

Our vision is  
for Aberdeen  
to be an ambitious,  
achieving, smart city.

Aberdeen City  
Council

Strategic Workforce Plan: 2013/14 –  
2017/18



**Smarter Planning - Smarter People - Smarter Aberdeen**

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## 1.0 Executive Summary

The Council's workforce is highly diverse and extremely complex – reflecting the range and type of services which the organisation delivers. The workforce, like the organisation as a whole, has undergone significant transformation during the lifetime of the Council. However, whilst it has reduced significantly in size in recent years, our workforce continues to deliver high quality and improving services to the citizens of Aberdeen.

This Workforce Plan is strategically aligned to the Five Year Business Plan (Business Plan) and the Priority Based Budget (PBB). It captures the workforce implications of the Council's ongoing process of transformation, provides commentary on the existing workforce (both at a service and corporate level) and sets out a workforce strategy which seeks to ensure our workforce retains the capability of delivering on the objectives set out within the Business Plan.

Traditionally, like most of the public sector, the Council's budgetary process was focussed mainly on the forthcoming financial year with limited reference to organisational priorities and medium to long term planning. The requirement for savings was met by 'salami-slicing' the budget and an urgency to exit staff from the organisation before 31<sup>st</sup> March in order to achieve the necessary reductions. Clearly this approach did not facilitate sensible and strategically informed workforce planning.

The introduction of PBB with its strategic, medium to long term focus has enabled services to start to workforce plan on a far more meaningful basis. Other practical benefits have followed. For example, the budget is structured to such an extent that there are no plans to reduce staff numbers during the financial year 2013/14 – a position which is clearly beneficial in relation to employee engagement and industrial relations.

Each service in the Council has developed its own business plan with a five year future focus. The plans are characterised by an aspiration to transform services positively for the benefit of citizens and most services are well advanced on this journey.

To enable and support this level of transformation, a number of changes to the way the workforce is managed and organised have taken place i.e.:

- changes to our performance management system – moving to a model which explicitly encourages high performance;
- changes to our employee development programmes – linking to key organisational priorities;
- the introduction of an employee engagement strategy;
- moves to better empower managers; and
- changes to the way we manage attendance.

However, by virtue of the medium to long term nature of the Council's business planning process it is necessary to assess the existing workforce (in quantitative and qualitative terms) in relation to its capability and capacity to

deliver on the longer term objectives contained within the Plan. Key considerations in this regard include:

- How we will develop workforce skills and capacity;
- How we will manage talent within the organisation;
- How we will pay and reward our workforce; and
- How we will develop the organisation.

Developing a vision of the workforce of the future and dealing with actual or perceived gaps in capacity and capability will require the Council's HR Strategy to be re-modelled accordingly. Taking cognisance of the common themes emerging from the directorate and corporate Business Plans and with regard to the financial landscape set out in the PBB document, the following strategic workforce priorities are proposed for the period 2013/14 to 2017/18:

- 1. Strengthen and make increasingly explicit the linkage between business, financial and workforce planning.**
- 2. Further embed a culture of high performance across the authority.**
- 3. Maximise the effectiveness of our employee engagement strategy – striving for positive industrial and employee relations.**
- 4. Further encourage a proactive health, safety and wellbeing culture.**
- 5. Manage required changes to the workforce in a structured, planned and fully consulted basis.**

- 6. Ensure that the Council's status as an 'employer of choice' is enhanced and that the principles and spirit of equal opportunities are evident in all aspects of the Council's employment processes.**
- 7. Ensure attendance management levels equate to upper quartile performance standards.**
- 8. Ensure high level management performance across the Council through robust selection processes and tailored development programmes.**

Delivering on these priorities will go a significant way to fulfilling the Business Plan aspiration to have a "flexible, skilled and motivated workforce".

Actions in support of these strategic priorities are underway and these will be further developed. The time-scaled actions will be detailed within the Corporate Governance Service Plan (HR), which will be presented to Members in early course.

Workforce planning is by its nature iterative. Therefore, the Workforce Plan will continue to evolve to match the objectives and aspirations of the organisation.

## 2.0 Introduction

Aberdeen City Council has been a major employer in the city since its inception in 1996. The organisation is people intensive, borne out by the fact that approximately 60% of the net revenue budget relates to staffing.

The Council regards itself as a 'good employer' and can back up this contention with concrete evidence. For example, we are one of the very few local authorities in Scotland which will implement pension auto enrolment on schedule – demonstrating genuine care for the financial wellbeing of our employees in their later years. In addition, we have established one of the most extensive and creative employee benefits packages in the country and the terms and conditions of employment we offer are, in many respects, competitive.

Despite significant ongoing resourcing challenges, the Council is committed to maintaining, and indeed enhancing, our reputation as an employer of choice. This is significant as the successful achievement of the objectives contained within the Business Plan will be highly dependent on our success in continuing to attract and retain the right number and quality of employees.

This strategic Workforce Plan represents the Council's first attempt to more fully align our workforce planning with our business and financial planning and the document, therefore, complements both the Business Plan and the Budget Plan.

The traditional public sector budgetary model of setting annual budgets with little or no medium to long term business

planning was replaced within the Council by a more strategically focussed model in 2011/12 i.e. priority-based budgeting. This model enables us to set service priorities and prioritise spending towards achieving these objectives – rather than 'salami-slicing' all budgets which has, in the past, resulted in less being provided across a vast range of non-prioritised and potentially unnecessary services.

The PBB model is widely recognised as an exemplar in relation to public sector financial management. However, the benefits of the model extend far beyond budget setting and maintenance. The model is aligned completely to the Council's business or service planning process (business priorities shaping the budget). In addition, the PBB model has enabled the initiation of meaningful and strategically aligned workforce planning.

Workforce planning of sorts has always been undertaken within the Council. Some services have developed an expertise in ensuring that changing service demands are catered for by appropriate adjustments to their workforce. For example, the relatively clear cut demand factors within the school sector (i.e. pupil numbers) have enabled Education, Culture and Sport to plan the teaching and other school-based workforce accordingly.

Whilst some cross-Council workforce planning success has been achieved, up until the introduction of the PBB model it is fair to say that the majority of workforce planning represented a relatively crude reaction to year on year budgetary reduction. The fact that approximately two-thirds of the revenue budget relates to 'staffing' created an inevitability that staffing costs would require to be reduced significantly.

The pre-PBB budgetary process was characterised by the commencement of redundancy consultation in November/December each year to ensure that the statutory period for consultation was adhered to. Large numbers of staff were exited from or redeployed within the organisation and the period November to March was traditionally difficult for employees, unions, managers and the HR Service.

Whilst the rate and extent of organisational change has arguably intensified since the adoption of PBB, the new model has allowed services to make these changes on a planned, gradual and more inclusive basis. The rationale for change is clearly articulated within the Council's Business Plan and this has enabled more informed consultation to be undertaken.

Service planning (and PBB scoping) enables a medium to long term business perspective to be taken. Services necessarily require to give careful and considered thought to the staff resources they will need in order to achieve their core objectives (rather than the single year 'survival' mentality promoted by the previous budgetary model).

This strategic Workforce Plan contains evidence of existing and planned workforce transformation which necessarily accompanies the Council's business objective setting. Each service has contributed to the Workforce Plan by providing commentary in relation to current and future workforce composition and Corporate Governance has taken a strategic overview in relation to the implications for the organisation as a whole.

The Workforce Plan is iterative in nature. It will require to be modified on a continual basis in order to capture and accommodate any directional changes in terms of business and/ or financial planning.

The first iteration of the Plan focuses on key qualitative considerations such as development, engagement and strategy. Subsequent iterations will give greater clarity on the numbers of employees the Council anticipates it will employ during the life-time of the Plan and a vision of the Council's workforce 2020.

It is planned to present a fuller quantitative analysis of our future workforce to the Council during the course of 2013/14.

### **3.0 Our Existing Workforce**

In planning for the workforce of the future it is clearly important to take stock of the composition of the current workforce, how it is managed and to be aware of significant underlying trends.

The following factors are regarded as the most significant but are not presented in priority order.

#### **3.1 Workforce Profile**

Our workforce mirrors the complexity and diversity of the services we provide. We have a range of employment types including full-time, part-time, job-share, fixed-term, term-time and zero hours. In addition, there are individuals who work for the Council on an irregular basis, including reliefs, casuals, and supply teachers.

The situation is further complicated by the fact that approximately 200 individuals have more than one contract with the Council (some have multi-contracts albeit each one totals a relatively small number of hours).

Therefore, quantifying the workforce with any degree of accuracy and consistency can be as complicated as the workforce itself. Nevertheless, using a 'snap shot' position derived from PSe (as at 30/1/13), the Council's funded establishment equates to approximately 9,300 headcount, with a full-time equivalent of approximately 7,800.

