

## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	Staff Governance
<b>DATE</b>	22 April 2024
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Workforce Deep Dive – Approach to Workforce Capacity and Hard to Fill Roles
<b>REPORT NUMBER</b>	CORS/24/107
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<b>TERMS OF REFERENCE</b>	2.2

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### 1. PURPOSE OF REPORT

- 1.1 This report describes our approach to workforce planning, in the context of challenges in building our workforce capacity. This includes setting out the wider actions and innovative practices being taken to address current challenges through attracting, recruiting and moving talent, developing future workforce capacity, and mitigating risks in relation to service delivery.
- 1.2 This report also provides Committee with details of the current job roles which are classed as ‘hard to fill’ and are proving a challenge to recruit to and sets out the actions being undertaken to mitigate these challenges.

### 2 RECOMMENDATION

That the Committee:-

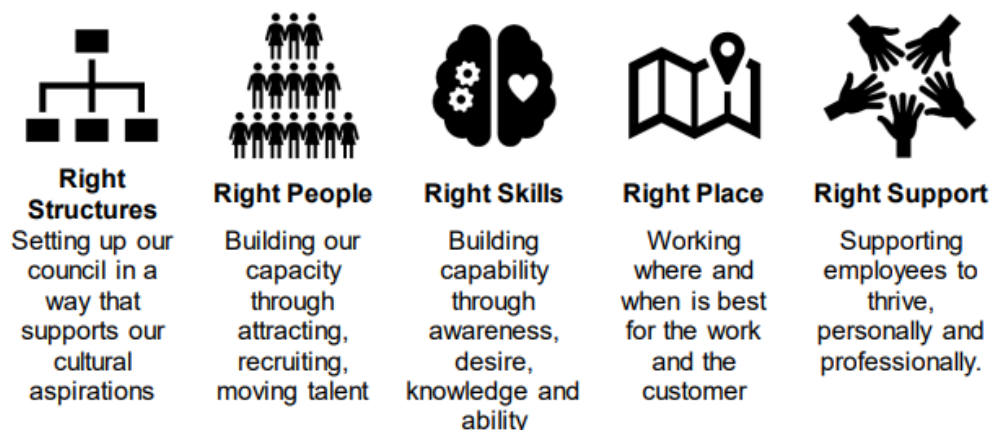
- 2.1 note the actions contained in the report being taken to address our workforce capacity challenges, including in respect of our ‘hard to fill’ roles.

### 3 CURRENT SITUATION

#### 3.1 Background and Context

- 3.1.1 In August 2017, Council approved the ‘Building a Council of the Future’ report which set out our ambitious transformation programme.
- 3.1.2 At this time, ‘workforce capacity and organisational resilience’ was added to the corporate risk register to account for the impact of the required financial savings and associated workforce reduction on our capacity and ability to deliver critical services. It has since been updated and reviewed on an annual basis to take account of further known and unknown risks, such as the pandemic, BREXIT, local and national political and economic changes, as well as further internal transformation.

- 3.1.3 In August 2022, Council approved the next phase and path for our transformation programme, with workforce strategy as a key element.
- 3.1.4 In January 2023, our Workforce Delivery Plan was approved by Staff Governance Committee, which set out the detail for delivery of the workforce strategy aspect of the transformation programme.
- 3.1.5 The Workforce Delivery Plan identified five key levers that needed to be addressed in order to meet local and national challenges and deliver our workforce transformation.



- 3.1.6 The first lever, **Right Structures**, has been the focus of extensive engagement with employees, leaders and Trade Union colleagues over the last year and has culminated in the [Organisational Structure Update](#), approved by Council February 2024.
- 3.1.7 This report acts as a checkpoint on the theme of '**Right People**' – where we review actions being taken to address challenges faced in building our capacity through attracting, recruiting and moving talent, deep dive evidence on progress made – and consider whether we need to refocus our resources to meet evolving challenges and capacity.
- 3.1.8 Within the Workforce Delivery Plan is recognition of the need to continue to adapt our workforce strategy over the next five years in response to the changing external and internal environment and any key government policy drivers and upcoming legislative changes. A further report will be brought to Staff Governance Committee with a similar deep dive on the other three levers, **Right Skills**, **Right Place** and **Right Support**.
- 3.1.9 In March 2024, the Council Delivery Plan 2024-25 was approved by Council, setting out the Council's key priorities for the year ahead through Commissioning Intentions and Service Standards, which reflect current performance, and the resource available to each Cluster.
- 3.1.10 Within these three strategic plans, it can be seen that workforce planning is a key priority for Aberdeen City Council, with clear cognisance of – and practical action plans to mitigate against – the challenges we face in recruiting to hard-

to-fill posts; and a holistic, strategic approach to finding, recruiting and retaining talent in these roles.

3.1.11 Alongside this, we work closely with our partners to ensure collective alignment of workforce planning activity across the group. The Aberdeen City Health & Social Care Partnership (ACHSCP) Workforce Plan 2022-2025 was approved by the Aberdeen City IJB in November 2022 and has three priority workstreams, one of which focuses on recruitment and retention. In order to deliver the priority actions, the ACHSCP has a Workforce Oversight Group which has membership from the People & Organisational Development team within Aberdeen City Council, as a constituent employer of the ACHSCP, to provide support and to ensure that the plan aligns with the Council's Workforce Delivery Plan. In addition, workforce is identified as a risk on the IJB's Strategic Risk Register and is monitored and reported regularly through the IJB and its Risk and Audit Performance Committee.

3.1.12 Workforce capacity and recruitment related risks are reviewed and regularly monitored via the Council's governance structures. The Council's Corporate Level Workforce Risk (appended) is regularly reviewed by officers and is presented to the Audit, Risk and Scrutiny Committee on an annual basis.

3.1.13 The Council's ALEO Assurance Hub reviews the risk registers belonging to the Council's Arm's Length External Organisations (ALEOs) within its annual workplan. The Hub reviews ALEO risk registers in accordance with the workplan and is provided with assurance that workforce related risks identified by each ALEO are mitigated effectively through; succession planning, strategic planning of current and future resource requirements and staff development programmes to facilitate recruitment and retention of staff. Assurance of these risk management arrangements is provided to the Audit, Risk and Scrutiny Committee.

## **Progress Update 2022 to present**

### **3.2 Movement of Internal Talent**

3.2.1 Since 2019, we have focused on our internal workforce as one key mechanism to achieve our current workforce goals and prepare for the future. Our approach to internal movement and recruitment of internal staff is to retain skills and experience within the organisation, whilst upskilling and developing our workforce to move to service critical roles as they arise. This approach gives us agility and flexibility in our workforce, enabling us to meet periods of increased demand and, crucially, enabling us to fill our hard-to-fill posts by reskilling and retaining our internal talent.

3.2.2 Internal-only recruitment has been a priority for the majority of vacancies that arise, and through our Establishment Control Board, chaired by the Executive Director of Corporate Services and including the Chief Officer – People & Organisational Development and Chief Officer – Finance, vacancies will either be given approval to recruit internally, or managers will have to conclude any internal processes, or provide specific justification to recruit externally.

3.2.3 Having an internal-focused approach to recruitment and selection provides our existing workforce with opportunities for promotion, development and career transition and therefore supports retention of our committed and skilled employees. By tapping into the transferable skills, experience and knowledge of existing employees, the organisation also minimises the need to go to external market.

3.2.4 Perceptions of 'internal-only' recruitment are actively being challenged. Managers are encouraged to consider our internal workforce first, and where a required qualification is not essential from day one, to consider how an internal candidate may be able to develop on the job and be supported through learning and development and to work towards the qualification.

3.2.5 Initially, an internal process known as Re.Cr.Uit was used for this which allowed employees to be aligned to roles across the organisation and encouraged managers to consider internal employees on a priority basis:

- Priority 1 – employees who are currently displaced and on redeployment.
- Priority 2 – employees who are at risk of displacement or whose apprenticeship is due to end.
- Priority 3 – any other employees
- Priority 4 – agency and relief workers

3.2.6 The Talent Team fully support recruiting managers and offer discussions and advice on how best to develop internal employees on the job.

