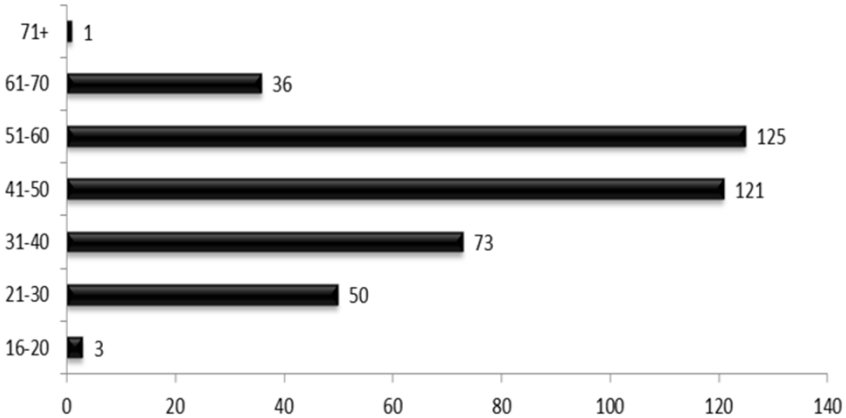
	2010/11	2011/12	2012/13	2013/14	2014/15
Housing & Property	9.4	10.6	10.6	9.0	
Planning & Development	8.9	5.3	7.8	6.2	
Council Average	10.5	9.3	9.9	9.2	9.9
Development & Infrastructure					7.6

Manager to Employee Ratio 1:18

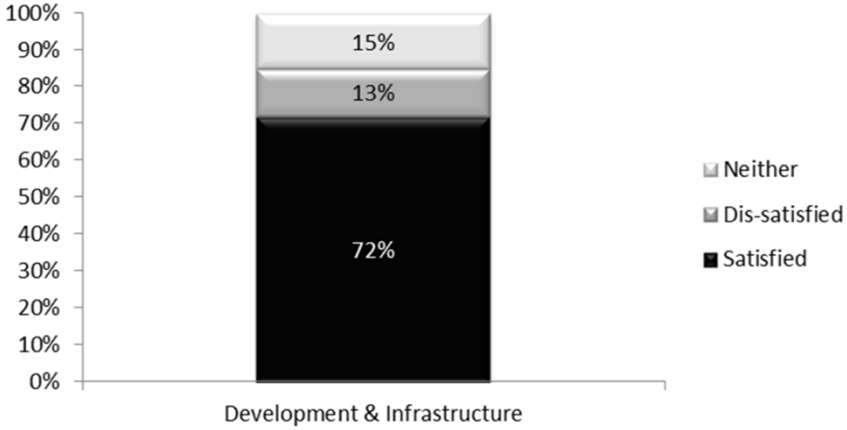


Source: Payroll data Q4, 2014/15

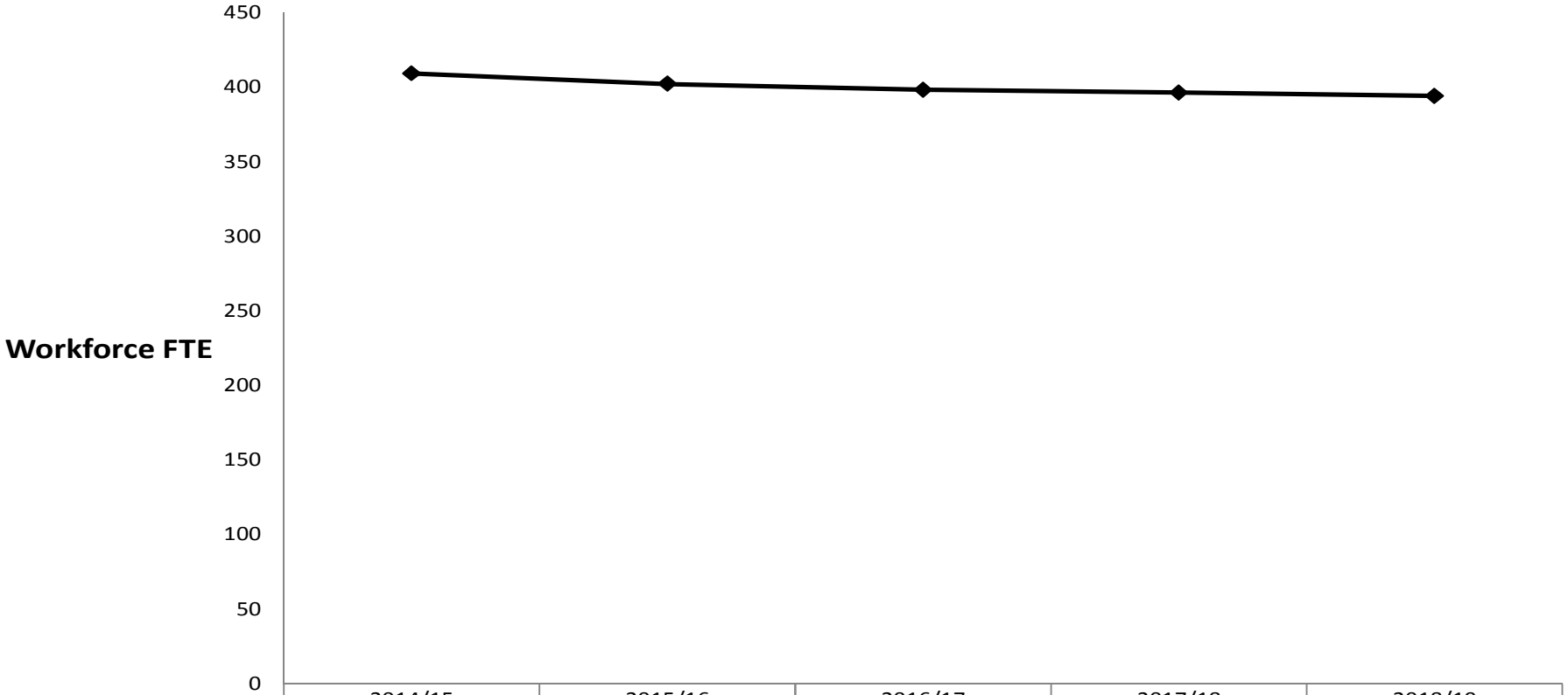
Development & Infrastructure Age Profile