The workforce has reduced in size since the Council's inception in 1996.

**Appendix A** indicates the extent of the reduction. These figures were taken from the Council's statutory staffing watch returns to the Scottish Government and, whilst not an ideal barometer, the figures do indicate a downward underlying trend.

Other profile data includes the fact that:

- 71% of our employees are female and 29% male - this represents a steady state with only minimal fluctuations when compared against data produced previously.
- 95% of employees have a permanent contract which, again, is consistent with previous analysis.
- 59% of employees are full time (equivalent of 1 FTE) with the remaining 41% working part time. As with previous data, although there can be specific fluctuations, this represents a largely steady trend.
- The most highly populated non-teaching pay grade is G09 (approximately £18–20,000 per annum) with 20% of employees paid on this grade.
- The average length of service is 9.5 years.

#### **Age Profile**

**Appendix B** shows an age profile analysis of the Council's workforce.



The data shows that we have an ageing workforce (average age being 45.5) which peaks at the 50 to 59 years of age range. This trend has remained static for the last few years. After that point the numbers in the respective ranges decrease rapidly. If these peaks are combined with those in the 40 to 49 ranges it is possible to state that around 5000 employees are aged between 40 and 59 years of age. However, it must also be noted that there are significant and arguably 'sufficient' numbers of employees in the lower age brackets.

This means that we are unlikely to experience severe difficulties with huge numbers of staff retiring at the same time and nobody to replace them. While there will be significant numbers of staff approaching retirement at the same time the graph indicates that there should be an adequate supply of employees coming through to fill the gap. Thus, key areas of consideration for us are managing older employees, and knowledge management for succession planning purposes.

Age profiling from previous years conducted on an ad hoc basis suggests that the trend described above is not new and represents a fairly steady state. In other words having an ageing workforce has not presented us with significant intrinsic issues in the past and has been successfully managed thus far.

### **Turnover**

In the year January 2012 to January 2013, the Council had a turnover figure of 17%.

Turnover, and what it signifies, is a highly interesting concept. In some industries relatively high turnover is viewed positively in as much as it is seen as a safeguard against complacency, and stagnation (new ideas and fresh approaches being generated by new recruits). In other industries a high level of employment 'churn' is regarded as extremely detrimental because of the break in service continuity (within the Council, for example, home care and teaching would fall into this category).

A turnover figure of 17% is relatively high (upper quartile) for the public sector. It is more consistent with the private sector average.

Clearly there are variations within services but in general terms it is plausible that the relative buoyancy of the Aberdeen employment market (and the impact of the oil-related jobs market) places the Council at the top end of public sector turnover. Using the Council's HR Service as an example, around 10% of staff have been lost to the oil sector during the last 12 – 18 months.

### **3.2 How we reward our staff**

We recognise four sets of national negotiating arrangements for pay purposes. For Local Government employees the introduction of an objective points rated job evaluation scheme and the decision to apply this to all jobs, except Teachers, Craft Workers or Chief Officials, ensures that the employer has a defence against equal pay for work of equal value and like work claims for that group. The maintenance of the job evaluation scheme and regular equal pay audits on the pay and grading structure

should be sufficient for us to ensure the equal pay problems which emanated from the 1970s are not repeated.

For Teachers the pay scale is determined nationally by the Scottish Negotiating Committee for Teachers (SNCT). This sets out the rate of pay for all main grade Teachers. A job sizing toolkit has been provided through the SNCT to determine the rate of pay for 'promoted posts'.

In respect of Craft Workers, a local collective agreement was reached and implemented in 2008 regarding the rates of pay for the respective trades, semi-skilled and unskilled labourers.

We recognise that the ability to recruit the right calibre of staff is at times dependent on the employment package offered, which is largely expressed as an annual salary. Where recruitment pressures have arisen creative solutions have been sought, and found, in order to ensure a viable supply of resources. Examples include the use of targeted career fairs, the use of social media for advertising and the increasing tendency to 'grow our own' employees.

### **Employment Package**

Our employment package is constantly reviewed and updated to ensure it is both attractive to potential employees and valued by current employees. In addition to a competitive pay rate which at the lowest point meets the government's definition of a 'Living Wage', we currently offer:

- a competitive pension scheme
- very competitive holiday provision
- a variety of flexible working opportunities including flexi-time, part-time, term-time and compressed hours
- up to twelve months' sick pay (service dependent)
- an employee assistance programme
- one of the best employee benefits packages in the country – comprising several salary sacrifice schemes (from childcare vouchers to the purchase of annual leave) and a range of employee discounts.

### **The Living Wage**

The Council has, to date, supported the application of the 'living wage' and this has clearly assisted our less well paid employees.

It should be noted, however, that the continual 'bottom loading' of pay awards does create difficulties for Councils as the ability to differentiate between the value of jobs at the lower end of the pay scale becomes harder. It is important that the equilibrium of the pay and grading structure is not compromised by such moves and any such future proposal will be equal pay 'proofed' accordingly and Members advised of the outcome.

### **3.3 Our organisational culture and how we expect our workforce to perform**

We recognise that the delivery of the Council's 5 year Business Plan, Smarter City agenda and high quality

services depends on the quality of our workforce and on consolidating and enhancing a culture which focuses on high performance. The outcomes of the 2010 Employee Opinion Survey and a subsequent 'world café' event in May 2011 also supported a more performance oriented culture.

To achieve this, a revised appraisal scheme, making a more positive link between performance and reward, as well as employee engagement, was introduced in September 2011. This new scheme, **Performance, Review & Development** (PR&D), recognises that future improvement relies on employees more clearly understanding what they should be doing, how they should be doing it and how what they are doing contributes to corporate objectives. This approach is entirely consistent with the Government's 'Pay and Workforce Strategy' and 'Comprehensive Performance Assessment'.

The PR&D scheme applies to all employees, except Teachers (who are covered by a national Professional Review and Development Scheme).

The PR&D scheme describes the outcomes or objectives employees are expected to deliver and sets out the core organisational behaviours against which performance will be measured. Importantly, 'what' a person does (their outcomes and objectives) and 'how' they do it (their behaviours) are given equal weighting. These behaviours are designed to reflect the culture of the organisation and are described later.

Employees who successfully deliver on their PR&D objectives will receive a salary increment (unless at the top of their scale). In contrast, those employees who fall short in this regard or whose poor conduct or attendance is being addressed via an appropriate policy, will not automatically receive an increment.

The scheme enables us to more effectively measure and recognise good performance, reward exceptional performance and, very importantly, address underperformance.

### **3.4 How we develop our workforce**

We recognise the need to invest in the development of people to enhance their skills and performance and realise their potential. To meet this need, the Council has three teams which provide a comprehensive range of development activities for employees ranging from short training courses to management qualifications.

The corporate Employee Development Team, located in HR & Organisational Development, focuses on responding to the organisation's business needs and helping to improve performance. It manages corporate development across the organisation and has an allocated corporate training budget for this purpose. This includes helping identify needs at a corporate level, designing and delivering training, or sourcing providers where appropriate, and evaluating what has been provided.

In addition, there is a development team located within Education, Culture and Sport to support the specific

requirements of teaching staff and another team located within Social Care & Wellbeing to support the CPD for social care staff.

Proposed development priorities are put forward to CMT for approval at the beginning of each year and services are provided with monthly reports of corporate training undertaken by members of their service. The Employee Development team is also responsible for managing the corporate training budget. This is used to fund development needs which are common across services and which will enable employees to deliver against the aims, vision and values of the organisation. Development needs which are service or job specific are funded from service training budgets.

Development is planned taking into account different learning styles, the need to balance time spent on development with operational requirements and the need to make best use of our resources. We therefore offer development through a range of methods such as face to face workshops, eLearning, coaching, mentoring, short 'hot topic' seminars and tailored team events.

## **Developing skills inhouse**

### ***Trainee Schemes***

To overcome the skills shortages we face, we have developed schemes to '**grow our own**' workforce in order to supply the staff we need. Examples include, HR professionals, Solicitors, Accountants, Environmental

Health Officers, Trading Standards Officers, Planners and Building Standards Officers.

Typically, these schemes involve identifying individuals with potential, either inhouse or externally, designing an individual development plan for a defined period, supporting the individual while they study for the relevant qualification (e.g. providing mentoring) and providing them with work experience. This can either lead to their appointment to a suitable post at the end of their training programme or create a pool of trained and skilled people, with the skills and behaviours we need, to recruit from when vacancies arise.