3.2.7 In addition, following feedback and engagement with recruiting managers, employees and trade union colleagues, further improvements to internal recruitment and selection have been made to simplify and quicken the process, including:

- embedding the vacancy approval process into TalentLink, our digital recruitment management system, rather than having a manual process.
- enabling recruiting managers to access applications ahead of the closing date to speed up the time required for shortlisting.
- Simplifying the preferred candidate stage by removing the need for references or unnecessary checks where information is already held.

### **3.3 Talent Pipelines / Our Future Workforce**

3.3.1 A talent pipeline is a proactive and strategic approach to recruiting and developing employees for current and future roles within an organisation. It involves identifying, attracting, engaging, and nurturing potential candidates who have the skills, competencies, and values that align with the organisation's goals and culture. A talent pipeline can help an organisation fill critical positions quickly, reduce hiring costs, improve retention, and foster diversity and inclusion.

- 3.3.2 We are therefore building talent pipelines throughout Aberdeen City Council to support internal career progression and developing bespoke grow-our-own traineeships for professional roles which are hard to fill.
- 3.3.3 With an ageing workforce, in pockets of the organisation, it is critical that we attract, recruit, retain and develop young people so that we do not further impact our hard-to-fill posts in the future by failing to anticipate retirement of key post holders.
- 3.3.4 We are therefore committed to Developing our Young Workforce and connecting young people to a range of opportunities and supporting and developing them in their roles, including maintaining Young Person's Guarantee employer status, so that we meet our current and future organisational challenges, including our demographic challenges. The Developing our Young Workforce activity closely aligns to our hard to fill roles identified in the Deep Dive section below and specifically our approach to apprenticeships and internships has provided a solution to some of our current and future workforce capacity challenges in developing a pool of talent to fill our roles.

### **Apprenticeships**

- 3.3.5 As part of our Developing the Young Workforce commitments, and our future workforce plans, we have developed a successful apprenticeship programme, which has resulted in a significant number of young people aged 16-24 entering our workforce, and in many cases filling some of our hardest to fill roles.
- 3.3.6 In 2019, our established and successful trade and traditional modern apprenticeship programme which included Joiner, Plumber, Electrician, Gardener, Mechanic etc, was expanded to include an offering organisation-wide. The programme now covers a wide range of modern apprenticeships including Business Administration, Customer Services, Adult Social Care, Pensions, Accounting, Building Standards and Early Learning and Childcare. The impact of this expanded approach to apprenticeships has led to an increase in the number of Modern Apprentices in post from 80 in 2018 to 121 in 2024.

### **Modern Apprenticeships**

- 3.3.7 Modern Apprenticeships offer young people aged 16-24 an opportunity to undertake an apprenticeship which combines learning with on-the-job experience, whilst earning a salary
- 3.3.8 We offer Modern Apprenticeships across a number of roles, linking to our hard to fill areas. We also continue to expand our Modern Apprenticeship offering as vacancies arise. In the last 12 months we have introduced Modern Apprenticeships in three additional areas where we have workforce capacity issues: Pensions, Roads, School Administration and Building Standards (see detail in Workforce Deep dive below) and are currently working on a new

apprenticeship offering for our Payroll team.

3.3.9 The Establishment Control Board reviews all request for recruitment and as part of that process the Board strongly encourages managers to consider Modern Apprenticeships. If there are roles that the Board feel could potentially be considered for a Modern Apprenticeship, the request is held until this is discussed further with recruiting manager. A recent example of this is School Support Assistant role, where Modern Apprenticeships have been developed for this role.

### **Graduate Apprenticeships**

3.3.10 Graduate Apprenticeships offer individuals of any age, the opportunity to undertake an undergraduate degree whilst retaining their existing employment. We offer Graduate Apprenticeships to our existing staff (not restricted to the age 16-24 category) as a development and succession planning offering, where employees have an opportunity to undertake an undergraduate degree whilst working. The cost of the degree programme is funded by Skills Development Scotland through the apprenticeship levy.

3.3.11 Since we started offering Graduate Apprenticeships in 2018, 33 employees have taken up the opportunity to undertake these apprenticeships. Of this, six have completed a 4-year undergraduate degree programme with one of these graduates going onto graduate from a 1-year MSc in Cyber Security. There are a further twenty-six employees working their way through degree programmes currently. These are in a range of subjects as follows:

- Business Management
- Construction in the Built Environment
- Construction in the Built Environment - Quantity Surveyor
- Data Science
- Accountancy
- Software Development
- Civil Engineering

3.3.12 These Graduate Apprenticeships allow us to move employees with the right skills, knowledge and behaviours into areas of the organisation where we have the most need.

### **Internships**

3.3.13 Following the success of the Kickstart Internship Scheme, reported to Staff Governance Committee in November 2022, where the Council employed 83 young people aged 16-24, at risk of long-term unemployment, on 6-month Internships, the Talent Team continue to work with the Employability Team, to create job and career opportunities for our young people, targeted at our hard to fill vacancies across the Council.

3.3.14 In 2023/24, we developed paid internships for Care Experienced Young People as part of our commitment as Corporate Parents and in the Local Outcome Improvement Plan where one of our aims is to sustain positive

destinations on leaving school for children in our priority localities, and another is to support care experienced young people into paid employment through public-sector funded employability programmes.

3.3.15 The Employability team secured funding for this pilot project and the Internships are fully funded at Grade G4, Living Wage. The Internships are 12 weeks in duration, with the number of hours per week increasing incrementally throughout the period to ease the young people into work, depending on their needs.

3.3.16 The team worked with the Youth Team in Children's Social Work to identify care experienced or looked after young people who they are supporting, who they believe would benefit from this opportunity.

3.3.17 In addition to the normal line management support, Interns are registered on employability programmes and have a dedicated employability keyworker, as well as a mentor/buddy, who is either a current or recent Apprentice / Intern, where this was possible.

3.3.18 In accordance with our commitments to care experienced young people, they are eligible for a guaranteed interview for any vacancies / apprenticeship opportunities within the Council at the end of their internship. We are also offering support in cv/application writing and interview skills to prepare them for recruitment and selection processes.

3.3.19 We have run a first tranche of this pilot and at the time of writing this report are about to commence a second tranche. In our first tranche, twenty-three young people expressed an interest in the programme and were matched with a job area that they wish to be considered for. Supported selection processes were developed, as many of these young people have never applied for jobs or attended interviews before. 14 young people were successful in gaining and completing an internship with the Council across a range of services, including early years, adult social care and roads.

## Job Families and Capability Framework

3.3.20 In 2023 we introduced 'Job Families' to Aberdeen City Council. Job Families provide a way of grouping jobs together that share similar characteristics and means that we can provide a capability framework, development programme and communication and engagement plan that better meets the needs of our complex and diverse workforce. All our employees, in over one thousand different job roles at Aberdeen City Council, have now been mapped to a Job Family:



- 3.3.21 With the Job Family Capability Framework now a key feature of our appraisal process, Continuous Review and Development, we look forward to developing career pathways within each of the Job Families, which will help us to tackle hard to fill posts is by creating talent pipelines for specific job families that have high turnover or low supply of qualified candidates.
- 3.3.22 Having clear and transparent capabilities for each Job Family will allow employees to identify roles which they may be interested in, and which may be a good 'fit'. It will be clear what is required for each role, and employees can see any gaps they may have in their capabilities, and can work on developing those with learning, training and skills development.
- 3.3.23 Future development may include the creation of digital methods for employees to assess themselves, or be assessed against, the capabilities and behaviours required for each Job Family. This would allow employees to be 'aligned' to Job Families which are most closely related to their capabilities and behaviours, and which they may not otherwise have considered pursuing.
- 3.3.24 Being clear and transparent on the capabilities required for each Job Family allows for more consistent and bespoke recruitment and selection tools to be used. As part of our approach, the intention is to design a toolbox for People Managers of each of the Job Families to use so that their selection tools align with the Job Families. This will ensure that any development that employees undertake to meet gaps, directly aligns with how they will be assessed as part of recruitment and selection processes.