Employee Satisfaction Indicator



Workforce Sizing **Appendix 2**



	2014/15	2015/16	2016/17	2017/18	2018/19
Planned Workforce (FTE)	409	402.0	398	396	394
Planned Change (FTE)		-7	-4	-2	-2

Development & Infrastructure Learning and Development plan

Appendix 3

Job Family e.g. Technical, Personal care, Business support, Community, Professional or Management	**Subject Area** e.g. Health & Safety, Legislation & Policy, Business Change, Management Development., Values – staff engagement, Personal & Professional development	**Is this a Statutory or mandatory requirement?** Y/N	**Training Requirement** e.g. performance management , financial management, manual handling	**Target Date** e.g. April 2015	**Participants / Staff Group & numbers** e.g. managers x10, drivers x5, all x100	**Cost implication or actual cost (if known)** **High** (large number of participants/ large impact on budget, **Medium** impact or **Low** (small numbers / already budgeted for) or actual cost e.g. 2 days x 500 = £1000
Management	Management development	N	- Leadership development programme. - Management modules	April 2017	50	Low
Management	Values/behaviours	N	Leadership development workshops	April 2018	50	Low
Management	Business change	N	- Change management - Project management	April 2017	25	Low/medium

Job Family e.g. Technical, Personal care, Business support, Community, Professional or Management	**Subject Area** e.g. Health & Safety, Legislation & Policy, Business Change, Management Development., Values – staff engagement, Personal & Professional development	**Is this a Statutory or mandatory requirement?** Y/N	**Training Requirement** e.g. performance management , financial management, manual handling	**Target Date** e.g. April 2015	**Participants / Staff Group & numbers** e.g. managers x10, drivers x5, all x100	**Cost implication or actual cost (if known)** **High** (large number of participants/ large impact on budget, **Medium** impact or **Low** (small numbers / already budgeted for) or actual cost e.g. 2 days x 500 = £1000
Management	Health and Safety	Y	Management of Health and Safety	April 2018	50	Medium
Professional	Professional skill gaps	N	Develop in house skills Graduate Engineer Recruitment	April 2019	25	High
Professional	Professional updating and development	N	As appropriate for service	April 2019	50	Medium
Professional	Personal & Professional Development	N	Secondments	April 2019	25	Low

Job Family e.g. Technical, Personal care, Business support, Community, Professional or Management	**Subject Area** e.g. Health & Safety, Legislation & Policy, Business Change, Management Development., Values – staff engagement, Personal & Professional development	**Is this a Statutory or mandatory requirement?** Y/N	**Training Requirement** e.g. performance management , financial management, manual handling	**Target Date** e.g. April 2015	**Participants / Staff Group & numbers** e.g. managers x10, drivers x5, all x100	**Cost implication or actual cost (if known)** **High** (large number of participants/ large impact on budget, **Medium** impact or **Low** (small numbers / already budgeted for) or actual cost e.g. 2 days x 500 = £1000
Customer Services	Service Delivery	N	Customer Service skills and development	April 2018	25	Medium

Development & Infrastructure Service Action Plan **Appendix 4**

Workforce Action Plan

Issue/Need	Action	Outcomes	Lead	Timescale (could be short term e.g. 6 months or long term changes e.g. 4 years)
Strategy to attract difficult to recruit staff e.g. engineers, designers	Focus on graduate recruitment and develop in house skills. Better promotion of the Highland Council as organisation to gain experience and good place to live and work	Attract increase interest in vacancies/training opportunities and appointment	Finlay MacDonald & Colin Howell	April 2019
Flatter structure offer fewer opportunities for promotion. There is a need to offer opportunities to develop experience across service disciplines.	Identify and deliver secondment opportunities across the service to develop staff where promotional opportunities may be limited	Increase secondments. Increasing ration of managers to employees and offering development opportunities for staff.	George Hamilton	April 2018
Lower tasks being done at higher level	Look at commonality across teams e.g. where appropriate tasks should be undertaken e.g. procurement tasks?	Consistent approach to undertake administrative duties.	Finlay MacDonald/Colin Howell	April 2016

Issue/Need	Action	Outcomes	Lead	Timescale (could be short term e.g. 6 months or long term changes e.g. 4 years)
Gaps have been identified in key skills across the service e.g. costs relating to external consultants used to fill these gaps	Upskill staff where this is more cost effective than engaging consultants Develop in-house skills to fill these gaps.	Reduced use of external consultants and costs. Multi-skilled workforce with reduced reliance on consultants.	Malcolm MacLeod	April 2017
High percentage of experienced staff due to retire within 3 years	Develop a succession planning strategy.	Existing workforce can continue to deliver service level required through effective succession planning.	Stuart Black	April 2017
Gender imbalance – ratio of females to males in promoted posts	Increase number of females in promoted posts. Remove perceived or actual barriers prohibiting female applicants. Refer issue to employee forum to address.	Increase number of woman in management positions.	Stuart Black	April 2019
Promote better ways of mobile working	Identify where ICT can be used more effectively to assist site working	Improve efficiency, output and service delivery to customers	Malcolm MacLeod	April 2018