Appendix 3 - Corporate Workforce Plan 2017-2022 – Annual Action Plan 2021/22

1. Addressing the gap between current workforce supply and predicted future demand

Strategy
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

Expected Outcome
Gap is addressed, whilst:
Protecting critical roles (and avoiding associated turnover)
Ensuring service priorities are met
Avoiding or minimising risk of voluntary or compulsory redundancy
Enabling flexibility to address fluctuations in service demand through appropriate management of fixed-term contracts

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Embed the use of the Workforce Management Console, supporting better use of data to inform decision making and improve workforce planning practice.	Workforce	Increasing usage of console Well informed decision making	31-March 2022	All Managers
Fit for Future Reviews - Support and promote better use of data, improved decision making and better people practices. Fully utilising existing systems and technologies	Workforce	Improved employee engagement and delivery of improved people practices via Fit for Future Reviews.	31-Mar-2022	All managers

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue to support a culture of continuous improvement. Identifying opportunities to develop the workforce	Workforce/ Systems	Streamlined, more efficient processes	31-Mar-2022	All Managers

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

Expected Outcome
Gap is addressed, whilst:
Ensuring value for money in terms of training solutions
Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)
Ensuring service priorities are met as a result of application of those new capabilities
Ensuring staff are encouraged to re-train and re-align to newer digital skills to allow the Council to reduce attrition while making jobs interesting

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue to utilise and embed Service design/Lean/Six Sigma skills	Workforce	Efficiencies in processes identified and benefits realised.	31-Mar-2022	All Managers
Support Digital Transformation implementation and plan through ROI, consultancy only where necessary skills not internally available	Workforce /funding	Evidence of capability and subsequent organisational impact	31-Mar-2022	Patricia Kerr; Alison McBride
Build succession planning and explore and initiate workforce shadowing/ transfer opportunities.	Workforce	Level of re-training within existing staff groups; level of interest in council's Digital projects; map of skills and expertise along with a structured development programme for staff; avail and encourage adoption of self-training via tools such as LinkedIn Learning based on strategic priority areas	31-Mar-2022	All managers
In line with service reviews, further develop leadership skills within relevant services in line with the people management framework.	workforce	Well developed leadership skills. Collaborative and improved working practices. Reduction in ER issues.	31-Mar-2022	All managers
Continue to develop data analysis skills in areas /service where this continues to be required	Workforce	Improved skills in data analysis, specific system. Excel training uptake,	31-Mar-2022	All Managers
Continued review of current and future staffing requirements to support improved workforce planning. Considering changes to working practices to identify training needs following implementation of a range of process improvements – linkage to FFF reviews where these have been carried out	workforce	Improved workforce planning, including scenario planning and early identification of training requirements. Having the skills needed to carry out and develop the roles.

Effective working practices with minimal processing delays and errors | 31-Mar-2022 | All Managers |

3. Improve resilience within teams

Strategy

Develop and implement wellbeing and training plans in relation to critical roles to enable capabilities to be developed and resilience improved within existing workforce

Expected Outcome

Improved resilience across teams leading to improving employee engagement and lower absence levels

Retention of knowledge and skills associated with critical roles

Ensuring employees feel valued and results in improved practices, increased efficiency and productivity

Ensuring service priorities are met as a result of application of those new capabilities

Ensuring staff are encouraged to develop new skills

Action Title	Resource needed	Measure of Outcome	Due Date	Assigned To
Continued review of capacity across services in line with process improvement, developments and business as usual to identify opportunities for building resilience	Workforce	Monitoring delivery plan actions; meeting agreed SLAs; assess instances where teams have successfully completed ad-hoc requests from services	31-Mar-2022	All Managers
Continued implementation of one team approach within and across services ensuring cross skilling and resilience planning.	Workforce	Progression of individual/collective development interventions	31-Mar-2022	All Managers
Review of roles and profiles in line with service improvements to reflect changes in service and council ethos and one team approach	Workforce	Profiles that reflect service need and culture	21 Mar 2022	All managers
Continue to improve and develop employee engagement in a more virtual environment; use of trickle, webinars, online training, surveys, employee forums and support. Links with employee wellbeing	Workforce	Improved employee engagement and organisational alignment. Positive employee survey, maturity assessments, improved culture and people management practices	31-Mar-2022	All Managers