## Aspiring Leaders and Accelerator Schemes

- 3.3.25 Our Equality Outcomes Mainstreaming Report 2017-2021 identifies that Aberdeen City Council's senior leadership team consists of fourteen members, of which seven are male and seven are female. Currently, including interim arrangements and also the Aberdeen City Health and Social Care Partnership, the Council has twenty-two employees employed at Chief Officer level or above, eleven of whom are male and 11 of whom are female. Both of these sources show a gender balance of 50%, which is higher than the national average of 37% for senior managers in local government. However, the report also acknowledges that there is room for improvement in terms of other aspects of diversity, such as ethnicity, disability, age, sexual orientation, and religion or belief.
- 3.3.26 Diversity in senior leadership is important for several reasons. First, it reflects the diversity of our citizens, communities, and stakeholders, and enables us to better understand and respond to their needs and expectations. Second, it fosters a culture of inclusion and belonging, where different perspectives, backgrounds, and identities are valued and respected. Third, it enhances our innovation and creativity, as diverse teams can generate more ideas, challenge assumptions, and solve problems more effectively. Fourth, it improves our performance and reputation, as diverse leaders can inspire and motivate others, attract and retain talent, and build trust and credibility with internal and external partners.
- 3.3.27 We are committed to increasing the diversity of our senior leadership team and ensuring that they represent the full spectrum of our workforce and society. To achieve this, we are creating talent pipelines to identify and develop potential leaders from underrepresented groups and provide them with opportunities for career advancement and personal growth.
- 3.3.28 Our Aspiring Leaders programme 2023 focused on Chief Officers as a hard-to-fill post and provided a year-long programme of intensive development for fourteen candidates, who were supported by their own Chief Officers as part of their own succession planning. The programme was promoted to our various employee network groups, including our Equality Ambassadors Network. So far, three candidates have successfully progressed onto Chief Officer level roles within Aberdeen City Council and the Aberdeen City Health & Social Care Partnership and the People Development team continue to support the other candidates on the programme to achieve their ambitions, and provide a pool of ready-talent for any future senior posts that become available.
- 3.3.29 The 2024 programme will recruit and develop candidates who are looking to make their first step into leadership and management, so that we are taking a grassroots approach to leadership development. This programme will launch in June 2024, and will have development themed around our core People Manager capabilities over a period of 9 months. We are introducing an Accelerator Scheme as part of this programme, which has been developed with input from diverse employees across the Council. The purpose of the scheme is to provide additional support to and remove barriers for individuals

who are currently underrepresented at leadership level in the organisation which includes women, disabled people, those from minority ethnic backgrounds and young people. The scheme will provide individuals on it with an internal coach and one-to-one People Development support as well as assurances that reasonable adjustments will be made to the wider development programme so they can fully participate.

3.3.30 In accordance with the decision on the Organisational Structure report from Council on 7 February 2024, the Chief Executive was instructed to bring a report to Council by July 2024 providing further detail on the activity which has been undertaken to improve diversity in recruitment, including leadership and management roles.

### 3.4 Workforce Planning

3.4.1 A further exercise that has been taken to tackle challenges with hard-to-fill posts is to support clusters with workforce planning.

3.4.2 In November 2021, a new approach to managing the organisation's training budgets was implemented to ensure effective prioritisation based on need. This involved Senior Management Teams completing 'Cluster People Development Plans.' These plans captured the development needs of each Cluster in areas such as statutory training needs, diversity training needs and digital and technological development needs.

3.4.3 Since this time, Chief Officers and their Service Managers (SMTs) now complete a template on an annual basis, this asks them to 'horizon scan' the development needs, risks, legislative changes, and hard-to-fill posts within their cluster and update their Cluster People Development Plan to set out what continuous professional development, support and budget they require from People & Organisational Development to meet their workforce needs.

3.4.4 To support with the completion of Cluster People Development Plans, each Cluster is assigned People and OD Advisors to help advise and guide on best practice and courses of action to address development needs. The Advisor also supports the Cluster throughout the year, monitoring their spend and helping maximise the training budgets to meet their needs. The Advisor also ensures that there is a flexible approach to using the training budgets so that Clusters can meet any unexpected demand.

3.4.5 The Cluster People Development Plan requires Senior Management Teams to identify potential roles which are hard to fill or which where they need support with succession planning. This enables the People Development team to allocate additional budget to assist with innovative recruitment practices, for example:

- £10,000 for Residential Social Work Qualifications (PG Cert). This was to meet the need for additional Residential Practitioners within our Children's Residential Services.
- £4296 for BA Social Work qualifications to help grow our own Social Workers in Children's Social Work.

- £13,420 for LGV Training to increase the number of Drivers within Waste and Recycling Services.

3.4.6 Cluster People Development Plans are collated and analysed, with trends and themes identified which informs the corporate training offering but also allows for the achievement of economies of scale when it comes to the procurement and purchasing of training.

### 3.5 **Attraction of New Talent**

3.5.1 It is acknowledged that for some roles in the Council, there is a requirement to address workforce needs by recruiting externally, either because of specific qualification or skill requirements, or where there is simply no internal talent pool to match the job requirements for the role.

### **Employer of Choice**

3.5.2 At the heart of our approach to hard-to-fill posts is ensuring that Aberdeen City Council is seen and promoted as an **employer of choice** that attracts a diverse workforce where everyone feels valued. There are a number of key strands within this that acts as evidence of progress made towards delivery of the workforce plan.

3.5.3 Being an 'employer of choice' means that Aberdeen City Council has a positive reputation and image in the labour market, and attracts and retains high-quality employees who are committed, productive and engaged. It also means that the council offers a competitive reward package, provides opportunities for career development and learning, fosters a healthy and inclusive work environment, and values employee feedback and participation.

3.5.4 One of the ways Aberdeen City Council is working towards being an 'employer of choice' is by showcasing its work, including culture and values, on social media platforms. For example, the council has active accounts on Facebook, LinkedIn and Instagram, where it regularly posts about job vacancies, employee stories, awards and recognition, key pieces of work and strategies, events and initiatives, and other relevant information. In doing so, the Council is demonstrating its work, its ethos and its strategic priorities which may align with the interests and values of prospective employees.

3.5.5 Another way the council is increasing its visibility and attractiveness as an employer is by interacting with the local community and schools, colleges and universities, raising awareness of the different career paths and opportunities available. Furthermore, the council supports various initiatives and campaigns that align with its values and goals, such as the Living Wage, Fair Work, and the Scottish Business Pledge. These activities help the council to build a positive reputation and relationship with the community, and to attract and develop talent for the future.

3.5.6 Another way we are increasing our reach as an employer to increase our talent pool is through our approaches to hybrid and flexible working, developing staff digital skills and use of technology.

