

Appendix 3 – Council Workforce Plan 2017-2022 – Annual Action Plan 2019-20

1. Addressing the gap between current workforce supply and predicted future demand				
Strategy	<ul style="list-style-type: none"> • Planned service reviews within and across Strategic Lead Areas • Explore opportunities to realise savings through voluntary turnover and review of management spans of control • Explore further opportunities to offer early retirement and/or voluntary severance in a targeted way • Maximise use of SWITCH Policy • Reflect on role design and internal career pathways • Improve availability of required talent within the local labour market • Promote the work that we do to more effectively compete in labour market • Embed a process of succession planning • Explore opportunities to share workforce resources across organisations 			
Expected Outcome	Gap is addressed, whilst: <ul style="list-style-type: none"> • Protecting critical roles (and addressing any associated recruitment and retention risks) • Ensuring statutory requirements and strategic priorities are met • Avoiding or minimising risk of compulsory redundancy 			
Actions	Person(s) Responsible	Resources Needed¹	Complete By	Measurement of outcome
The majority of actions in relation to this area are being progressed at a Strategic Lead Area level in line with local Workforce Plans (and reported annually to their respective Committee)				
Promoting Early Years as a career opportunity and supporting those who wish to retrain, supporting the Early years expansion.	K Morrison / G Lyden	Workforce and reps from WCS	August 2019	Number of employees obtaining the Early years qualifications and subsequent EECC roles

¹ Actions have been or will be delivered within current resources unless otherwise specified

Proactive identification of SWITCH redeployees for areas of workforce growth (e.g. Early Years), ensuring that funded training can be provided where possible	HR Business Partners	Workforce	31 st March 2020	Number of redeployees successfully matched to growth areas
Exploring opportunities for cross organisational working and shared services eg ICT shared services	Strategic Leads /	Workforce	31 st March 2020 and ongoing	Shared projects resulting in more efficient and effective working
Continue to embed succession planning and Talent management programs	L Mair	Workforce	31 st March 2020	Evaluation
Upskilling local community to gain qualifications.	S Brooks	Workforce	31 st March 2020 and ongoing	Number of qualifications gained.
Improved employability skills for local community	S Brooks	Workforce /Funding (Council and external) ²	31 st March 2020 and ongoing	Number of people supported; entered training/education; gaining a qualification; entering employment; sustaining employment 6 months; and with an improved labour market situation.
Modern Apprenticeships/Employability Fund Delivery	S Brooks	Workforce /Funding (external) ³	31 st March 2020 and ongoing	Monitoring progress of Apprentice or Employability Fund Trainee learning goals
Monitor of exit interview information and respond to any themes arising	G Lyden	Workforce	31 st March 2020	Responding to themes
Further embed succession planning across wider range of	A McBride	Workforce	31 st March	Evaluation

² Ongoing support beyond 2017/18 will be reliant upon confirmation of Council and external funding

³ Ongoing support beyond 2017/18 will be reliant upon confirmation of external funding

'business critical roles'			2020	
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2. Ensuring clear, effective and stable organisational design				
Strategy	Planned service reviews within and across Strategic Lead Areas			
Expected Outcome	A systems-based approach is adopted to organisational design, ensuring that services satisfy the needs of our citizens			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
The majority of actions in relation to this area will be progressed at a Strategic Lead Area level in line with local Workforce Plans (and reported annually to their respective Committee, with service reviews continuing to be progressed in 2018/19 which ensure delivery of best outcomes for service users.				
Continue to embed a 'systems thinking' methodology, promoting digitalisation	A McBride	Workforce	31 st March 2020	Evaluation
Identify opportunities to introduce 'whole system' service review exercises	Strategic Leads	Workforce	31 st March 2020	Relevant service KPIs

3. Addressing the gap between current and required workforce competencies, both technical and behavioural (as described within the Council Workforce Plan)	
Strategy	<ul style="list-style-type: none"> • Develop and implement workforce and organisational development solutions • Ensure that regular, effective 'Be the Best' conversations become the norm and they form part of our wider people management framework.
Expected Outcome	<p>Gap is addressed, whilst:</p> <ul style="list-style-type: none"> • Ensuring value for money and maximum return on investment • Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of compulsory redundancy) • Ensuring strategic priorities are met as a result of application of those new capabilities

Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Development of additional capabilities specific to individual service areas will be progressed at a Strategic Lead Area level in line with local Workforce Plans (and reported annually to their respective Committee)				
Evaluating cross organisational mentoring and re-launching coaching and mentoring and promoting participation in MCR – mentoring of young people	L Mair	Workforce	31 st March 2020	Evaluation & Update
Embed WDC Approach to Change, Project Management and Lean/Six Sigma Process Improvement	A McFadden	Workforce	31 st March 2020	25 Yellow belts will be used to lead projects council wide.
Review Peer Support Networks	L Mair	Workforce	31 st March 2020	Evaluation of the benefits of ILP / Peer support groups
Develop workplace skills in digital literacy	Strategic Leads / managers	Workforce	31 st March 2020	Evaluation & Uptake of evaluation of the workforce digital skills levels with focus on excel and outlook.
Monitoring the impact of Be The Best Conversations	Strategic Leads / managers	Workforce	31 st March 2020	Evaluation

4. Addressing the gap between current and required leadership and management competencies, both technical and behavioural (as described within the Council Workforce Plan)	
Strategy	<ul style="list-style-type: none"> • Review of leadership competencies • Embed leadership competencies within recruitment process and 'Be the Best' conversations • Develop and implement workforce and organisational development solutions
Expected Outcome	Gap is addressed, whilst:

	<ul style="list-style-type: none"> • Ensuring value for money and maximum return on investment • Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of compulsory redundancy) • Ensuring strategic priorities are met as a result of application of those new capabilities 			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Embed Leadership Competencies and embed into Be The Best Conversations	A McBride	Workforce	31 st March 2020	Ongoing monitoring through ongoing focus groups and pulse surveys
Develop and implement Onboarding Project	A McBride	Workforce	31 st March 2020	monitoring & evaluation
Continue Influential Leaders Programme	L Mair	Workforce	31 st March 2020	Evaluation

5. Ensuring a healthy, engaged workforce				
Strategy	<ul style="list-style-type: none"> • Progress implementation of Employee Wellbeing Strategy • Progress implementation of improvement actions resulting from employee survey 			
Expected Outcome	Achievement of a healthy, engaged workforce, resulting in reduction in sickness absence levels, improved employee survey results and improved organisational performance.			
Actions	Person(s)	Resources	Complete	Measurement of

	Responsible	Needed	By	outcome
Re- launch Employee Wellbeing Strategy and formation of Employee Wellbeing Group	L Hastings	Workforce	31 st March 2020	Completion of action.
Implement and embed actions resulting from Employee Wellbeing Strategy, focusing on priority areas	L Hastings	Workforce	31 st March 2020 and ongoing	Regular progress reports to Change Board. Monitoring of impact of resulting actions.

6. Addressing workforce diversity objectives				
Strategy	Develop and implement action plans in relation to the following: <ul style="list-style-type: none"> • Increase diversity in the Council workforce • Reduce the disability pay gap • Decrease occupational segregation • Outcomes of the Equal Pay Audits 			
Expected Outcome	Council workforce-related equality outcomes are met, as demonstrated by achievement of associated improvement targets.			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Additional actions will be taken forward in line with the Employee Wellbeing Strategy objective “Supporting employees and potential employees with health conditions to enter employment and remain at work” (see above).				
Undertake Equal Pay Audit for 2018/19 (report in 2020)	A McBride	Workforce	31 st March 2020	Options identified to reduce the gender pay gap –
Data verification exercise to understand composition of workforce with a disability	M Connor	Workforce	31 st March 2020	Improved Equalities Monitoring data.
Review of terms and conditions in relation to recommendations resulting from Equal Pay Audit on allowances	M Connor	Workforce	31 st March 2020	Workforce data gathered and further action to be implemented in 2019/20

Actions to address specific duties associated with disability: Manual data verification exercise	M Connor	Workforce	31 st March 2020	Improved workforce data to inform action
Development of British sign language action plan	R Rea	Workforce	31 st March 2020	Improved support for British sign language users
Development of recruitment and selection processes to implement positive actions that can support black, minority, ethnic (BME) applicants and support the reduction of Occupational Segregation	M Connor	Workforce	31 st March 2020	Increase in BME applicants and success rates Increase in female applicants in typically male gendered roles and vice versa.
Recruitment and selection audit to focus on occupational segregation and race	M Connor	Workforce	31 st March 2020	Workforce data to inform future actions

7. Improve use of technology and new ways of working				
Strategy	<ul style="list-style-type: none"> Implement Workplace of the Future Strategy Develop and implement workforce and organisational development solutions 			
Expected Outcome	Improved efficiency and effectiveness of service provision			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Develop and embed Work Place of the Future	A McBride	Workforce	31 st March 2020 and ongoing	Evaluation & Uptake
Undertake a digitalisation survey to establish the digital temperature of the organisation	A McBride	workforce	Staged approach throughout 2020?	Identify the digital footprint of the organization to inform future actions

Digitalisation Program for the Organisation managed through the digital transformation board	A McBride	workforce	March 2020	Governance and compliance regime, managed through the change board.
Continuous Improvement of systems and processes linking to Lean and digital	All	workforce	March 2020	Increased adoption of digital tools and more efficient and effective working practices