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers Group and Employee engagement.	Workforce	Improved employee engagement, lower sickness absence rates	31-Mar-2022	All Managers
Ensure teams are undertaking Be-the-best conversation on a regular basis with all employees, supporting improved employee engagement and recognition, identifying training needs, personal and professional development goals	Managers / Section Heads	Review 6 monthly; completed Be-the-best conversations Improved employee engagement, recognition, personal and professional development	31-Mar-2022	All Managers
Develop resilience plans that respond to the ongoing and future challenges relating to COVID 19	Managers	Well informed plans ensuring consideration of all challenges and risks	Ongoing	All Managers
Support the internal recruitment market and employee development opportunities supporting increased service resilience, talent development, succession planning and career development.	Managers	Increased employee development opportunities – secondments, acting up, internal recruitment.	Ongoing	All Managers

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
Expected Outcome
Create a more agile and better informed workforce
A systems-based approach is adopted council wide utilising a service design approach to organisational change to improve service delivery and ensure it meets the needs of citizens.
More accessible online training and employee support provision

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To

Supporting different work styles to best support home working and physical distancing in line with COVID government guidance	Workforce/ Funding (within existing resource or submission of evidence case)	Completion of assessment of workstyles. Data quality improvement for workstyles. Identification, progression and monitoring of remote working/workstyle exercise	31-Mar-2022	Alison McBride / All Managers
Improved communication frameworks with employees and managers to translate the national messages and government guidance	Workforce	Issue of workforce updates. Rollout of Trickle. Increased numbers of wellbeing advocates, Trickle champions and MS Team/Data ambassadors. Improved outcomes in Employee Engagement	31-Mar-2022	Geraldine Lyden/Alison McBride All Managers
Increased on line training provision for policy and practice to best support managers and employees as the organisational environment changes. Webinars, on line training	Workforce	Evidence of increased capability /more agile workforce	31-Mar-2022	Alison McBride
Support service redesign programmes, considering the needs of all stakeholders to better improve services to others.	Workforce	Improved service provision	31 Mar 2022	All managers

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
Expected Outcome
Council workforce-related equality outcomes are met and demonstrated by achievement of associated equality improvement targets.
WDC have completed Scottish Local Government Living Wage exercise
Progressing on equality indicators

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Equalities action plan	Workforce	Implement equalities action plan – improved BAME profile; reduce occupational segregation	31-Mar-2022	Geraldine Lyden
Equal pay reporting - annual equalities monitoring report (every year) and Equal pay audit every 3 years. (next one June 2023)	Workforce	Audit carried out and concluded and relevant reports provided to committee.	31-Mar-2022	Geraldine Lyden
Consider and implement more flexible ways of working where possible, considering all people management policies and practices to better support the workforce	Workforce	Improved flexibilities, support improved work life balance and removal of barriers	31 Mar 2022	All Managers

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
Expected Outcome

Improved efficiency and effectiveness of service provision Make better use of data Continue with council wide digital transformation				
Action Title	**Resources needed**	**Measure of Outcome**	**Due Date**	**Assigned To**
Utilise and support the development of the Workforce Management console to better inform decisions and service delivery plans	Workforce/ Funding (within existing resource or submission of evidence case	Ongoing utilisation and development of the console. Increased data usage to inform decisions	31-Mar-2022	Geraldine Lyden; Anne McFadden
Supporting the development and effective use of IHMS to the workforce ensuring appropriate utilisation and capability	Workforce	Effective use of IHMS to the workforce ensuring appropriate utilisation and capability	31-Mar-2022	Martin Feeney – all managers in service
Continue to develop and support the systems development in a more remote work environment – supporting hybrid meetings, more home and remote working, online solutions	Workforce	Successful transition to more remote practices	31-Mar - 2022	All Managers supported by IT