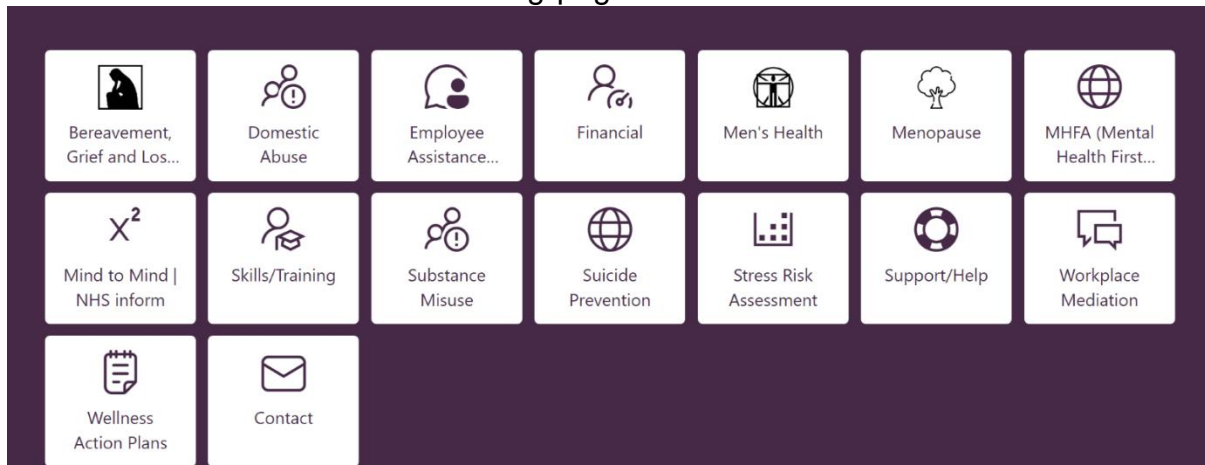
- 3.5.7 By promoting our approach to hybrid working, we can demonstrate that we are a modern, progressive, and flexible employer that cares about its employees and the community. This can help us to attract and retain talent from diverse backgrounds, locations, and sectors, and to enhance our reputation and competitiveness in the market.
- 3.5.8 One of the benefits of our approach to hybrid working is that it allows us to offer more flexibility and choice to our current and potential employees. By enabling people to work from home, from the office, or from other locations, different preferences, needs, and lifestyles, can be accommodated, and we can improve the work-life balance and wellbeing of our staff. This can also help us to reduce our environmental impact and operational costs, as well as to increase productivity and innovation.
- 3.5.9 We can use our approach to hybrid working to increase our attractiveness as an employer by showcasing our commitment to employee empowerment, trust, and autonomy. We can highlight how we support our staff to work in the ways that suit them best, and how we provide them with the necessary tools, training, and guidance to work effectively and collaboratively in a hybrid environment. We can also emphasise how we foster a culture of inclusion, diversity, and belonging, where everyone can feel valued and respected regardless of where they work from. We can communicate these messages through various channels, such as our website, social media, newsletters, podcasts, webinars, and events. We can also share success stories and testimonials from our staff who have benefited from hybrid working and invite feedback and suggestions from our stakeholders on how to improve our practices and policies.
- 3.5.10 Attracting diverse talent is also a priority to ensure that we maximise capacity in the workforce and also ensure that we are representative of our community, including at leadership level. One of our existing [Equality Outcomes](#) focuses on improving the diversity of our workforce and addressing any areas of under-representation and the Council has a number of employee working groups which are undertaking work and activities which support this. This includes achieving and maintaining accreditations such as Disability Confident, signing and promoting pledges such as the Menopause Workplace Pledge, developing, supporting and attending events such as Grampian Pride and Black History Month events, and also creating diversity packs for our recruitment adverts. Further and continued work is required and employee working groups are focusing on this. More detail will be included in the aforementioned report to Council by July 2024.

## 3.6 **Absence Improvement**

- 3.6.1 Sickness absence has a significant impact on an organisation's resource capacity. As a result, work is underway to increase and improve our workforce capacity through taking steps to maximise employee attendance at work and reduce sickness absence.

3.6.2 Absence data is being analysed through deep dives by Cluster SMTs with each Cluster having a dedicated People & OD Advisor to work with them on identifying areas of concern and the interventions and support that could be put in place to assist employees to remain at or return to work.

3.6.3 A wide range of health and wellbeing supports and sign posting are available to staff via the online Health and Wellbeing pages on SharePoint, as detailed in the screenshot of the landing page below:



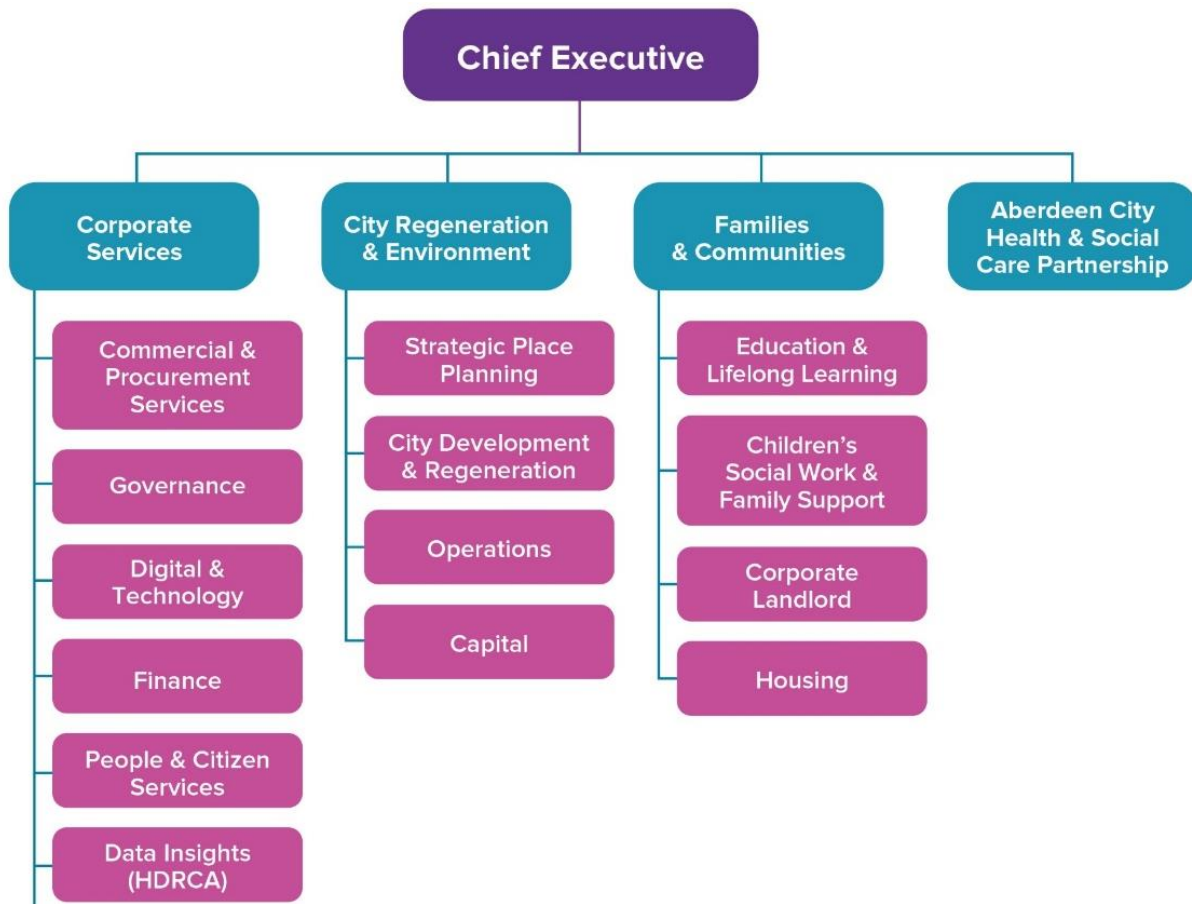
3.6.4 The Council has recently signed up to two pledges which illustrate the Council's commitment to supporting employees who are facing challenging health issues, namely the Menopause Pledge and Pregnancy Loss Pledge.

3.6.5 An ongoing challenge is ensuring that all staff are able to access the support resources that are available. To assist with this, front line roadshows have been run for staff in Waste Services and Children's Services, with more planned for other front-line staff. At these events, staff are supported to sign up to the employee benefits site, which gives them full access to the Employee Assistance Programme, and leaflets are handed out which provide a QR code which staff can use to access the Health and Wellbeing support pages.

3.6.6 The Council also has a team of fully trained Mental Health First Aiders who staff can access for support.

### 3.7 Workforce Deep Dive: Hard to Fill Roles

3.7.1 For the purposes of this report, a summary of the main hard to fill roles by function and cluster have been included with a summary of the issues and the actions taken to try to improve the ability to recruit / retain employees into these roles.



