

## Appendix 1 - Corp- WFP- 2021-22 – Summary of Service Actions

(As at 31<sup>st</sup> March 2022)

1. Addressing the gap between current workforce supply and predicted future demand
<p><b>Strategy</b></p> <p>Continue to implement the outputs of service reviews to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control.</p>
Overview of Key Successes Against Actions.
<p><b>People &amp; Technology – Victoria Rogers, Chief Officer:</b></p> <ul style="list-style-type: none"> <li>Workforce Management Console/Fit for Future Reviews – Supporting and promoting better use of data, improved decision making and better people practices is being considered as part of the close working between Automation team and the Digital team. All Fit for Future reviews supported by ICT. Ideas submitted re HR Console and ICT formed part of the testing phase.</li> <li>Continued to review structures and role profiles across HR Connect and Payroll teams – Reviewed and considered on an ongoing basis and actively addressed through a range of measures.</li> </ul> <p><b>Supply, Distribution &amp; Property – Angela Wilson, Chief Officer:</b></p> <ul style="list-style-type: none"> <li>Implemented changes to the school estate</li> <li>Deliver the allocated General Services Capital Investment Programme project scheduled for 2021/22</li> <li>Review current and future staffing requirements to ensure delivery of the HRA Capital Investment Programme for 2021/22 – Future staffing requirements assessed for Building Services in line pipeline of known projects</li> </ul> <p><b>Housing &amp; Employability – Peter Barry, Chief Officer</b></p> <ul style="list-style-type: none"> <li>Develop appropriate teams to deal with emerging service demands around poverty and social inclusion and Parental Employability Support to address child poverty – Employability partnership established and engaged a number of organisations to provide support for delivery of the Parental Employability Support Fund set within the context of a three year plan to deliver the ‘No One Left Behind agenda’.</li> </ul> <p><b>Citizen, Culture &amp; Facilities – Amanda Graham, Chief Officer:</b></p> <ul style="list-style-type: none"> <li>Work with Organisational Development &amp; Change (OD&amp;C) to develop input and training to address skills gaps in particular skills to support new digital technologies being used in service delivery – Increase in numbers accessing i learn modules. Opportunities to upskill colleagues in digital technologies will continue into 22-23 and be supported by the roll out OD&amp;C digital skills framework.</li> <li>Continue to roll out Future Leaders programme to those who have identified relevant training needs – New Leadership programmes such as Quantum have been</li> </ul>

shared throughout service with those applicable/able to apply/access the relevant learning opportunities.

**Regulatory & Regeneration – Alan Douglas, Chief Officer (Previous Peter Hessem)**

- Continue to support culture of continuous improvement, developing quality improvement skills across middle managers – Staff are encouraged to participate in Team Leader/ Management courses – Quantum Leadership, using new skills in terms of current positions and transferring skills to the Team. Team Leaders/ Co-ordinators have participate in Team Leader and Manager Sessions throughout the year. A number of Team Leaders/ Co-ordinator have applied for the Quantum Leader course in 2022/23.
- The Building Standards team participates in the Fit for Future Review in August 2021 – November 2021 and are presently implemented the recommendations of the Review through an Improvement Plan.
- Exploring opportunities for cross organisational working – Considered but unable to share resources as all staff resources fully utilised due to Covid-19 pandemic.

**Resourcing – Laurence Slavin, Chief Officer:**

- Proactive identification of opportunities to develop the workforce –Considered as part of Be-the-best conversations and facilitated where vacancy arises though the range of organisational policies
- Continue to support culture of continuous improvement, developing quality improvement skills across middle managers– Reviewed and considered on an ongoing basis as part of various improvement projects across business support

**Education & Early Learning – Laura Mason, Chief Officer:**

- Managed actions from early years expansion working group
- Concluded induction of Early Years staff recruited through expansion
- Develop opportunities for secondment and work experience in ASN and specialist settings –Opportunities developed in line with ASN strategy with rollout of opportunities continuing into 22–23
- Develop Leadership Pathways Model aligned to Professional Standards – Pathways developed and roll out continues.

**Roads & Neighbourhood, Gail MacFarlane, Chief Officer:**

- Develop service delivery model that meets the challenges caused by climate change, including extended growing season and more extreme flooding events in place - further evaluation and future scanning to commence.