### ***Apprenticeships***

We provide a range of craft apprenticeships (e.g. skilled labourers, electricians and plumbers) which provide apprentices with an opportunity to gain experience and to learn the skills and behaviours that we need. We employ approximately 80 apprentices (under a 'training contract') at any one time and this provides us with a valuable pool to recruit from.

### ***Leadership Development***

Recognising the need to strengthen leadership capability so that managers have the skills to develop and motivate high performing teams and individuals, we introduced approximately two years ago a range of powerful programmes to develop managers' leadership and strategic skills. Evaluation of these programmes has been

very positive and participants are experiencing a positive change in their job role as a result of attending these programmes.

### **3.5 How we engage with trades unions**

As a member of the Confederation of Scottish Local Authorities (CoSLA) the Council is bound by national agreements of Terms and Conditions of Service. There are four National Negotiating Committees which determine annual pay awards and various nationally prescribed conditions of service. These are the Scottish Joint Council for Local Government Employees, the Scottish Joint Council for Craftworkers, the Scottish Negotiating Committee for Teachers and the Joint National Committee for Chief Officials.

The Council recognises the same Trade Unions as those represented on the National Negotiating Committees i.e. UNISON, UNITE, GMB, UCATT, EIS, SSTA, NASUWT and the Voice.

The Council recognises trade unions for collective bargaining purposes and has in place a number of local collective agreements. We seek to work in partnership with Trade Unions with a view to establishing a culture of trust and developing a working environment where the ideas, views, knowledge and experience of the individuals who make up the workforce are listened to, considered and valued.

We also have in place local negotiating and consultation arrangements where Elected Members meet with Council Officers and representatives of the Trade Unions at Joint Consultative Committees. In addition Trade Union Regional Officers have a regular meeting with the Chief Executive to discuss topical issues. More formal consultation is undertaken through each service having a Union Management Committee chaired by the Director or other Senior Manager within the service. In addition the local Trade Union conveners meet with senior management of the HR Service to consult on corporate issues and deal with concerns.

We also have separate regular consultation arrangements for health and safety issues, this is described in more detail in the Health and Safety section of the Workforce Plan.

In order to promote effective and positive industrial relations the Council has had in place for a number of years a Framework Agreement on Industrial Relations ('FAIR') which includes a process for dealing with disputes. Over the years the Disputes Procedure has been used on a number of occasions and has provided for a successful resolution of outstanding issues. It is necessary to review 'FAIR' with a view to incorporating many of its positive aspects into a new Partnership Agreement between the Council and Trade Unions.

It must be recognised, however, that not all employees choose to be a Trade Union member and mechanisms have been established (e.g. Employee Voice), and will need to be created, to allow all employees to have a voice

through offering views, ideas and comment on matters which affect them. So whilst a positive working relationship through partnership is the way forward, we need to take account of those employees who choose not to join a Trade Union and develop arrangements to demonstrate and ensure they are equally valued and listened to by the organisation.

### **3.6 How the organisation is designed**

The organisation has been configured in a number of ways since 1996. Several internal re-structurings have led to changes in the management structure. Indeed it is believed that Aberdeen City Council has fundamentally re-structured more often than any other Scottish Local Authority.

The extent of change is demonstrated by the fact that, in 1996, the Council was organised into 14 departments led by approximately fifty Chief Officials. The current structure has only five services (plus the Office of Chief Executive) and twenty four chief officials.

As a consequence of top-level rationalisation, more operational accountability is now vested in the Council's Service Managers. Below this level there are comparatively few organisational tiers, a far cry from the traditional local authority organisational structure which would have had a large number of tiers between the Chief Executive and basic grade practitioners.

The current organisational structure is therefore deliberately 'flat' in nature. This, it is felt, results in efficient

decision making, clear lines of accountability, improved lines of communication and flexibility.

Clearly it is essential that the Council's structure is conducive to organisational effectiveness and, importantly, to the delivery of high quality services.

### **3.7 How we have empowered managers**

We recognise that the quality of our leaders and managers and the relationship between line managers and their teams is key to organisational effectiveness. In this respect we have focused on recruiting and retaining the type of manager we need and achieving the right balance between empowering them to manage effectively and providing them with the right levels of support.

In line with this we have shifted the focus of our management recruitment from technical skills to 'cultural fit' and have introduced more rigorous methods of recruitment such as assessment centres to support this where appropriate. Once recruited, we provide an induction specific to new managers to advise them of their responsibilities and of the support which is available to them. We have also clearly defined, under the PR&D scheme, consistent standards for all managers which provides role clarity and clarity of expectations.

Over the last few years we have rolled out an intensive development programme for our managers which raises awareness of the impact of their behaviours on others and which encourages a task-oriented yet people focused

approach to management. This programme has delivered tangible results for managers, their teams and for the organisation.

We are now moving increasingly towards empowering managers through more flexible policies. As an example the PR&D scheme, which focuses on achieving a high performance culture, allows managers a large degree of flexibility in how it is implemented to suit the differing needs of different occupations and services. In addition the new job profile format, which focuses on overall outcomes rather than detailed tasks, is designed to enable managers to manage their resources to best effect.

### **3.8 How we have improved employee engagement**

The link between employee engagement and higher performance has been well researched and well documented. The 2010 Employee Opinion Survey indicated that there was a need for us, as a Council, to improve levels of engagement across the organisation. As a result the cross-service People Dimension Group produced an action plan to address this. A number of key actions from this plan have been taken forward and implemented. Examples include:

- A focus on the quality of our leadership and management – including the shift to a more behavioural approach to recruitment and the development programme for managers, as

described above;

- The involvement of employees in key initiatives which affect them – a good example being the development of the new PR&D scheme which began with a ‘world café’ event seeking employees’ views and included employee input at every stage in its development;
- The introduction of ‘communication’ and ‘engagement’ as core behaviours for all managers, against which they will be recruited and against which their performance will be measured through Performance Review;
- The introduction of Employee Voice, the Council’s online suggestion scheme, which allows employees not only to make suggestions for service improvements but also to interact with colleagues they would never otherwise meet and to discuss such improvements in a way which would not previously have been possible.

The People Dimension Group also play an active role in supporting the Communications and Engagement Manager in implementing the Communication and Engagement Strategy.

### **3.9 How we manage attendance**

Prior to December 2010 sickness absence rates across the Council were at unacceptably high levels. In December 2010 we replaced our Absence Management Policy with a

new Maximising Attendance Policy which addressed a number of the weaknesses of its predecessor. This was a watershed for the improvement in the management of absence across the Council and, since this time, sickness absence levels have generally been on a downward trend. The current absence level is an average of 11.6 days per employee (as at 31/12/12), being four days less than the figure two years ago.

Sickness absence statistics are reported regularly to the Corporate Management Team (CMT) and on a monthly basis to Service Management Teams (SMTs) where appropriate management scrutiny takes place. These statistics are also regularly reported to Service Committees and the Corporate Policy and Performance Committee is provided with regular update reports on the subject.

**Appendix C** illustrates sickness rates over the last 12 months and the current position within the Council in respect of absence (as at 31/12/12).

Proactive initiatives to reduce absence are constantly being introduced. For example, employee health checks are regularly offered to the workforce where blood pressure, body mass index and cholesterol levels are all measured. Other preventative measures include advice and support on issues such as healthy eating, smoking cessation and the promotion of physical exercise etc.

### **3.10 How we address equality and diversity in the workplace**

Equality and Diversity is an area of employment where legal considerations form a minimum position for the Council. The Equality Act 2010 consolidated all previous equality related legislation and extended provisions to the 9 protected characteristics. The Equality Act places three general and a number of specific duties on public sector organisations which the Council has or is in the process of implementing. As part of compliance with the duties we continue to monitor the makeup of the workforce and, since 2002, have undertaken a data validation exercise of employees' personal and sensitive data every 3 years, in line with best practice. This exercise allows the Council to report the profile of the workforce and highlights areas where action is required.

The Council, like all other local authorities in Scotland, has implemented Single Status which included the introduction in May 2009 of an analytical points rated job evaluation scheme. The pay and grading structure resulting from this scheme continues to be maintained and a recent Equal Pay Audit showed that there is practically no difference in the basic rate of pay between male and female employees. This is in contrast to the position before the implementation of Single Status where a clear earnings skew in favour of male workers existed. The Council has produced an Equal Pay Policy Statement which commits itself to pay equality going forward.

The achievement of pay equality notwithstanding, there is still clear evidence of occupational segregation in some parts of the Council (e.g. a predominance of female



workers in catering and cleaning) and this will be addressed on an action-planned basis.