## 3.8 Corporate Services

### 3.8.1 Governance

Hard to Fill Posts and summary of challenge	Mitigating Actions
<p><b>Solicitors</b> Recruiting and retaining solicitors is a challenge for public sector organisations because we are competing with private practices, which can offer higher and more bespoke performance related salaries and other non-financial benefits. There may also be a perception of greater autonomy and flexibility in private practice work, and a perception of more bureaucracy and political constraints within the public sector.</p>	<p>Aberdeen City Council has a well-established trainee scheme, where employees with a law degree are able to undertake their traineeship in order to achieve full accreditation and progress to become full solicitors with the council. To retain, develop and motivate solicitors we invest heavily in their continuous professional development.</p>
<p><b>Environmental Health Officers</b> Recruitment of Environmental Health Officers is a challenge due to the qualification requirements for this position (a degree accredited by REHIS) and the challenge with finding or supporting candidates with this qualification. The only current provider of a REHIS-approved qualification in Scotland is the University of the West of Scotland. Alternative qualifications may be considered by REHIS if they are in a relevant subject and accompany experience in environmental health related work). However, there is still an application and approval process to achieve this. Therefore, it is a very niche talent pool with local authorities most likely “poaching” from one-another.</p>	<p>The People &amp; Citizen Services Team are working closely with the EHO Managers to look at creative ways to fill these very hard to fill roles. A Regulatory Modern Apprenticeship is currently being developed at a national level with anticipated launch in summer 2024. This framework is more suited to Pest Control roles, and it is unclear at this stage how this Apprenticeship will be recognised and support Environmental Health progression due to REHIS requirements.</p> <p>Work is ongoing with the service to review pathways for Trainee Authorised Officers and Trainee Environmental Health Officers.</p>
<p><b>Trading Standards Officers</b> Trading Standards Officers also need specific qualifications and require a combination of technical, legal and interpersonal skills that are not easily found in the labour market. Trading Standards Officers must have a good knowledge of consumer protection laws and regulations, as well as the ability to enforce them in a fair and effective manner. Unlike other public sector roles, such as teachers or nurses, trading standards does not have a high profile or a clear career path. Many people may not be aware of what trading standards officers do, what qualifications they need or what benefits they offer. This may result in a lack of interest or awareness</p>	<p>A Regulatory Modern Apprenticeship is currently being developed at a national level with anticipated launch in summer 2024. Work is ongoing to see how this could fit into a potential career pathway upon completion of the apprenticeship, as further qualifications would be required to qualify as a Trading Standards Officer.</p>

among potential applicants, especially among younger generations who may not see trading standards as a relevant or attractive career option.

### 3.8.2 *Digital and Technology Roles*

Hard to Fill Posts and summary of challenge	Mitigating Actions
<p>There is currently a digital skills gap across Scotland caused by a combination of factors, such as the rapid pace of technological change, the low uptake of digital education and training, the supply of digital skills not keeping pace with the demand and the impact of the COVID-19 pandemic.</p> <p>Roles such as Data Engineers, 365 Developers and Azure Specialists are particularly challenging to source candidates.</p>	<p>The provision of hybrid or in some cases remote working since the pandemic has helped some of the digital and technology hard to fill roles. The team continues to promote hybrid working in recruitment adverts. In addition, the team are working closely with the team within People &amp; Citizen Services to develop creative recruitment advertising campaigns using social media platforms, and to promote our vacancies on university jobs boards to try to appeal to new graduates seeking their first role.</p> <p>The Service has also supported employability initiatives such as the long-term unemployed scheme, offering internships, which led to one of the Interns successfully being appointed to a fixed term hard to fill role. These programmes are ongoing.</p>

### 3.8.3 *Finance*

Hard to Fill Posts and summary of challenge	Mitigating Actions
<p><b>Pensions</b></p> <p>There are challenges with an ageing workforce as well as challenges attracting applicants perhaps due a perception of what working in Pensions would be like and the specialist nature of the roles.</p>	<p>In the last 12 months, a Modern Apprenticeship pathway has been introduced in the Pensions team. Two Modern Apprentices have been recruited, undertaking the Business Administration Framework. This is the first time the team have considered Modern Apprenticeships as a resourcing solution. This approach has been very successful to date, and the team have been very positive about bringing young people into the team to support their succession planning.</p>
<p><b>Accountants</b></p>	<p>Our approach to finding a solution to the challenges in recruiting qualified accountants has been to 'grow our own'.</p> <p>The Accountant Career Progression scheme was introduced in 2020, expanding</p>



Recruiting qualified accountants is challenging both historically and currently, as it can be difficult to compete with the private sector and oil & gas industry locally.

on the successful Graduate Trainee Scheme. Offering a Career Progression Scheme to 'grow our own' accountants provides succession planning benefits to the organisation and for postholders and is an important blend in the resourcing of the team. The Scheme provides a structured career path for postholders employed in the Accounting team who are undertaking professional qualifications with the support of the Council. From entry level to qualified Accountant level is an approximate 5-year journey of experience and study and there are a number of routes by which to achieve this including the Graduate Apprenticeship.

The Scheme is an effective way to attract people to these vacancies and supports progression and retention within the service.

### 3.9 City Regeneration and Environment

#### 3.9.1 Operations

Hard to Fill Posts and summary of challenge	Mitigating Actions
<p><b>Mechanics</b></p> <p>The Oil &amp; Gas / Renewables industry continues to attract qualified Mechanics potential applicants for other technical roles, away from the motor industry, which provides a challenge within the Council and to other local maintenance employers. The private sector pay structure indicates the rates of pay vary from £17.80 to £20 per hour, compared to our current pay scale of £16.80 per hour. This is further compounded as some private sector organisations add bonuses to these rates dependent upon additional duties/skillsets. This is particularly the case with attracting candidates which have MOT specialist knowledge.</p>	<p>The People &amp; Citizen Services Team have been working with the Fleet Services Team to develop their grow your own apprenticeship route and currently have three Modern Apprenticeship roles being used to support the difficulty in being able to recruit qualified Mechanics. Recruitment for 2 Apprentice Mechanics will start early April 2024.</p> <p>In addition, the team have taken Foundation Apprentice students on work placement. This provides an opportunity to showcase the Council as a future Employer of Choice and potential applicants for the upcoming Modern Apprenticeships.</p> <p>The Fleet team are also supporting the ABZ Campus work experience programme offering work taster placements to secondary pupils interested to find out more about this career pathway.</p>

<p><b>Drivers – LGV</b>  LGV drivers are difficult to recruit to, given the job market. Many of those with the relevant driving licence work in the private sector due to higher rates of pay, particularly within haulage and long-distance driving. This also makes retention difficult.</p>	<p>The People &amp; Citizen Services Team have been working with the Waste and Recycling Team to support with the challenges in sourcing LGV qualified candidates. This has included offering internal development opportunities to Refuse Loaders to obtain their LGV licence. In addition, we participated in an initiative to partner with a local charitable employability organisation to employ individuals as Refuse Loaders whilst obtaining their funded LGV licence, which was funded by the partner organisation. We have also undertaken some creative advertising with the team, including social media campaigns and producing flyers with details about the role and the employee benefits, which were handed out at Truck Stops to attract long-distance and haulage drivers.</p> <p>£13,420 allocated from the Corporate Training Budget in 2023/24 for LGV Training to increase the number of Drivers within Waste and Recycling Services.</p>
<p><b>Trades</b>  Recruiting to qualified trade roles in Building Services has become more challenging in recent years. This is a national issue but is exacerbated in the Aberdeen area as a result of the Oil &amp; Gas industry which has been more appealing in terms of remuneration.</p>	<p>Our approach to our recruitment challenges in this area has been to build an apprenticeship programme to ensure a regular and ongoing source of talent on an annual basis. Building Services have a long-established modern apprenticeship programme which has seen an annual recruitment exercise resulting in the appointment of 12-15 modern apprentices across the various trade roles. Apprentices are well supported through their apprenticeship both in terms of formal line management and dedicated mentors and the programme has resulted in a number of apprentices go on to win national awards.</p>
<p><b>Roads Operatives</b>  There are challenges around an ageing workforce as well as challenges around recruiting HGV Drivers. This is because the role is hybrid in as much as the postholders are being required to do more than just driving.</p>	<p>The Roads Team participated in the Internship scheme for Care Experienced Young People, funded through the Employability Team within City Development and Regeneration. This has been highly successful and has led to the development of a Modern Apprenticeship role for the Team, and two of these Interns have been successful in securing these two Modern Apprenticeships.</p>
<p><b>Building Standards Officers</b></p>	<p>During 2020/2021 the Scottish Government along with Local Authority Building Standards Scotland developed a workforce strategy to address national issues in attracting, recruiting and retaining staff within Building Standards, in particular the younger demographic, to support succession planning. One key element of this has been the development of an apprenticeship route. In August 2022, a pilot of a new Modern Apprenticeship was introduced, and we participated in this pilot</p>

