

Agenda Item	15.
Report No	PEO 37/17

## HIGHLAND COUNCIL

**Committee:** People

**Date:** 19 October 2017

**Report Title:** Care and Learning Service Workforce Plan 2017 – 2021

**Report By:** Director of Care and Learning

### **1. Purpose/Executive Summary**

1.1 This report sets out a summary of the Care and Learning Service Workforce Plan for 2017 – 2021.

### **2. Recommendations**

2.1 Members are asked to:

- i. Agree to endorse the Care and Learning Service Workforce Plan 2017 - 2021

### 3. Background

- 3.1 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. A consistent approach to workforce planning is being implemented across all Council Services, and presented in a consistent format, reflecting the design principles attached at **Appendix 1**.
- 3.2 Workforce plans were last presented by services in Autumn 2015. Since then, workforce requirements have been directly affected by budget cuts and staff reductions. Continuing developments in service delivery, including regarding the management of schools programme, ELC expansion and Council redesign, emphasises that workforce planning is a strategic priority. The overall aim is to produce a Corporate level Workforce Strategy by the end of October 2017. To inform the corporate requirement, service level workforce plans should, wherever possible take account of opportunities across the Services.
- 3.3 Effective workforce planning will support the Service 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
- 3.4 The Care and Learning Service Workforce Plan continues to develop, on the basis of the Highland Council six point model, attached as **Appendix 2**. The plan covers the period from 2017 – 2021 and is intended to cover a rolling period of 4 years, monitored by the Service Directorate and reported on annually to the People Committee.

### 4. Context and Environment

- 4.1 The Care and Learning Service is probably the Service within the Council that is most affected by the demographics of the Highland Council. The Service has to deal with significant challenges to recruit and retain staff - there are basically not enough qualified people in the Highlands to fill a number of professional roles. On top of that there are particularly difficult to fill posts within rural communities. At the moment, it is uncertain how Brexit will affect staffing levels, skills shortage and recruitment.
- 4.2 There could also be changes in the future regarding Education Governance, albeit it remains unclear how this impact on the role of the Local Authority.
- 4.3 The Highland Council is facing a projected saving target of £30 million for each of the next five years. At the same time, there are increased pressures on the quality agenda and service delivery – for example, increased Early Learning and Childcare provision, and new duties and responsibilities in The Children and Young People Act.
- 4.4 Greater partnership working is envisaged between local and national government, with NHS Highland and within the Northern Alliance - and also with staff, unions, parents and service users.
- 4.5 The benefits available from the better use of technology, including the roll-out of chrome books within schools, needs to be taken account of with regard to opportunities for the workforce. The Service can also seek to use technology more

effectively to improve communications, and reduce the time and cost of staff travel.

## **5. Future workforce profile**

- 5.1 A recruitment strategy is essential.
- 5.2 Forward planning needs to take account of demographic changes, and population shifts within the authority, for example with regarding provision for schools and health visitors. It is also recognised that the Council has an aging workforce, with a substantial outflow of experienced staff in the next five to 10 years. A specific challenge is the increase in Early Years Provision from 600 to 1140 hours per child, involving significantly more jobs by 2020, as set out in the Delivery Plan. But a recruitment strategy alone is not enough, retention strategy and succession planning is just as important.
- 5.3 The context and environment analysis shows significant changes in the foreseeable future which the Service will have to deal with. For that reason the Service wants to invest in Management and Leadership development. Managers and Head Teachers must be empowered to lead change and make decisions at a lower level.
- 5.4 The Service structure has to be efficient and affordable, and continue to support integration. It is likely that future budget reductions will force a further review of existing structures.
- 5.5 The need for an agile workforce is identified, including a rationalisation of number of job roles to create more flexibility across different teams.
- 5.6 There is a requirement for solid workforce data, including establishment, vacancies and sickness absence. This will enable the Service to manage staffing budgets proactively but also to put effective attendance management in place. Data is presently collated in several different systems causing duplication, but also not enabling us to achieve the full benefit from the information that is available.

## **6. Current workforce profile**

- 6.1 The Care and Learning Service has a total of ca 6200 employees and 4872 FTE. This is significantly less than in 2015, when the workforce planning report showed a total of 7,250 employees and ca 5.500 FTE. The main reason for this reduction was the transfer of CCFM staff to the Development and Infrastructure Service in April 2017, and around 100 people left the Service under the Voluntary Redundancy Scheme in 2016.
- 6.2 Absence data from the last three years confirms a negative trend. In 2014/2015, the average absence for the Service was 7.6 days per person per year. In 2015/2016, teaching staff had an average of 6.8 days and non-teaching staff 9.1 days absence per year. This went up in 2016/2017: teaching staff were absent 6.8 days and non-teaching staff were absent 11.5 days average per year. The main reason for sickness absence is work related stress, and it is recognized that the work pressures across the Service continue to be high, impacting on staff wellbeing.
- 6.3 Currently, 2000 employees (32%) in the Service are younger than 41 years of age. 2439 employees (39%) are 51 years or older. Figures show that the majority of teachers retire around the age of 60 and with ca 1060 teaching staff over 51 years, the Service will have to prepare for the fact that the majority will leave the

organisation within the next 10 years. Succession planning is a crucial issue across the Service that needs to be addressed, through “grown your own” and other recruitment strategies.