As an employer the Council promotes equality by providing many flexible working opportunities and, by ensuring its recruitment processes are free from unlawful discrimination. In addition it subscribes to the Department of Work and Pensions Positive about People with Disabilities two ticks scheme, which guarantees a disabled person an interview if they meet the essential criteria for the job. The Council has also been awarded Age Positive champion status for its work in developing age neutral policies. It also subscribes to the Stonewall (the LGBT Charity) workplace equality index.

### **3.11 How we manage Health, Safety and Wellbeing**

Health and Safety has been a long-standing priority for the Council. The Council's policy on the issue stresses that literally everyone within the organisation has clear and critical responsibilities.

Managers are held to account for health and safety performance within their work area and the Council has developed (and been commended on) a health and safety matrix which provides an explicit indication as to whether or not a particular section or team has made sufficient progress on a range of core health and safety requirements (e.g. the existence of up-to-date risk assessments).

Each service has a Safety Committee in place, facilitating Trade Union discussion and feedback. At organisational level the Central Health and Safety Committee provides a necessary overview and co-ordinating role.

The Council's health and safety management system has received national recognition (and gold award status) from ROSPA for the past five years.

From 1st October 2012 the cost of Health and Safety Executive (HSE) interventions has been recovered from businesses found to be in a material breach of health and safety law. Under the "fee for intervention" costs will be recovered from the start of the HSE's intervention up to the point supporting businesses in putting matters right has been concluded. This cost will be borne by directorates and related services.

Clearly this is placing an added focus to our efforts to ensure that safe working practices are routinely adhered to and that 'health and safety' is factored into all operational and strategic decision making.

## **4.0 Forecasting**

### **4.1 Summary of each directorate's analysis of current and future trends and resourcing/development needs**

Each of the Council's directorates has considered the workforce issues and trends impacting on their service planning objectives and these have been incorporated into the workforce planning process. This has resulted in the interpretation of corporate workforce priorities according to individual service objectives and needs. Each directorate's contribution is appended to this report and the main themes identified are as follows:

#### **Education Culture and Sport (EC&S) – Summary**

The EC&S directorate is facing a period of potential significant change, driven by a number of external factors such as the Donaldson and McCormac reviews and the fact that education is at the heart of the Council's own 'Smarter Aberdeen' agenda. It is highly likely these and other factors will see a need for greater partnership working as well as changing the way in which education is delivered across the city. For example, the McCormac review recommends increased flexibility in terms of the working week.

There are also tangible impacts for staff. These include greater numbers of staff being required to undertake

qualifications or to have defined CPD requirements. This has clear implications for staff development.

In Education a key issue is succession planning. There is potential for a percentage of staff to leave the profession due to the removal of lifetime salary conservation for teachers in April 2016 as well as an issue around age distribution in senior teaching positions. Both issues will potentially involve the loss of skills, knowledge and experience and it is important that the directorate actively works to anticipate this.

The demography in Aberdeen will also have an impact upon the delivery of education services.

In terms of Culture and Sport, the City's bid to be UK City of Culture in 2017 will require those teams to respond to the requirements placed upon them in order to produce a winning bid. In addition there is the potential for Cultural services to be delivered by a Culture Trust in partnership with other organisations with staff transferring to the trust under TUPE regulations. This will clearly have implications for staff and the Council overall and these will be considered fully as the option is discussed.

Other changes across the directorate, such as proposed new ways of working in Library and Information Services, the City Campus project, national agreements on terms and conditions, restructures of support staff in schools and other partnership projects will also impact upon structures, methods of service delivery and hence the workforce either as development requirements or perhaps in terms of the deployment of the workforce.

## **Housing and Environment (H&E) – Summary**

The workforce plan for H&E picks up on a number of key themes that are the result of internal and external drivers such as legislation changes, demographic and economic issues as well as how this impacts upon ways of working within the directorate. Specifically the workforce plan highlights six key themes:

**Empowerment** – many of the working practices currently in progress are aimed at empowering individuals to take more responsibility whether on an individual or team basis. Devolved responsibility will be a major step forward and will ensure that individuals are committed to the organisation.

**Performance** – the introduction of the new PR&D scheme will link in very well with the empowerment element and will focus individuals on their own performance as well as that of their teams.

**Commercial thinking** – it will be increasingly important for staff to become commercially aware as this will be a major focus for the direction of travel of all the Services in the Directorate. Historically, the Council has not always presented itself as commercially focused and this now needs to be a critical area of development.

**Supporting change** – with all the major change which has been ongoing it is imperative that individuals are supported and communicated with through the continued changes.

**Development** – linking with supporting change, as roles change, the need for development increases and it will be crucial that training plans are in place for individuals and teams in order for them to reach their potential and deliver the outcomes which are required.

**New ways of working** – there will be an increasing requirement for remote working to support efficiencies in delivering services and also to improve the quality of services to citizens throughout the City. This has implications for technology, hot desking, office space etc.

## **Enterprise, Planning & Infrastructure (EP&I) – Summary**

The EP&I Workforce Plan is particularly sensitive to external drivers and pressures and these also align to large parts of the ‘Smarter Aberdeen’ agenda in terms of the Council’s role in the development and promotion of Aberdeen. This is mirrored in the partnership approach of the directorate which includes building new partnerships as well as continually evaluating those that currently exist.

In order to respond to the challenges faced by the directorate the Workforce Plan highlights the need to examine new ways of working both in terms of technology and skills. Soft market testing in the Asset Management and Operations service area highlighted that the prospective savings could be delivered more effectively in-house. However, this places significant pressures on the service to embrace new ways of working, additional revenue generation or re-skilling. Such transformation is a

theme that appears again and again throughout the Workforce Plan.

Another key theme is the need to optimise resources against a backdrop of PBB resource reductions. Whilst this is the same for all directorates some areas that have been reduced in EP&I now, through 'Smarter Aberdeen' may find themselves requiring further resource in order to achieve the efficiencies or project goals. Thus, optimising staffing resources will be crucial for EP&I going forward.

A final theme is that of the need for skills development across the directorate. As new ways of working or new partners, new partnerships or a new working emphasis is embraced so the skills required by EP&I staff may evolve and change throughout the lifetime of their Workforce Plan. Skills development will therefore be an important element in EP&I successfully meeting the challenges that are set out in its Plan.

### **Corporate Governance (CG) – Summary**

The Corporate Governance Workforce Plan is heavily influenced by the key themes contained within two complementary planning documents: The Corporate Governance Directorate Business Plan and the Corporate Governance Improvement Plan.

The vision for Corporate Governance (as set out in the Business Plan) identifies six service delivery principles; i.e.

- Customer services management
- Intelligence-led organisation

- Partnership working
- Workforce planning and development
- Financial management, and
- Business processes

The Workforce Plan aligns to these six principles, particularly the firm commitment to identify, develop and support high performing employees.

The CG Improvement paper outlined a number of cross-working themes which provide clear workforce planning considerations i.e.:

- Vision, values and staff development
- Improved management capability
- Business Intelligence
- Flexibility and changing needs
- Process re-engineering, and
- Benchmarking and good practice

The workforce planning challenge for the service is to ensure that the CG workforce has the capacity and capability to deliver on key outcomes linked to improvement themes.

The Plan further considers the drivers for change (both internal and external) to achieve the outcomes set out in the Improvement Paper. The paper identifies improvement options which will necessitate a holistic approach to the **people** we employ; the **processes** we develop; and the **technology** we use.

The Plan references the opportunities (and the potential workforce planning benefits) of Public Sector capacity

building. In order to capitalise on the opportunities associated with joint/partnership working and (or organisational integration) skills development within Corporate Governance and the Council generally might be necessary.

The Plan also highlights the significance of the PR&D process for employee development and recruitment purposes. In essence, ensuring that staff exhibit the right behaviours and demonstrate a positive attitude towards service delivery, will enhance the experience of customers – both internal and external.

Consideration is also given to future resourcing strategies which will ensure that the service has a sufficient supply of employees in the medium to long term. Strategies in this regard will include:

- improved succession planning
- continuing to 'grow our own' professional staff
- encouraging new entrants to public service and providing them with appropriate development opportunities and professional support

Finally, the Plan contemplates the new skills and behaviours which will be required within the service to enable the Council to compete and thrive in the twenty-first century e.g. commercial, negotiation and brokering skills.

## **Social Care & Wellbeing (SC&W) – Summary**

The SC&W directorate is working in a landscape of significant legislative change including the Shifting the Balance of Care and the Personalisation Agenda all meaning fundamental change to the way in which care services are to be delivered. This is clearly a significant challenge for the service and the directorate has been gearing up for this so that it can support the change in the best way possible whilst also meeting its PBB savings targets.

