

Appendix 1 – Progress against Action in 18/19

The table below shows the progress made against actions since the last report to Committee in February 2018

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 or 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)				
Completion of the organisation-wide CAS project	P Hessett	Workforce	31 st March 2018	Achievement of savings. Streamlined, more

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

				efficient processes.
Workforce Management System developments to improve monitoring of SWITCH process effectiveness	S Kinloch	Workforce	31 st March 2018	There is an improved availability of data for managers.
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 2018	10 people successfully redeployed over this last year.
Career pathways and development opportunities have been reviewed and approach simplified and cascaded to staff	A McBride	Workforce	31 st March 2018	Evaluation & Uptake
Introduce succession planning	A McBride	Workforce	31 st March 2018	Evaluation
Upskilling local community to gain qualifications.	S Brooks	Workforce	31 st March 2018 and ongoing	824 local people gaining an accredited qualification
Improved employability skills for local community	S Brooks	Workforce /Funding (Council and external) ²	31 st March 2018 and ongoing	1180 – local people entering education or training. 53 local people accessing W4U SDS MA program 459 local people entering employment through W4U
Modern Apprenticeships/Employability Fund Delivery	S Brooks	Workforce /Funding (external) ³	31 st March 2018 and ongoing	89 local people being supported through MA program and 63 private apprenticeships 43 employability fund opportunities

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

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				Of the 34 MA's that completed in 2018/19 all were placed in employment locally and 25 of these were employed by WDC
Increase presence of Council LinkedIn profile to support recruitment activity	A Graham	Workforce	31 st March 2018	Reviewed all of our social media platforms with a view to increasing awareness of WDC and increasing our audience. updated the LinkedIn profile, changing the imagery and biography information, and also began introducing related news content to the page which had a business focus
Review general recruitment marketing content to further promote working within local government and specifically within West Dunbartonshire	A McBride	Workforce	31 st March 2019	Complete. Promoting WDC through individual campaigns and career fairs and improving recruitment ads.
Monitor employee ratings of the Council as an employer via external websites and respond to any themes arising	A McBride	Workforce	31 st March 2019	Periodic reviews external websites and themes mirror the staff survey. To respond to themes have improved the exit interview process carry over to 2019
Further embed succession planning across wider range of	A McBride	Workforce	31 st March	Identified single points of

'business critical roles'			2019	failure and needs for management and leadership framework
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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.				
Introduce 'systems thinking' methodology	A McBride	Workforce	31 st March 2019	Evaluation
Identify opportunities to introduce 'whole system' service review exercises	Strategic Leads	Workforce	31 st March 2020	Contained within 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)

	<ul style="list-style-type: none"> 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)				
Embed Coaching & Mentoring Programme	A McBride	Workforce	31 st March 2019	2 nd cohort of coaches through the qualification. Part of a pilot for cross organisational mentoring – 6 mentor / mentees
Implement WDC Approach to Change, Project Management and Lean/Six Sigma Process Improvement	A McBride	Workforce	31 st March 2019	25 through Lean six sigma training.
Build Peer Support Networks	A McBride	Workforce	31 st March 2019	Post ILP program we have supported self facilitated peer support groups
Develop workplace skills in digital literacy	A McBride	Workforce	31 st March 2019	Focus this year has been on IHMS and ensuring full staff group are able to cope with the digital technology.
Embed Be The Best Conversations	A McBride	Workforce	31 st March 2019	Have carried out focus groups and pulse survey 60% of those responded said they were benefiting for be the best conversations.

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
Review Leadership Competencies and embed into Be The Best Conversations	A McBride	Workforce	31 st March 2019 and ongoing	Has been reviewed and report will go to committee
Review Recruitment & Selection Policy incorporating revised leadership competencies.	A McBride	Workforce	31 st March 2019	From this review the scope has been widened to incorporate a full onboarding project with relevant milestones
Continue Influential Leaders Programme	A McBride	Workforce	31 st March 2019	Mandated managers have completed and this is assisting succession planning discussions.
Launch New Managers Induction Programme	A McBride	Workforce	31 st March 2019	Completed with initial feedback very good.

5. Ensuring a healthy, engaged workforce	
Strategy	<ul style="list-style-type: none"> • Progress implementation of Employee Wellbeing Strategy

	<ul style="list-style-type: none"> 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) Responsible	Resources Needed	Complete By	Measurement of outcome
Reviewed Employee Wellbeing Strategy and formation of Employee Wellbeing Group	A McBride	Workforce	31 st March 2019	Completion of action.
Completion of 'back to basics' audit on Attendance Management Policy compliance and progression of resulting recommendations	A McBride	Workforce	31 st March 2018 and December 2018	Targeted audits on absence related to stress and mental health completed informing future action.
Implement and embed actions resulting from Council-wide workstreams, focusing on priority areas (e.g. mental wellbeing)	A McBride	Workforce	31 st March 2018 and ongoing	Focus has been on promoting mental health supports with new additional to current supports – Headtouch and Access to work for mental health.
Completion of 2017 Employee Survey and dissemination of results	L Butler	Workforce	31 st March 2018	53% response rate
Identify and progress actions in response to Council-wide improvement themes arising from the employee survey.	L Butler	Workforce	31 st March 2019	Implemented into service plans

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

	<ul style="list-style-type: none"> • 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 analysis of allowances for enhanced hours working following Equal Pay Audit	M Connor	Workforce	31 st March 2018	Identification of whether allowances contribute to the gender pay gap <ul style="list-style-type: none"> • A change to the threshold for enhanced overtime rates; • A reduction to enhanced overtime rates; and • A review of contracts of employment across all strategic areas.
Data verification exercise to understand composition of workforce with a disability	M Connor	Workforce	31 st March 2018	Action carried over into 2019.
Promotion of flexible working	N Bailey	Workforce	31 st March 2018	Workforce data. Informal feedback. <ul style="list-style-type: none"> • Revisions to the Flexible Working Policy to remove the qualifying period for application, permit requests every 6 months, • Every Council post (subject to justifiable exclusions) to be

				<p>advertised as suitable for flexible working and individuals encouraged to indicate a preference for a flexible working pattern at the application stage.</p> <ul style="list-style-type: none"> a guaranteed interview scheme for carers returning to the workplace following a break from employment
Review of terms and conditions in relation to recommendations resulting from Equal Pay Audit on allowances	A McBride	Workforce	31 st March 2019	Workforce data gathered and further action to be implemented in 2019.
Promotion of Disability Confident Commitment	M Connor	Workforce	31 st March 2019	<p>Introduction of 'Make TIME for Disability (Talk, Inform, Manage, Empathise). Practical guidance for managers and the Disability Passport was developed to act as a signpost to the appropriate policies when supporting disabled people through the employment cycle.</p>
Development of recruitment and selection processes to implement positive actions that can support the reduction of Occupational Segregation	M Connor / HR Business Partners	Workforce	31 st March 2019	<ul style="list-style-type: none"> Work continues sharing examples of innovative recruitment practices to attract and support

				<ul style="list-style-type: none"> interest from all genders. Job profiles are reviewed and updated to ensure that they do not contain gendered language. 'Career pathways' guidance has been developed which illustrates to employees the opportunities available to them within the organisation
Support access to full-time employment	HR Business Partners/ OD & Change/ Service Managers	Workforce	Ongoing	Promotion of supports that enable individuals to work full-time outwith standard office hours or in a more flexible way eg home working, flexible working, .

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 2018 and ongoing	Evaluation of individual projects.