recruiting a Modern Apprenticeship to our Building Standards team in September 2022 for a 2-year apprenticeship. The team is very supportive of this new Modern Apprenticeship and aims to support future cohorts.

### 3.10 Families & Communities

#### 3.10.1 Corporate Landlord

Hard to Fill Posts and summary of challenge	Mitigating Actions
<p><b>Estate Surveyors</b> This role is particularly challenging to fill and is both a local and a national problem across local government. Surveyors are highly skilled professionals who can command high wages and opportunities for career progression in the market, especially in fields such as estate or asbestos surveying that require specific qualifications and experience. The public sector may have budget constraints or pay scales that limit its ability to attract and retain surveyors. Another possible reason is that the public sector may have a negative image or reputation among surveyors.</p>	<p>Work is ongoing with the service with People &amp; Citizen Services, to review potential pathways, minimum qualification requirements and linking with RGU and the Open University to explore how they could support this.</p>
<p><b>Asbestos Surveyors</b> Asbestos surveyors need to have specialised training to safely identify, inspect, and manage asbestos-containing materials in buildings and structures. There is a shortage of qualified and experienced asbestos surveyors in the market, as many people are not interested in working with such a dangerous substance. Moreover, asbestos surveying is a demanding field that requires constant updating of knowledge and skills, as well as dealing with complex and challenging situations.</p>	<p>Work is ongoing with the service with People &amp; Citizen Services, to review potential pathways, minimum qualification requirements and linking with RGU and the Open University to explore how they could support this.</p>

#### 3.10.2 Education & Lifelong Learning

Hard to Fill Posts and summary of challenge	Mitigating Actions
<p><b>Early Years Practitioner (EYP)</b></p>	<p>A bespoke EYP Traineeship was developed in 2018 and 3 cohorts have been undertaken, the opportunity being offered on a secondment basis to internal</p>

In 2019, as a result of the early years expansion programme, there was a need to substantially increase our workforce in this area, both in terms of Early Years Practitioners and Senior Early Years Practitioners. Whilst Early Years Practitioners is not currently hard to fill as a result of our career pathways, we continue to have a career path in place to ensure a continual supply of talent for this workforce.

employees who were seeking a role career change. This resulted in sixty-three fully qualified EYPs.

In terms of our ongoing workforce and succession planning approach, we support Foundation Apprenticeship students to undertake their work placements in our Early Years settings. This provides an opportunity for young people to experience what it is like to work in a nursery setting and consider the council as a future employer and potentially apply either for an entry level role as Support Worker or for a Modern Apprenticeship.

As part of the Early Years expansion programme, in 2021, 37 Modern Apprentices were recruited to support our workforce resourcing shortage at that time. Since 2021, the Service has continued to recruit Modern Apprentices year on year, and we currently have 33 Modern Apprentices in Early Years.

This Apprenticeship Programme provides a pathway to Early Years Practitioner roles.

### **Senior Early Years Practitioner (SEYP)**

Senior Early Years Practitioner roles remain a challenge to recruit to, both internally and externally, as we have offered the leadership development programme to all of our internal employees who are ready to step up to this role.

In response to our challenges in recruiting SEYPs, in 2020 an in-house 'stepping into leadership' programme was developed, which has achieved great success. The programme was designed to empower, upskill and support internal EYPs to apply for the role of SEYP, with a focus on leadership and management themes.

The programme has run over two cohorts and to date 38 SEYPs have been appointed.

The team continue to offer short-term acting arrangements for aspiring EYPs to provide cover for SEYPs where these opportunities arise, and this gives employees the opportunity to experience the more senior role and the additional responsibility it requires.

### **Teachers**

Specific secondary subject teacher roles are hard to fill posts. These include STEM subjects, and in particular, Maths, Physics, and Design & Technology, English and Home Economics posts would also fall into this category. This is both a local and a national issue across Scotland.

We continue to work closely with our university partners, offering placements to students as they undertake their degree programmes and providing them with a positive employer of choice experience. We have an established probationer programme and do our best to offer our probationers the opportunity to note interest and be considered for vacancies ahead of external applicants.

We also promote teaching as a career at all our recruitment and careers events.

**Gaelic Medium Education**

Recruiting Gaelic speakers to work within our Gaelic provision at Gilcomstoun school is very challenging. We continue to try and recruit a vacant Teacher position. Despite a number of advertising campaigns using a range of advertising media, there have been no applicants. This is not unique to Aberdeen city and is a national issue. Aberdeen has also struggled to attract applicants due to the geographical location of the city, as most Gaelic Teachers and recent graduates reside in the Highlands, Islands and West Coast of Scotland. This creates an additional challenge due to the relocation considerations for future applicants.

Advertising campaigns have been used to promote the city itself as well as the surrounding areas as a place to live and thrive.

### 3.10.3 Children's Social Work & Family Support

**Hard to Fill Posts and summary of challenge**
**Residential Practitioners / Trainee Residential Practitioners**

Residential Practitioners can be difficult to recruit to because they require specific qualifications which include a Social Work, Social Care or Education qualification plus a Residential Care SVQ. There are also Trainee Residential Practitioners who do not yet hold the Residential Care SVQ and who can be supported by Aberdeen City Council to complete this and become qualified Residential Practitioners. The role comes with significant challenges given the nature of the work and there are weekend, evening and night-time shift requirements as it is a 24/7 service. Those in the social work or social care profession prefer the flexibility and working environment that comes with field work and will not seek employment in Residential Care.

**Mitigating Actions**

The People & Citizen Services Team work closely with the Social Work Team to support this hard to fill area. We have run social media recruitment campaigns, promoting vacancies on university job boards to try and promote service and any vacancies.

In addition, we have amended the selection process to include open days, visits to our establishments, so that candidates can get an opportunity to see what the role involves.

£10,000 was allocated from the Corporate Training Budget in 2023/24 for Residential Social Work Qualifications (PG Cert). This was to meet the need for additional Residential Practitioners within our Children's Residential Services.

**Social Workers**

Children & Families Social Work continue to find challenge in filling arising vacancies. This is both a local and a national issue. It is widely recognised that statutory children's social work, with its focus on the care and protection of vulnerable children and their families, is one of the most

The Children's Social Work team work closely with People & Citizen Services to find solutions to these challenges. A Trainee Social Work scheme has been developed where the opportunity to undertake a degree in social work was offered to workers undertaking support worker roles within children's social work and in other related areas of the council. This initiative, funded

complex areas of social work. This challenge is particularly hard felt in operational fieldwork posts as well as in residential services. Workers regularly cite a need to work many more than contracted hours and a lack of work-life balance when asked why they are leaving their posts. Workers also are noted to sometimes opt to work in other areas of social work, such as care management, adult and justice social work as an alternative to children’s social work.

