

### **Appendix 3 – Housing & Employability Workforce Plan 2017-2022 – Annual Action Plan 2019-20**

<b>1. Addressing the gap between current workforce supply and predicted future demand</b>				
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Planned service review to address gap maximising capacity in relation to front-line service delivery</li> <li>Take cognisance of opportunities to realise savings (where required) through voluntary turnover</li> <li>Source additional funding to support required increase in capacity</li> <li>Recruitment strategy to address capacity gaps, maximising use of lower cost solutions through Modern Apprenticeships or Graduate Internships and via the Council's SWITCH Policy.</li> </ul>			
<b>Expected Outcome</b>	Gap is addressed, whilst: <ul style="list-style-type: none"> <li>Protecting critical roles (and addressing any associated recruitment and retention risks)</li> <li>Ensuring service priorities are met</li> <li>Avoiding or minimising risk of voluntary or compulsory redundancy</li> </ul>			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Continue to implement new funding model to support service requirements including new appropriate sourced funding	J Kerr	Staff Resource/Budgetary commitment	???? 31 <sup>st</sup> March 2020	Financial Controls
Complete implementation and evaluate the effectiveness of new service delivery models and identify any improvement actions	J Kerr	Recruitment/ Increased Staff Resource/Succession Planning	31 <sup>st</sup> March 2020	Benefits of new model are being realized.
Continued implementation of training plans to aide succession planning approach for skilled roles	E Thomas/S McLelland	Recruitment and/or training	31st March	Training records, existence of internal talent pool for promoted posts/project

				support
Implement new model of service delivery for Anti Social Behaviour and Estate Caretaking services	E Thomas/S McLelland	Staff resource	July 2020	Improved service offer to residents and roles that have anticipated future service demands. Existing skills and capacity of staff will also be consolidated.
Develop and implement local employability service model using internal redeployment pool where possible.	S Brooks	Staff resource	March 2020	Preferred model of delivery is identified and implemented.

<b>2. Addressing the gap between current and required additional workforce capabilities</b>				
<b>Strategy</b>	Development and implementation of associated training plans to enable capabilities to be developed within existing workforce			
<b>Expected Outcome</b>	Gap is addressed, whilst: <ul style="list-style-type: none"> <li>• Ensuring value for money in terms of training solutions</li> <li>• Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)</li> <li>• Ensuring service priorities are met as a result of application of those new capabilities</li> </ul>			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Training Needs Analysis undertaken and comprehensive	E Thomas/M	Time and	July 2019	Review quarterly

training programme developed in advance of service restructure.	Feeney	budgetary commitment		
Implementation of full Integrated Housing Training Plan	J Kerr	Time/Staff Resource (fully budgeted)	June 2019	Project Board monitoring
Continued implementation of Training Programme for service area to support new ways of delivering services to our communities working	J Kerr/	Time and Budgetary commitment	March 2020	Ongoing review of implementation plan
Continued upskilling staff and supporting implementation of Housing Options Training Toolkit	J Kerr	Time and Budgetary commitment	31 <sup>st</sup> March 2020	Ongoing review of implementation plan
In line with self evaluation outputs carry out skills assessment in Communities team to identify and align skills, including identifying areas for improvement and implementing a training and development plan.	S Greer	Time Commitment	March 2020	Range of services delivered by team widened. Community benefits realized.
Continue to implement development plans for Community Learning & Development, welfare rights/debt and money advice employees equating to 30-35 hours of CPD.	S Brooks	Time commitment	March 2020	Quality of service provided continues to meet required standards in line with regulatory/external body requirements
Training needs analysis to be carried out and actions implemented in order to support the digital transformation agenda; this will include supporting the implementation of development of IHMS.	All	Time Commitment OD & Change	March 2020 and ongoing	Process efficiencies achieved Confidence and capability of employees

				increases Improvement to front line service delivery.
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3. Improve integration across teams				
<b>Strategy</b>	Continue to establish synergies between teams and development of resulting new ways of working, which may in turn inform any required service review			
<b>Expected Outcome</b>	Service priorities are delivered in a more seamless, holistic and efficient way			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Delivery of Housing Options Approach	J Kerr/	Service Redesign/Budgetary and Staff commitment	December 2019	Project Board

4. Improve resilience within teams				
<b>Strategy</b>	Develop and implement training plan in relation to critical roles			
<b>Expected Outcome</b>	Improved resilience across teams and retention of knowledge and skills associated with critical roles			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Review and develop resilience plans across all service business critical areas	J Kerr	Time	April 2020	Ongoing review at Management meetings
Support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing	All	Time	March 2020 and ongoing	Improved employee

Group.				engagement, lower sickness absence rates
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<b>5. Addressing the gap in relation to capability in sourcing funding and project management in the use of the same</b>				
<b>Strategy</b>	Continue to implement individual/collective training plans as appropriate			
<b>Expected Outcome</b>	Enhanced delivery of service priorities resulting from maximised funding availability and best value use of same			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Continue supporting key staff to apply for and secure external funding – using National programmes proposal to develop these skills	C English	Staff support	March 2020 and ongoing	No of bids submitted
Further upskill staff on project management and reporting, particularly on output based projects where progress targets have to be achieved and the need to provide funders with appropriate progress reports.	S Brooks	Time commitment	March 2020 and ongoing	No of bids submitted

<b>6. Addressing the gap in relation to relationship management skills in managing contracts delivered by external organisations</b>				
<b>Strategy</b>	Continue to implement individual/collective training plans as appropriate			
<b>Expected Outcome</b>	Enhanced delivery of service priorities resulting from effective contract management			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Establishing role for 4U compliance team in the development of service agreements with external rgs	S Brooks	Staff resources	Ongoing	Service agreements compiled

New relationship with external service providers	J Kerr/J Sutherland	Staff resource	October 2019	Contract management
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