## 2. Addressing the gap between current and required additional workforce capabilities

### Strategy

Continued review and implementation of associated training plans to enable capabilities to be developed within existing workforce

### Overview of Key Successes Against Actions.

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##### People & Technology – Chief Officer Victoria Rogers:

- Continue to utilise and embed Service design/Lean/Six Sigma skills
- Support Digital Transformation implementation – ICT have instigated and/or contributed to several digital transformation projects including HR Console, 3 Internet of Things (IoT) pilots, Full fibre infrastructure investigations and service changes projects such as IHMS, National Criminal Justice and Renton Primary school.
- Build succession planning, explore and initiate workforce shadowing/ transfer opportunities across P&T
- Continue to develop data analysis skills in People & Change team with a view to fully utilising existing systems/technologies
- Current and future staffing requirements continued to be reviewed on an ongoing basis as part of various improvement projects across business support.
- Strengthen skills levels within the Automation Centre of Excellence (CoE) – Measures continue to be put in place to strengthen automation CoE.

##### Supply, Distribution & Property – Angela Wilson, Chief Officer:

- Further develop leadership skills within services in line with the People Framework to support the changing remits and spans of control – Training provided where required to ensure staff/managers have appropriate skills and discussed at the Be the Best Conversations as part of support, training, retention and succession planning. Regular management team meetings and discussions undertaken to identify support needed.

##### Housing & Employability – Peter Barry, Chief Officer:

- Review development needs to support new ways of delivering services to ensure employees are equipped to work effectively – Established methods to ensure the teams are up to date with the knowledge and information required to deliver our services. Equipped people to work remotely and trained in the use of digital platforms to ensure maintained service provision.

##### Regulatory & Regeneration – Alan Douglas, Chief Officer (Previous Peter Hessett)

- Ensuring staff are adequately trained on changed legislation – Changes as a consequence of Brexit have been limited. Emergency legislation and subsequent updates introduced in response to Covid implemented in full. All staff are fully trained on changing legislation.

##### Resourcing – Laurence Slavin, Chief Officer:

- Build career paths that develop breadth of experience and depth of expertise at all levels by creating professional development frameworks and practical training opportunities – Reviewed and considered on an ongoing basis as part of various improvement projects across business support.

##### Education & Early Learning – Laura Mason, Chief Officer

- Review role profiles to ensure that they accurately reflect 'one team' approach that fosters cross skills development, resilience within teams and continuing development/broadening of employee skill set.
- Ensure that through the recovery programmes for Equity for Excellence, secondment opportunities are provided to employees that enable opportunities for increased service resilience, talent development and succession planning.
- Develop CLPL programme reflecting current needs of workforce post pandemic – digital learning and technologies, wellbeing, Mental health supports, counselling and coaching.

**Roads & Neighbourhood, Gail MacFarlane, Chief Officer:**

- Continue to support culture of continuous improvement, developing quality improvement skills across middle managers – i-learn courses complete.

### 3. Improve resilience within teams

#### Strategy

Develop and implement training plan in relation to critical roles

#### Overview of Key Successes Against Actions.

#### People & Technology – Victoria Rogers, Chief Officer:

- Continued review of capacity across HR Connect and Payroll in line with process improvement, developments and business as usual to identify opportunities for building resilience – Reviewed on a regular basis as part of Be the best conversations and wider process improvement work.
- Continued implementation of a one team approach ensuring cross skilling and development plans in Strategic HR team to aide team development.
- Support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers Group and Employee engagement – Undertaken on a regular basis as part of Be the Best conversations and attendance on the Employee Wellbeing group.
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#### Supply, Distribution & Property – Angela Wilson, Chief Officer

- Embed 'Be the Best' conversations into organizational culture to ensure opportunities exist to recognise employee contribution, employee wellbeing and learning and development to address improvements identified in the Employee Survey – Further work in 22/23 to progress across Building services. Be the Best conversation are a continual process. Weekly team meetings and regular conversations where policy, procedures, process, guidance, learnings, wellbeing, feedback, recruitment, retention, trainings, succession planning etc.

**Housing & Employability – Peter Barry, Chief Officer:**

- Develop resilience plans that respond to ongoing and future challenges relating to COVID 19 – Individual revised working practices due to covid and risk assessments for all aspects of housing operations functions. Ongoing review of working practices across service underway and a range of short term working groups. Staff guide developed to include management contact details, links to Health & Safety and range of procedures and risk assessments. Contact arrangements established in emergency situation.