A further challenge is our difficulty in the ability to recruit experienced social workers especially when they do not live in the local area, with some citing the geography and costs of relocating home as a precluding factor.

Whilst there are a small but significant proportion of staff who have accrued a number of years of service within children’s social work, this pool of staff is ageing out, with new recruits now tending to remain in posts for shorter periods of time.

by vacant social work posts, has allowed existing employees, the opportunity to undertake the qualification on a distance learning basis. To date, six employees have taken up this opportunity with the first one due to graduate next year.

Through close working with the Robert Gordon University, we take the opportunity to align on training opportunities and share thinking on practice trends, holding recruitment workshops and careers events together, to encourage newly qualified members of staff to apply for vacant posts. The Children’s Social Work team also deliver guest lectures at RGU. We also support placements for Social Work Students in Training, who may be interested to continue their social work career with Aberdeen City Council on graduation.

£4296 allocated in 2023/24 from Corporate Training Budget for BA Social Work qualifications to help grow our own Social Workers in Children’s Social Work.

### 3.11 Aberdeen City Health & Social Care Partnership

#### Hard to Fill Posts and summary of challenge

##### Social Workers

Social Workers are hard to fill roles both locally and nationally. Currently, Adult Social Work report that they are successfully filling roles with newly qualified social workers (NQSW), however there are challenges in retention, sometimes related to geography, with NQSWs making decisions to relocate away from Aberdeen nearer families.

In addition, there are challenges in recruiting experienced Social Workers to

#### Mitigating Actions

Similar to Children’s Social Work, The Adult Social Work team work closely with People & Citizen Services to find solutions to these challenges. A Trainee Social Work scheme has been developed where the opportunity to undertake a degree in social work was offered to workers undertaking support roles across the teams. This initiative, funded by vacant social work posts, has allowed existing employees, the opportunity to undertake the qualification on a distance learning basis. To date, four employees have taken up this opportunity and this forms part of a rolling programme.

cover vacancies as they arise who are able to manage a caseload and complex cases.

A further challenge is our difficulty in the ability to recruit experienced social workers especially when they do not live in the local area, with some citing the geography and costs of relocating home as a precluding factor.

Through close working with the Robert Gordon University, we take the opportunity to align on training opportunities and share thinking on practice trends, holding recruitment workshops and careers events together, to encourage newly qualified members of staff to apply for vacant posts. The Adult Social Work team also deliver guest lectures at RGU. We also support placements for Social Work Students in Training, who may be interested to continue their social work career with Aberdeen City Council on graduation.

### **Support Workers**

Recruiting front line Support Workers for our in-house Adult Learning Disability service is a significant challenge. This is both a local and national issue. The shortages in the adult social care workforce are a high-profile national issue, highlighted during the COVID-19 pandemic.

We have a number of approaches in place to try to mitigate the challenges in recruiting to these roles.

The first is our 'grow our own' scheme. Since 2019, we have recruited 11 Modern Apprentices in Adult Social Care, and this programme will continue year on year. In addition, the service support Foundation Apprenticeship students to undertake their work placement providing an opportunity for the student to experience working in social care and for considering the Council an Employer of Choice in the future.

The Service has also supported a number of employability programmes including the Kickstart Scheme and Care Experienced Young People Internships which has had some successful outcomes for both the service and the young people.

We are working on a national basis with colleagues in COSLA and SPDS to promote social care as a career and some great content has been produced and available on the myjobscotland website.

#### 4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from the recommendations of this report.

#### 5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from the recommendations of this report.

#### 6. ENVIRONMENTAL IMPLICATIONS

6.1 There are no direct environmental implications arising from the recommendations of this report.

#### 7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	Failure to meet strategic objectives due to lack of capacity.	The activities outlined in this report are assurance that work is undertaken to ensure that there is sufficient capacity in the workforce to deliver our strategic objectives.	L	Yes
<b>Compliance</b>	Failure to meet statutory requirements due to lack of capacity.	The activities outlined in this report are assurance that work is undertaken to ensure that there is sufficient capacity in the workforce to deliver our statutory requirements.	L	Yes
<b>Operational</b>	Failure to meet operational service delivery requirements due to lack of capacity.	The activities outlined in this report are assurance that work is undertaken to ensure that there is sufficient capacity in the workforce to deliver our operational service delivery requirements.	L	Yes



<b>Financial</b>	Inability to move employees across the organisation to meet capacity needs, therefore relying on additional headcount or other additional staffing costs.	The activities outlined in this report are assurance that work is undertaken to ensure that there is an appropriate level of internal movement and workforce talent pipelining.	L	Yes
<b>Reputational</b>	Inability to attract and retain employees through not being an employer of choice.	The activities outlined in this report are assurance that work is undertaken to ensure that Aberdeen City Council remains an attractive employer for prospective and existing employees.	L	Yes
<b>Environment / Climate</b>	Inability to meet climate and environmental goals due to lack of capacity.	The activities outlined in this report are assurance that work is undertaken to ensure that there is sufficient capacity in the workforce to deliver our climate and environmental goals.	L	Yes

## 8. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN 2024-25</u></b>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>  <a href="#"><u>Working in Partnership for Aberdeen</u></a>	<p>The work outlined in this report supports the below taken from the Council's Policy Statement:</p> <ul style="list-style-type: none"> <li>• Work with the city's universities, North East Scotland College and businesses to increase educational and training options and the number of care experienced young people and young people from deprived communities, going onto positive destinations, including further and higher education, vocational training and</li> </ul>

	<p>apprenticeships. - Promote the number of apprenticeships on offer through the council</p> <ul style="list-style-type: none"> <li>• Ensure the Council follows best practice as a corporate parent to get the best outcomes for looked-after young people, those in kinship care and those with additional support needs such as autism, developmental disorders or mental health problems.</li> <li>• Recognise that the Council depends upon its staff to deliver the services it provides and believe the Council must properly reward, train and support its staff.</li> </ul>
<p><a href="#">Local Outcome Improvement Plan</a></p>	
<p>Prosperous Economy Stretch Outcomes</p>	<p>The work outlined in this report supports the below Stretch Outcomes:</p> <ul style="list-style-type: none"> <li>• Four hundred unemployed Aberdeen City residents supported into Fair Work by 2026</li> <li>• Five hundred Aberdeen City residents upskilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026</li> </ul>
<p>Prosperous People Stretch Outcomes</p>	<p>The work outlined in this report supports the below Stretch Outcomes:</p> <ul style="list-style-type: none"> <li>• By meeting the health and emotional wellbeing needs of our care experienced children and young people they will have the same levels of attainment in education and positive destinations as their peers by 2026</li> <li>• 95% of all our children, including those living in our priority neighbourhoods (Quintiles 1 &amp; 2), will sustain a positive destination upon leaving school by 2026.</li> <li>• 100% of our children with Additional Support Needs/ Disabilities will experience a positive destination by 2026.</li> </ul>
<p><b>Regional and City Strategies</b></p>	<p>The work outlined in this report will support the delivery of:</p> <ul style="list-style-type: none"> <li>• <a href="#">Workforce Delivery Plan – January 2023</a></li> </ul>

## 9. IMPACT ASSESSMENTS

Assessment	Outcome
<b>Integrated Impact Assessment</b>	An Integrated Impact Assessment for <a href="#">Recruitment and Selection</a> has been created and referred to for this report:  Individual incentives would have their own assessments as required.
<b>Data Protection Impact Assessment</b>	Not required
<b>Other</b>	n/a

## 10. BACKGROUND PAPERS

- 10.1 [Workforce Delivery Plan – January 2023](#)
- 10.2 [Council Delivery Plan 2024/25](#)
- 10.3 [Edinburgh City Council - Workforce Deep Dive June 2023](#)

## 11. APPENDICES

- A **Workforce Delivery Plan – January 2023** - extract to show Strategic Objectives and mitigating actions relating to ‘Right People’.
- B **Council Delivery Plan 2024/25** – extract to show Commissioning Intentions and Service Standards relating to workforce planning.
- C **Risk Register – Assurance Map: Cluster –People & Organisational Development** – extract to show mitigating actions relating to workforce capacity risks.