- 6.4 As referred to above, several posts in the Service are difficult to fill, for example: Social Workers, Teachers and Head Teachers, Health Visitors, School Nurses and Educational Psychologists. Recruitment in the West and North Areas is particularly difficult.

## 7. Workforce Actions

- 7.1 Members should refer to **Appendix 3** for a detailed Workforce Action Plan. In summary, to ensure that the Service will have the appropriate workforce in the future, taking in consideration the diversity of challenges, the following elements are proposed:

- Service structure review
- Develop a future proof recruitment strategy
- Improve staff welfare and reduce sickness absence
- Create a more agile workforce
- Provide robust workforce planning data
- Management of Schools
- Leadership, management and professional development

- 7.2 The Service Directorate has allocated Senior Managers to these seven work streams, and they are presently reviewing the scope of the various elements, to work with colleagues within and out with the Service to formulate actions and lead on the necessary outcomes.

- 7.3 It is expected that several actions will be linked with work streams covered in the Corporate Workforce Plan, for example the improvement of Workforce data and Leadership and management development.

## 6. Implications

- 6.1 There are no specific **Resource, Legal, Community (Equality, Poverty and Rural) Climate Change/Carbon Clever, Risk or Gaelic** implications other than those highlighted in the report.

Designation            Director of Care and Learning

Date                     9 October 2017

Author                  Bill Alexander, Director of Care and Learning

## **Corporate Workforce Planning 2017 – 2021 Design Principles and Suggested Action Plan**

### References:

- A. Highland Council Financial Strategy 2017 – 2021
- B. Highland Council Workforce Planning Guidance & Toolkit

### **Design Principles:**

- Aspire to be the Employer of choice in the Highlands
- Develop a medium term workforce aligned with the financial strategy
- Align the workforce plan to key service delivery outcomes, reflecting the need to retain skilled and valued staff
- The Workforce plan should be driven by the change agenda towards localism, Redesign, digital, commercial and efficiency.
- Focus on transition and retraining as positive alternatives to redundancy
- Improve recruitment to better meet service outcomes and attract skilled workers into difficult to fill posts
- Cultivate a better understanding of the existing common and generic skills of the workforce
- Development of a more flexible workforce with agile role designs and terms and conditions of service that meet the needs of employees and complements the strategic direction of the Council
- Implement management to staff ratios that create capacity and allow managers to lead and inspire
- Create structures that allows delegation of decision making to a local level and encourages empowerment of employees at all grades
- Re-balance the workforce age demographic
- Maintain good partnering relationships with trade unions

# Workforce Model



## Appendix 3

### Workforce Action Plan

Issue/Need	Actions	Outcome	Lead	Target date
The Service's operational structure requires to be fit for purpose with a reducing budget	Structure review	A robust Service structure with emphasis on integration, localism and area service delivery that is efficient and affordable	Service Director	Review completed February 2018, implementation completed January 2019
Recruitment challenges	Develop a future proof recruitment strategy, working together with other	Grow your own pathways Modern Apprenticeships Future vacancies can be filled Succession planning in place to mitigate aging workforce	Head of Workforce Planning with HR	Strategy completed 2Q 2018
Staff welfare/absence	Develop management training and induction  Assess workload	Management well equipped to support employee wellbeing  Sickness absence reduced with 3%  Increased staff satisfaction	C&L area managers and Learning and Development	Management training developed 3Q 2018  1% absence reduction per year, starting 2018, reaching 3% reduction in 2020.
Agile Workforce	Develop a strategy to create a more flexible workforce	Rationalisation of the number of job roles were possible  More generic job description  The service has the right people in the right place  More flexible Terms and Conditions and Contracts  HC is more attractive employer	Service Directorate	Strategy completed 2Q 2018  Implementation ongoing

Issue/Need	Actions	Outcome	Lead	Target date
Workforce planning data	<p>Identify key datasets</p> <p>Identify and remove barriers to accessing or utilising data</p> <p>Consider use of new tools to support data analysis</p> <p>Ensure staff are trained to use new and currently available tools for data analysis</p>	Up to date, reliable and easy to access workforce data in order to proactively manage establishment, absences and future staffing requirements.	Head of Resources	1Q 2019
Management of Schools	<p>Continue following work streams:</p> <ul style="list-style-type: none"> <li>-Curriculum delivery</li> <li>-Management structures</li> <li>-Support to schools</li> <li>-Early Learning and Childcare</li> <li>-Workforce planning and recruitment</li> <li>-Leadership and staff development</li> </ul>	New education structure which will ensure high quality curricular provision from 3-18 with staff and managers best equipped to deliver learning and teaching, now and in the future.	Head of Education	Completed in 2019
Leadership, management and professional development	<p>Work with Learning and development to develop a leadership and management development programme, including Head Teachers.</p> <p>Assess needs for professional development within the Service</p>	<p>Managers and Head Teachers well equipped to lead change and support staff.</p> <p>Staff on all levels have the right skill sets</p>	Service Director	<p>Programme developed 3Q 2018</p> <p>Professional development ongoing</p>