**Regulatory & Regeneration – Alan Douglas, Chief Officer (Previous Peter Hessett):**

- Develop mentoring and training within teams– a continuous activity which is supported by the Be the Best conversations
- Embed ‘Be the Best’ conversations into organisational culture to ensure opportunities exist to recognise employee contribution, employee wellbeing and learning and development – now embedded in all services and employees actively encouraged to attend in service and external training where appropriate.

**Resourcing – Laurence Slavin, Chief Officer:**

- Continue support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers Group.
- Embed ‘Be the Best’ conversations into organizational culture to ensure opportunities exist to recognize employee contribution, employee wellbeing and learning and development – Reviewed and considered on an ongoing basis.

**Education & Early Learning – Laura Mason, Chief Officer:**

- Continue Implementation of leadership and management development framework in Early Years which enables collaborative working and sharing/celebrating of good practice – Ongoing process to support leaders in ELC.
- Develop skillset of range of Children’s Services Staff to ensure it reflects service needs – All staff have undertaken a range of Career Long Professional Learning (CLPL) as well as multi-agency training and national presentations. There is more to be undertaken in the coming term.
- Develop CLPL programme to reflect needs of staff supporting ASN and inclusion; reflecting national ASN review.

**Roads & Neighbourhood, Gail MacFarlane, Chief Officer:**

- Continue to support the implementation of the Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers Group. – Departments are represented on relevant working groups.
- Embed ‘Be the Best’ conversations into organizational culture to ensure opportunities exist to recognise employee contribution, employee wellbeing and learning and development. – embodied into the Department’s culture.

#### 4. Ensuring clear, effective and stable organisational design

##### Strategy

Planned service reviews within and across Strategic Lead Areas  
Supporting new ways of working and service delivery  
COVID specific actions

#### Overview of Key Successes Against Actions.

##### People & Technology – Chief Officer Victoria Rogers:

- Supporting different work styles to best support home working and social distancing in line with COVID government guidance.
- Improved communication frameworks with employees and managers to translate the national messages and government guidance.
- Increased on line training provision for policy and practice to best support managers and employees as the organisational environment changes. Webinars, on line training.

##### Supply, Distribution & Property – Angela Wilson, Chief Officer:

- Full Implementation of revised Asset Management Structure.

##### Housing & Employability – Peter Barry, Chief Officer:

- Supporting key staff to apply for and secure external funding – using National programmes proposal to develop skills through Skills Development Scotland funding. Programmes awarded: Modern Apprenticeship; Foundation Apprenticeship; Employability Fund; Pathway Apprenticeships and Transitional Training Fund.

##### Education & Early Learning – Laura Mason, Chief Officer:

- Continue Implementation of a range of leadership models to support the development and opportunities available to employees.
- Support service redesign reflecting growing need to support disengaged and Interrupted Learners – Re design well underway with Engaging learners pathways and expanded IL service in place. Planning for Choices extension well underway.

## 5. Addressing workforce diversity objectives

### Strategy

Develop and implement action plans in relation to the following:

- . Increase diversity in the Council workforce
- . Reduce the disability pay gap
- . Decrease occupational segregation
- . Outcomes of the Equal Pay Audits

### Overview of Key Successes Against Actions.

#### P&T – Chief Officer Victoria Rogers:

- Data verification exercise – delayed due to personnel changes and will commence in September for completion early 2023
- Devise equalities actions.
- Annual equalities monitoring report completed.

#### Supply, Distribution & Property – Angela Wilson, Chief Officer:

- Consider and implement more flexible ways of working where possible –Full review of workstyles with many staff moving to remote or flexible where able.

## 6. Improved use of technology and new ways of working

### Strategy

- . Implement Workplace of the Future Strategy
- . Develop and implement workforce and organisational development solutions

### Overview of Key Successes Against Actions.

#### People & Technology – Chief Officer Victoria Rogers:

- Utilise and support the development of the Workforce Management console to better inform decisions and service delivery plans

#### Housing & Employability – Peter Barry:

- Team continues to be provided with training and development to enable them to fully utilize IHMS and other systems– Facilitated drop in sessions for staff, will be reviewed thereafter for effectiveness/uptake.

#### Regulatory & Regeneration – Alan Douglas, Chief Officer (Previous Peter Hissett)

- Further improve the agility and flexibility of officers by provision of handheld mobile technology and the associated training– being explored.

#### Resourcing – Laurence Slavin, Chief Officer:

- Strengthen skills levels within the Automation Centre of Excellence (CoE) by regular skills development and retrospectives.