## 12. REPORT AUTHOR CONTACT DETAILS

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## Appendix A: Workforce Delivery Plan: Right People - Building our capacity through attracting, recruiting, moving talent.

Strategic Objectives and mitigating actions	2023/24	2024/25	2025/26+
<b>Aberdeen City Council is seen and promoted as an employer of choice that attracts a diverse workforce where everyone feels valued.</b>			
<ul style="list-style-type: none"> <li>• Visibility of jobs through social media and community interaction including schools</li> <li>• Development of broader partnerships with third sector and others for employability within diverse groups</li> </ul>	X	X	
<b>The movement or recruitment of talent is intelligence-led, planned as talent-pipelines and connected to shifting demands that aligns to our LOIP outcomes relating to employability. It is also linked to our approaches for workforce planning and internal career progression and is tailored by job family; and addresses areas of occupational segregation and underrepresentation, including in leadership positions</b>			
<ul style="list-style-type: none"> <li>• Engage in further employability schemes</li> <li>• Relief pools</li> <li>• Workforce plans enable talent pipeline planning on an annual basis</li> <li>• Flexible job roles</li> <li>• Use of community volunteers</li> </ul>	X X	X X	X X
<b>Our approach to recruitment and selection is best practice, streamlined, understood and transparent and it utilises a range of assessment tools together with competency-based interview techniques. It is inclusive, addresses unconscious bias and barriers and includes positive action initiatives where they are most needed</b>	X	X	X
<b>Career Pathways are clear, structured, visible, inclusive and available and attract and support young people entering our workforce, our data shows sustained improvement in demographics; proactively enabling employees to progress their careers with ACC.</b>			
<ul style="list-style-type: none"> <li>• Expand re.cruit scheme to enable the career progression scheme element and increased use of alternative duties</li> <li>• Commence ABZ Campus Employability Pathways Programme –with work experience placements with key hard to fill areas</li> <li>• Increased number of Foundation Apprentices work placements over broader range of frameworks and increased range of Modern Apprenticeship opportunities</li> <li>• Develop bespoke grow-our-own traineeships for professional roles which are hard-to-fill</li> </ul>	X	X X X	X X
<b>Workforce Planning is in place for all clusters that clearly defines areas of focus based on data.</b>		X	X
<ul style="list-style-type: none"> <li>• Utilises traineeships, apprenticeships and grow your own schemes for key hard-to-fill roles</li> <li>• Targets areas of occupational segregation</li> </ul>			

- Supports groups of underrepresented staff to be able to progress within the organisation

**Employees feel valued and committed to Aberdeen City Council via a Strategic Reward and Recognition approach**

**Roles in the organisation will be grouped according to their typical demands and workstyles as ‘job families’**

**x**

**x**

**x**

### **Appendix B: Council Delivery Plan – Commissioning Intentions and Service Standards**

Commissioning Intentions	ACC Capacity
Develop talent pipelines to support internal career progression and development.	Subject to demands on the service
Use job families and worker styles to provide more tailored development and appropriate mandatory training	Sufficient internal resource
Build on our approaches to hybrid and flexible working through developing staff digital skills and use of technology.	Subject to demands on the service
Service Standards	Last Actuals
Continue our workforce commitment to connecting young people to a range of opportunities and supporting and developing them in their roles, including maintaining Young Person’s Guarantee employer status.	100%
We will deliver annual workforce planning meetings for each Cluster	100%

## Appendix C: Risk Register

Risk Title	Risk Description	Risk Lead	Control Actions	Last Reviewed	% complete	Target Complete
Workforce Capacity and Organisational Resilience	<p>Risk that changes to and within the workforce, caused by external factors and pressures e.g. budgetary restrictions, population reduction and changes including availability of required skills significantly impact on our capacity and ability to deliver services and on the resilience of our workforce.</p> <p>Risk that this impacts as follows: dips in individual performance, increase in staff absences, increase in number of conduct investigations, fewer managers and staff to conduct staff investigations, strain on labour relations,</p>	Lindsay MacInnes	<ol style="list-style-type: none"> <li>1. Delivery of year one workforce capacity aspects of the transformation programme, including Workforce Strategy and Workforce Delivery Plan - by 31st March 2024.</li> <li>2. Completion of VSER process 23/24 including capture of knowledge and requirements of each role being removed, including mandatory training, approvals and delegations attached to these roles, in order to mitigate internal control failures resulting from loss of key staff –by 31st March 2024</li> <li>3. Agree and implement an escalation process for services to identify gaps in service delivery –to be owned by ECMT - by 30th April 2024</li> <li>4. Redesign of teams around Organisational Design Principles to ensure teams are resilient to any reduction in capacity and loss of capability - 31st March 2024</li> <li>5. Revise Council Delivery Plan, specifically Commissioning Intentions and Service Standards to recognise the increasing demand on a reduced workforce in order to manage expectations as to what we can deliver–31st March 2024</li> <li>7. Review of statutory service provision to identify opportunities for transfer or legislative reform. –31st March 2024</li> <li>8. Delivery of actions contained within the Mental Health Action Plan and ongoing review of the Plan through the PDSA model for improvement cycle. –31st March 2024</li> <li>9. Continued roll out of Mental Health First Aider Training -- 31st March 2024</li> <li>10. Continued roll out of Health and Wellbeing Roadshows for frontline staff –31st March 2024</li> <li>11. Early engagement with Trade Unions via Director/Union Engagement weekly meetings, informal weekly meetings</li> </ol>	26/01/24	65%	29/06/24

Risk Title	Risk Description	Risk Lead	Control Actions	Last Reviewed	% complete	Target Complete
	<p>deterioration in mental wellbeing and reduced goodwill of employees which in turn impacts on service delivery</p>		<p>between Employee Relations and Wellbeing Manager and Trade Unions- ongoing</p> <p>12. Continued and expanded use of temporary movement of staff process to cover risks to our capacity for emergency response due to reduced/compressed operational teams. - ongoing</p> <p>13. Continued implementation of the workstreams within the Absence Improvement Project -- 31st March 2024</p> <p>14. Monitoring and management of workflow peaks via the Establishment Control Board and enabling creative and sustainable use of resource as appropriate- ongoing.</p> <p>15. Monitoring of Workforce data to allow trends and hotspot areas to be highlighted for interventions ongoing.</p> <p>16. Continued use of external communications campaigns and expectation-setting with citizens in terms of financial situation, any areas of reduction in line with this, and promotion of positive, proactive activity - ongoing.</p> <p>17. Work alongside employability team in engaging young workforce (schools, colleges, universities) and other untapped pools around our opportunities (foundation/modern apprenticeships, placements, ABZ campus etc) in particular around our shortage occupations – ongoing.</p> <p>18. Utilising digital technology to support flexible and agile working, reduce travel costs and emissions, enhance collaboration and communication, and improve service delivery and customer satisfaction - ongoing</p> <p>19. Developing digital skills and confidence across the workforce through training, coaching, mentoring, peer support, and online resources - ongoing</p>			

Risk Title	Risk Description	Risk Lead	Control Actions	Last Reviewed	% complete	Target Complete
			<p>20. Implementing digital solutions that enable automation of manual activities, integration, and innovation of business processes and systems to release capacity- ongoing</p> <p>21. Engaging with internal and external stakeholders to identify and prioritise digital opportunities, challenges, and needs, and to co-design and co-deliver digital solutions that meet service outcomes and user expectations - ongoing</p>			
People & Citizen Services Service Delivery	Risk to delivery of key services in the event of failures of systems, processes or capabilities		Continuous review of robust Business Continuity Plan; Cluster demand analysis and upstream early intervention measures; all members of staff reminded to take equipment home to enable working from home; Cluster development plan and cluster workforce and succession planning including talent programme enabled	15/6/22	70	31/3/24