Another key challenge for the directorate is the changing demographics in the city. Aberdeen has an ageing population which will place increasingly significant demands upon the care services delivered by the Council. These challenges have required the directorate to be innovative and flexible in how it plans to deliver services on an ongoing basis. Partnership will become increasingly important for the directorate and the transfer of older people's care services to be delivered via an arms length trust, Bon Accord Care Limited; will change the landscape in terms of some aspects of service delivery.

There will also need to be a focus on skills within the directorate. The changes to the delivery of social care services will also potentially require different structures, new or amended jobs to those that currently exist in the directorate or a requirement for staff to develop different or additional skills in order to make many of these changes work.

## 4.2 Future workforce supply and demand

The individual workforce plans for each directorate give us some indication of specific resource issues but are, at this stage, not sophisticated enough to allow for a full numerical gap analysis and hence forecast. Much of the discussion around the workforce, as demonstrated by the summaries above, is around the themes of optimising current resources, development of staff for required new skills and the development of better jobs or structures or ways of working.

Once the decisions of the Council in relation to the Business Plan and the Priority Based Budget have been absorbed, all services will be in a position to provide more focussed commentary in relation to the staff numbers which will be required during the lifetime of the Workforce Plan and beyond. Once the figures have been compiled the information concerned will be brought back to the Council in the second iteration of the Workforce Plan.

It is clear, however, that the predicted budgetary shortfall during the course of the five year planning period will make it extremely challenging to maintain staffing levels at their current level and to arrest the downward trend in employee numbers highlighted by **Appendix A**.

A key benefit of the integrated budgetary business and workforce planning model is the opportunity to plan, consult and manage any required future reduction to the workforce.

The Council has been creative in mitigating the effects of resource shortfalls in the past and a similar degree of creativity will be required in the future (e.g. greater cross sector collaboration).

## 4.3 Critical jobs for which it is difficult to recruit and retain staff

In respect of the recruitment pressures we face, some vacancies are notably harder to fill than others, including:

- Engineering professionals
- Accountants
- Head Teachers
- Some teaching posts, particularly at Principal level
- Social Work Team Managers
- Carers
- Mechanical and Technical positions

The reason behind these recruitment difficulties may include a skills gap at national or local level, insufficient quality of supply or the high cost of housing in the area. Recruitment and retention strategies are being developed to address these difficulties.

## 5.0 Expected impacts on the workforce

### 5.1 The need for new skills to meet organisational goals

As technology, legislative and service requirements change the nature of jobs, there is an increasing need to update and develop employees' skills and knowledge in order to raise levels of performance. This includes retraining employees where their skills may have become outdated. We need to constantly look at ways of improving the skills of our workforce so that they meet the needs and expectations of our customers and changing requirements of the Council. We therefore need to create a learning organisation and develop employees to their fullest potential.

To achieve this, we have identified a series of employee development priorities for 2013/14 within the context of the Council's 5 year business plan. These are shown at **Appendix D** with the main focus being on:

- supporting the Council's vision and delivering the priorities in the 5 year Business Plan;
- promoting positive performance management and embedding the agreed organisational behaviours; and
- increasing employee engagement.

The skills identified for meeting these goals include developing skills and confidence in:

- the increased use of technology in our day-to-day business;
- managing performance, including embedding the new behaviours (see below);
- managing projects;
- facilitation;
- relationship management;
- negotiating and influencing;
- leading and managing change;
- financial management;
- commercial awareness; and
- creative thinking/ problem solving.

### 5.2 The need to focus on cultural fit (having the right behaviours/attitude) rather than only on technical skills

While ensuring that our workforce has the right level of 'technical' skills to enable us to achieve our organisational goals, it is even more crucial that we employ people with the right motivational and cultural fit (i.e. in tune with the organisation's values) as this will be an essential contributor to organisational success. This applies at the recruitment stage as well as of course to our existing workforce.

Our new PR&D scheme sets out the core behaviours and attitudes we expect from our workforce when performing their jobs and requires managers to review employees' performance against those behaviours. These behaviours emphasise the need for:

- Effective **communication** – communicating in a way which is clear, open, honest and constructive: sharing, listening and responding to information, options, ideas and instructions;
- Strong **customer focus** – taking a customer focused approach which places customers at the heart of how we perform our jobs;
- High standards of **professionalism** – maintaining at all times the standards expected by the service and the organisation;
- Demonstrating **respect** - for others and promoting equality through fairness and consistency of approach.

In addition to these core behaviours which apply to our entire workforce, there is a responsibility on all managers to:

- Encourage **creativity** – promoting innovation in how we deliver services and meet customer expectations;
- Effectively **engage** – creating a positive atmosphere which motivates people to perform at their best;
- Be **future focused** – looking at the future of the organisation and its contribution to the city;
- Provide strong **leadership** – offering clear direction to their teams and demonstrating organisational values at all times.

This requires us to nurture and develop our people and create an environment which encourages and promotes

such behaviours and where all of our employees are ambassadors for the Council's reputation and brand. Both senior and middle managers will set an example of how to fulfil this role.



## 6.0 Our workforce of the future – 2020 vision

To be successful in the next decade, our workforce will need to demonstrate foresight in navigating a rapidly shifting landscape of business transformation and skill requirements. We will need to be constantly alert to the changing environment and changing expectations of our customers and adapt our workforce planning and development strategies to ensure alignment with future skill requirements and resourcing needs. To achieve this, we must have a clear vision of what type of organisation we need to become, the type of employee we will need within that organisation and how we will do business in the future.

### 6.1 What the organisation of the future will look like

An organisation that:

- Both values and supports its staff who in turn are clear about what is expected of them in terms of how they contribute to achieving organisational goals;
- Has the skills and capacity to deliver a range of high quality services that meet the growing expectations of our customers;
- Has high expectations that its managers will manage in an effective and flexible way, being able to quickly respond to change;

- Has a 'high performance' culture supported by robust performance management systems and processes;
- Is increasingly using new technology as an enabler to providing modern and efficient services to its customers, to perform their job roles and to support flexible working and more effective communication;
- Effectively and productively engages with a wide range of stakeholders in the public and private sector;
- Is widely regarded as an 'employer of choice', supporting, motivating and engaging its workforce through periods of significant change.

### 6.2 What the manager/employee of the future will look like

In order to support such an organisation we will need managers and employees who:

- Are able to demonstrate more than job knowledge and technical expertise by excelling at creative problem solving and different ways of thinking in order to find effective solutions. This requires employees to be less mired in 'busywork' to allow them the ability to think about future, long term possibilities;

- Are able to meet unexpected situations with quick thinking and resourcefulness (increased agility);
- Are able to evolve their skills to meet the demands of an increasingly technology-driven workplace;
- Are able to use new technology tools to engage and persuade their audiences;
- Are able to develop strategies for engaging and motivating a dispersed group of employees, if leading a virtual team
- Are more resilient with a solution driven mind-set, coming up with solutions beyond those which are rule-based;
- Are adaptable/flexible
- Have well-developed team working/collaboration skills - more socially intelligent with the ability to assess the emotions of those around them and adapt their words, tone and gestures accordingly. This will be vital for building relationships of trust as they collaborate with larger groups of people in different settings;
- Continually reassess the skills they need (as well as those of their team if they're a team leader) and quickly identify the right resources to develop and update these skills. This is where the real value of

effective PR&D comes in and where HR has a key role to play in supporting the workforce.

### **6.3 How employees will work/do business**

Employees of the future will increasingly be required to use mobile technologies to support flexible, new ways of working, including:

- smart phones, teleconferencing and video conferencing;
- accessing their office applications, files, emails, the intranet and internet when working from home or remotely; and
- online meeting facilities enabling remote meetings, allowing staff to share documents remotely and conduct video calls.

## 7.0 How we will achieve the vision

To achieve the Council's vision and priorities, it is vital that our workforce is more diverse, flexible, skilled, engaged and motivated than ever before. We need to build on the strategies that we've already put in place to align our workforce requirements directly to the Council's, and each service's, strategic Business Plans, thereby enabling us to identify and address the gaps between the workforce we have today and the human resourcing needs of tomorrow.

Our plan will allow us to focus on the medium and long term but at the same provide a framework for dealing with immediate challenges in a consistent way.

**Appendix F** provides detail as to how we propose to plan and manage our workforce in relation to the following key considerations.

1. How we will develop the skills and capacity of our workforce.
2. How we will develop the organisation.
3. How we will resource and attract 'top' talent to the organisation.
4. How we will pay and reward our workforce.
5. How we will engage with the workforce.
6. How we will further consolidate a pro-active Health, Safety and Wellbeing culture.

## 8.0 Our Strategic Priorities

The Council's existing Workforce Strategy, 'People-first', has been in place for the last five years. The priorities contained within 'People-first' and the associated action planning have successfully underpinned the current range of workforce initiatives illustrated in Section 3 of this plan.

In developing a vision of the Council's future workforce and considering actual or perceived gaps in workforce capacity and capability, the HR Strategy requires to be re-modelled accordingly.

A number of common themes have emerged from the Directorate and Corporate Business Plan and taking cognisance of these and with due regard to the financial landscape set out in the PBB document, the following Strategic Workforce Priorities are proposed for the period 2013/14 to 2017/18:

- 1. Strengthen and make increasingly explicit the linkage between business, financial and workforce planning.**
- 2. Further embed a culture of high performance across the authority.**
- 3. Maximise the effectiveness of our employee engagement strategy – striving for positive industrial and employee relations.**
- 4. Further encourage a proactive health, safety and wellbeing culture.**

- 5. Manage required changes to the workforce in a structured, planned and fully consulted basis.**
- 6. Ensure that the Council's status as an 'employer of choice' is enhanced and that the principles and spirit of equal opportunities are evident in all aspects of the Council's employment processes.**
- 7. Ensure attendance management levels equate to upper quartile performance standards.**
- 8. Ensure high level management performance across the Council through robust selection processes and tailored development programmes.**

There is little doubt that success in delivering on these priorities will go a significant way to ensuring that the Council fulfils its aspiration to have a 'flexible, skilled and motivated workforce'.

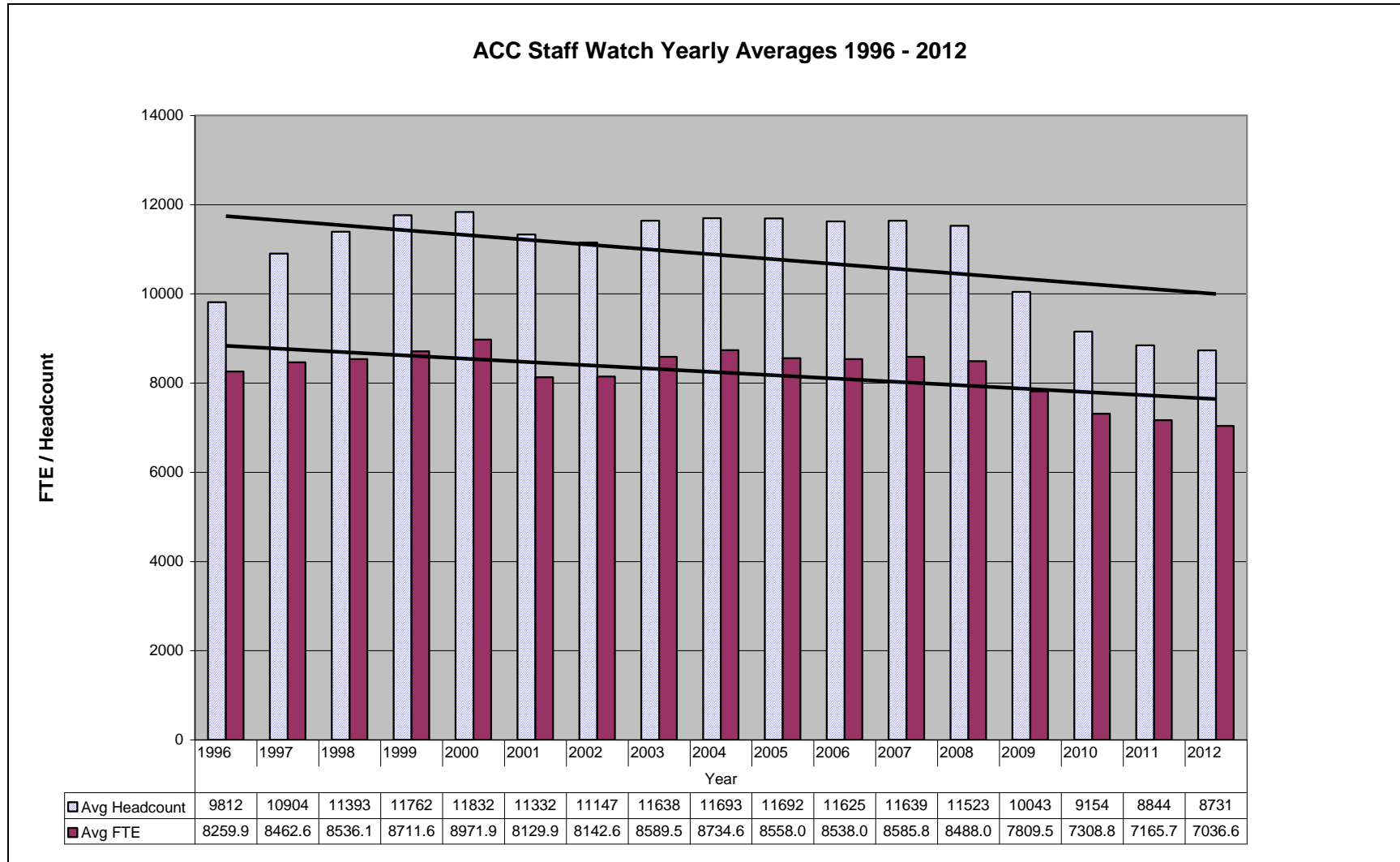
The achievement of these strategic priorities and realising the workforce vision as set out in Section 7 will become a major priority for the HR Service. Work is already underway in relation to a number of the themes and the HR element of Corporate Governance's Business Plan will contain the associated action planning and this will be presented to Members in early course.

The next steps in the process will involve:

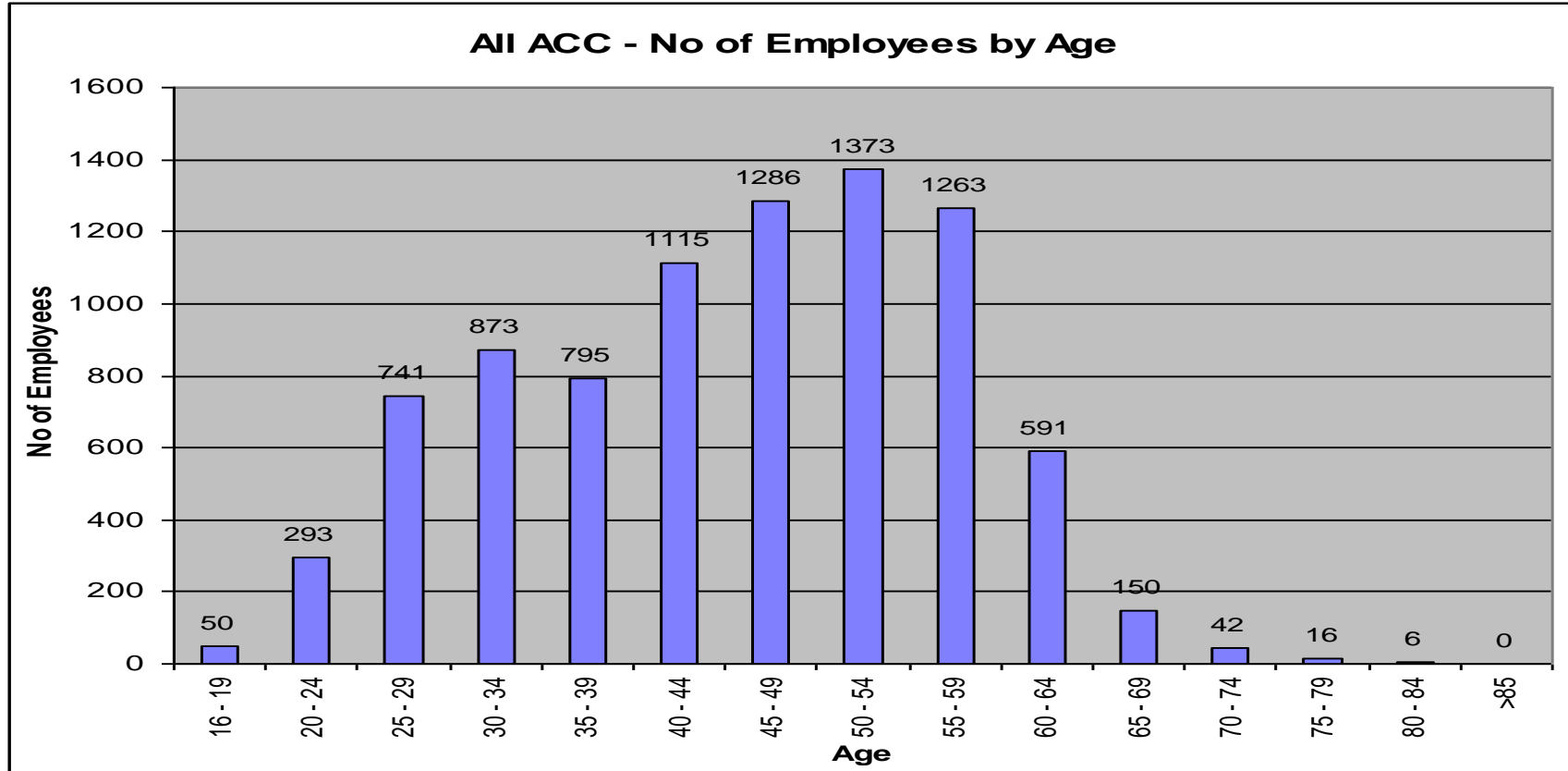
- HR Business Partners working with their client services to produce service focussed action plans
- The HR service continuing to review key HR policies, procedures and systems to ensure that they sufficiently enable organisational transformation
- Regular consultative dialogue with the trades unions in relation to the plan and its implementation
- Regular progress updates being provided to Members

It is proposed to conduct an appraisal of the Plan and the strategic priorities as part of the preparation of the 2014/15 budget to ensure that it captures any change to the organisation's objectives and priorities and to ensure that it remains fit for purpose.

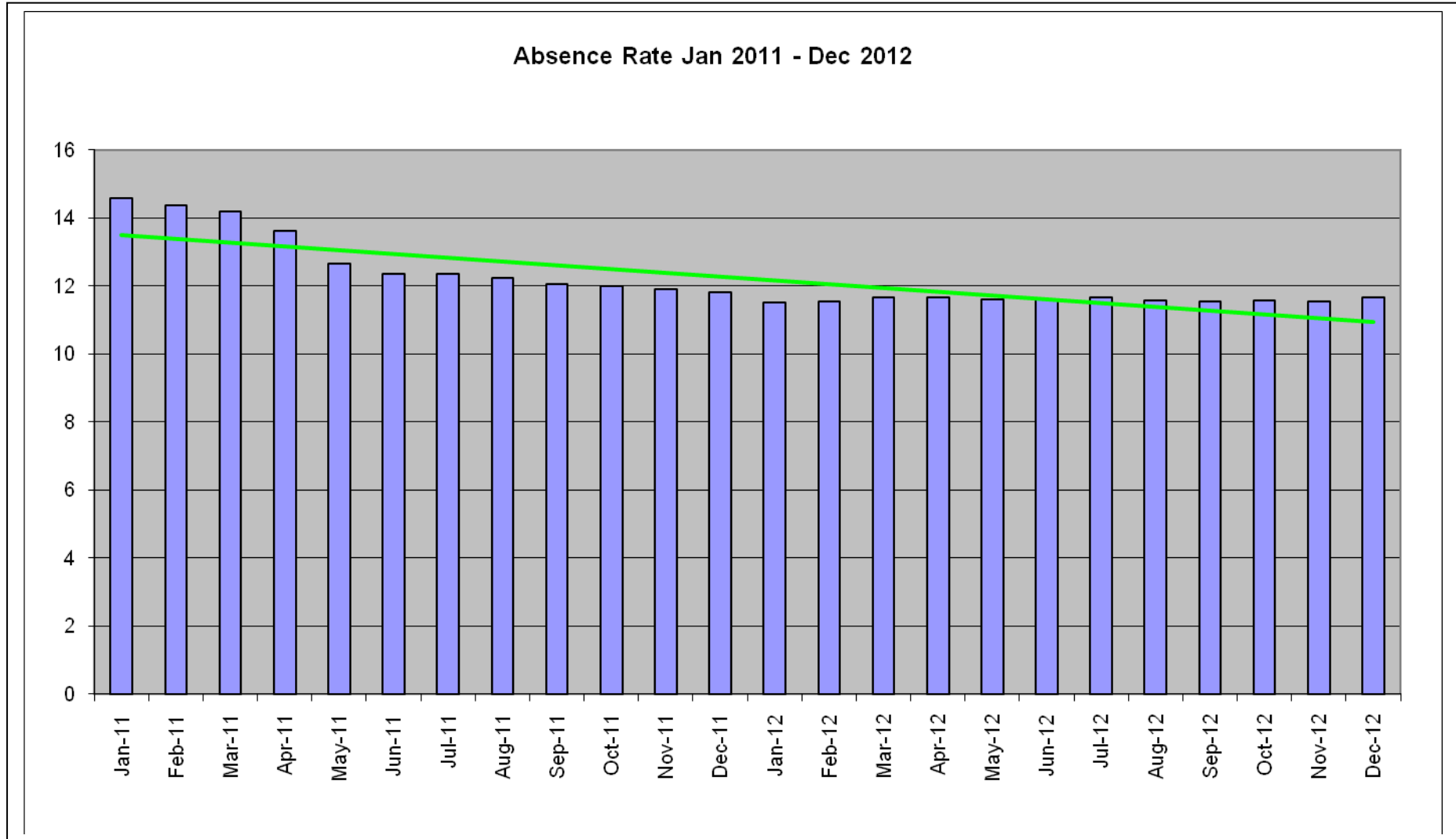
### Staffing Numbers – Trend Analysis (1996 – 2012)



Workforce Age Profile (as at December 2012)



Average sickness days per employee (Jan 11 to Dec 12)





### **Employee Development Priorities**

The Council is now entering the third year of its 5 year Business Plan. As well as delivering a balanced budget for the coming year, this Plan has enabled a degree of stability in forward planning. This means that the employee development priorities and themes for 2013-14 remain consistent with those for 2012-13, taking account of progress made within that period and any slight changes in context, including:

- The need for an increased emphasis on the use of technology to support the Administration's Smarter City vision, the Nevis programme, the introduction of E-HR, new ways of working and the need to project ahead to what is required to support the manager/ employee of 2020;
- The further roll out of Performance Review and Development (PR&D) with its implications for performance management, outcomes focus and a shift of emphasis to behaviours;
- The impact of changes in legislation such as welfare reform;
- The impact of changes in organisational structure such as the introduction of the LATC in Social Care and Wellbeing, the LLP in Housing and Environment and the need for internal transformation in other services;
- The need to be seen as an employer of choice in order to attract and retain quality staff; and
- The outcomes of the 2012 Employee Opinion Survey.

Within this overall context the key development themes for 2013-14 are proposed as:

- Supporting the Council's vision and delivering the priorities in the 5 year Business Plan;
- Promoting positive performance management and embedding the agreed organisational behaviours; and
- Increasing employee engagement.

The remainder of this report outlines what the development priorities within each of these themes will be.

## **2 Supporting the Vision and Delivering the 5 year Business Plan**

The Council's vision is for a *'vibrant, dynamic and aspirational city'* supported by a *'flexible, skilled and motivated workforce'*.

Within this context the 5 year Business Plan challenges us to look at different and more efficient ways of delivering services including the redesign of services, whether through alternative delivery models or through internal transformation.

This has implications for the skills we need to employ and develop, requiring us to be more outward looking, more engaged with partners, the private sector and the third sector, more strategically focused, more creative in our solutions and more commercially aware.

With this mind the focus of development will be on the following areas:

## **Technology Skills**

In early 2013 the Council will move from Groupwise to Outlook and from Office 2003 to Office 2010. This is a positive move which provides the opportunity for us to match with the best of the private sector, however, it will require sufficient internal support to ensure a smooth transition for employees and for the business. The priority in early 2013 will be on achieving this transition. Following this the priority will be to develop skills in using the additional features of these packages, such as Lync instant messaging and Sharepoint, to ensure the organisation is reaping the business benefits of this major change.

At the same time the channel shift to self-service for customers is being complimented internally by the introduction of E-HR and the further roll out of new ways of working. As well as providing general support in these areas, it will be important to ensure that this is an inclusive process with adequate support provided for those who are not pc literate. We will be working on plans to tackle this aspect in the short term and in the longer term on developing skills in the use of smart phones and other devices which can be used to promote efficiency at work.

### **2.1 Technical Skills**

- a) **Managing Projects** – A key priority will be to increase skills in project management, option appraisal, process mapping and design. We will work with the Programme Management Office to identify and meet specific needs in these areas.
- b) **Facilitation skills** - In becoming more outward looking, it is anticipated there will be a greater need for skills to better manage stakeholder events and multi-partner meetings as well as for managers to work with their own teams to develop creative service solutions.

### **2.2 Relationship Management Skills**

The development of Service Level Agreements, re-contracting between services and alternative delivery models will inevitably result in more complex relationships and partnerships with the need to manage these relationships constructively. In this respect the priorities will be:

#### **a) Negotiating and Influencing Skills**

Momentum Consultants have been successful in the re-tender for this work which will result in an additional 12-18 month contract. This will allow us to complete the roll out to our target audience as well enabling us to provide a series of shorter workshops to refresh the skills of managers who have already attended the programme. Evidence shows that this training continues to deliver tangible benefits for the organisation.

#### **b) Leading and Managing Change**

As the shape of the organisation changes it will be increasingly important to ensure managers have the skills necessary to lead their teams constructively through change, particularly where that change is perceived as radical or unwelcome. Our experience suggests that this training is particularly effective when tailored to specific teams and we will continue to offer this service throughout 2013/14.

## **2.4 Future Focus**

The new organisational behaviours place a clear responsibility on managers to adopt a business focus in order to ensure a sustainable future. Development priorities in this area will include:

### **a) Financial Management Skills**

Finance teams are currently developing a comprehensive package of financial skills and we will provide whatever assistance is necessary in rolling this out.

### **b) Commercial Skills**

In this respect we will continue to provide the 'Identifying and Developing Customer Opportunities' workshop, providing delegates with the skills to engage with customers in a more business-like and creative fashion, potentially leading to the development of revenue raising opportunities. In addition we will liaise with the Central Procurement Unit to provide any necessary support in terms of contract management skills.

### **c) Creative thinking/ problem solving**

The need to think innovatively about service solutions will be essential for all services and is a key management responsibility under the new behaviours. A focus will therefore be placed on ensuring managers have the tools/ techniques in order to encourage a customer-centred approach to service design and delivery.

## **3 Promoting Positive Performance Management**

The first review meetings under PR&D will take place in early 2013. 2013-14 will be the first full review year under this scheme. PR&D represents a significant change in how people are managed involving greater emphasis on performance, more clarity in standards and expectations and an increased focus on behaviours. In addition it sets the foundations for a cohesive performance management framework by linking directly to recruitment, induction, development, managing underperformance and talent management. As such it has the potential to effect real change in this organisation and will need to be carefully supported within its first year to ensure that this change is realised. Development priorities within this area will include:

### **a) Process Training**

We will continue to support managers in using the new process – including support in the use of the online form, the 360 tool (once available) and making best use of the business intelligence coming out of the 360 reporting tool.

### **b) Managing Performance Conversations**

We will provide a range of options to develop the softer skills of managing performance discussions, whether at the PR&D meeting itself, through 1-2-1s or through other performance conversations. This will include workshops, short seminars, online learning/ videos as well as using the existing Managing Performance workshops to place greater emphasis on managing and motivating good performance, empowerment and outcomes focus. In addition we will build

our bank of eLearning policy bytes, based on common queries received at the HR Service Centre, to further support managers.

### **c) Embedding the New Behaviours**

If, as an organisation, we are saying these are the behaviours we expect, we need to ensure we are supporting people to develop them and that our managers are creating an environment which encourages and promotes them. We will support this through a variety of means including:

- Reviewing and updating existing workshops and eLearning modules to ensure they reflect the behaviours;
- Identifying and filling any gaps in existing provision to support the behaviours, such as current gaps in the area of promoting excellence in customer service and customer centred service design;
- Developing tools which managers can use with their teams to discuss the behaviours and agree what this means within their own work context; and
- Continuing with the programme of Hot Topic seminars themed around the behaviours involving a range of experts who can bring fresh perspectives on each for our managers.

### **d) Rewarding High Performers**

We will work with services to develop suitable packages of support for those identified as high performers under PR&D in order to encourage retention and to assist with succession planning. This could include the use of development centres, attendance at appropriate programmes and support to undertake additional qualifications.

## **4 Increasing Employee Engagement**

The link between employee engagement and higher performance is well documented. In recognition of this 'engagement' is one of the 4 agreed management behaviours. While there is a separate engagement strategy which comes under the remit of the Communications and Engagement Manager, there are areas which are recognised as contributing to engagement but which are specific to development. These include the 'availability of training, development and career opportunities' and the 'quality of our leadership and management'.

### **4.1 Availability of Training, Development and Career Progression**

Two significant advances have been made this year in terms of our ability to identify and plan required development. These include tying occupation specific development to jobs as part of the new job profiles and the online reporting available through PR&D. These should be of great assistance for individual services and will provide further intelligence corporately about service and organisational needs which will assist with forward planning.

In addition, the ability under PR&D to identify high performance should assist with retention, career progression and succession planning. Job profiles should also make it easier for employees to see what is required in posts in order to plan their own career development.

## **4.2 Quality of Leadership and Management**

The relationship employees have with their line manager has been shown to be key to morale and job satisfaction. By introducing standard indicators for managers PR&D clearly spells out what we expect of our managers at all levels thus helping provide more consistent management across the organisation.

The use of assessment centres and behavioural interview techniques should help recruit managers with the qualities we seek. At the same time tailoring our development programmes to support the organisational behaviours will further assist.

Another important element of our leadership is, of course, our Elected Members and a full development programme for Members for the period 2013-14 is planned. This programme comprises a number of dedicated development days throughout the year based on local and national priorities. Our work with Elected Members also includes the roll out of the Improvement Service's CPD Framework for Members, assistance with personal development planning and a quarterly development newsletter.

## **4.3 Supporting the Communication and Engagement Strategy**

Priority will be given to supporting the work of the Communications and Engagement Manager where a development element is involved. This includes, but is not limited to:

- Assisting with the STAR awards as part of embedding the organisational behaviours;
- Assisting in action planning in response to the Employee Opinion Survey 2012;
- Promoting the Council as an employer, through a range of means including the potential introduction of a graduate recruitment programme; and
- Providing opportunities for employees to stretch their capabilities through leadership of projects, employee forums, taking on mentoring/ coaching/ champion roles, introducing a volunteering programme and, in the longer term, exploring the potential of Sharepoint to identify internal expertise which can be tapped into.

## **5 Funding the Development Priorities**

The Corporate Training Budget for 2013-14 is estimated at £657,992. As well as the specific priorities outlined above, the need to improve ICT use and PR&D are likely to place increased demands on this. In addition it has been agreed that a proportion of this budget will be set aside to fund any additional investment in development required to support high performers.

These demands are unknown as yet. There is therefore a balance to be struck between ensuring PR&D is seen to deliver what it promises while at the same time managing expectations realistically. A key element in achieving that balance will be ensuring we continue to make best use of our resources throughout 2013-14 and that we seek savings and efficiencies in how development is delivered wherever possible.

In this respect we will:

- Continue, where relevant, to move training provision from face to face to eLearning;

- Increase the emphasis on tailored development delivered inhouse, increase our inhouse capacity as assessors and use inhouse presenters to co-present the Momentum programme, and to coach others in Momentum style techniques;
- Identify and use inhouse expertise across the Council to assist in development initiatives where possible;
- Increase the number of joint programmes run with our North East partners, such as the Collaborating for Outcomes programme, the joint supervisory programme, the joint mentoring scheme and the joint public sector management programme currently being developed; and
- Achieve administrative savings through the use of eForms.

<b>Education, Culture and Sport</b>
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**External Drivers**

There are a number of significant external drivers which will impact on the workforce plan for the ECS Directorate over the next year.

The Reports of the Donaldson Review and McCormac Review will be progressed through national discussions and the Scottish Negotiating Council for Teachers (SNCT). Both are likely to see an increase in partnership working, particularly around teacher initial education and career long Continuing Professional Development (CPD). The Directorate is currently in discussion with the School of Education at Aberdeen University regarding closer collaboration around initial teacher education. Currently ACC has one teacher seconded to the University to support teacher education, and there is the potential for further secondments, or joint appointments, in the future.

The McCormac Review recommends increased flexibility in terms of the working week. This is currently under discussion through the SNCT, however no firm proposals have yet been made. Both reviews focus strongly on development of the profession at all levels.

The Christie Commission on the Future Delivery of Public Services contains recommendations around community engagement and empowerment in terms of service design and delivery. Encouraging citizens to participate in the development, design and decision making of services is also a key priority identified in the ACC five year business plan 2013/14 – 2017/18.

Although no specific proposals have been made as yet, there is a suggestion that the Government may introduce an element of statutory provision in terms of Community Learning and Development (CL&D) in order to implement this recommendation. As CL&D staffing has been reduced significantly through the budget process, such a statutory requirement might lead to additional staff being required in this part of the service. Currently the staff in this area have more experience in service delivery than in service planning, and the move towards the provision of a service planned according to the needs of communities will lead to a requirement for staff development in this area.

As part of the SNCT Terms and Conditions Agreement 2011, lifetime salary conservation for teaching staff will be removed with effect from April 2016. It is likely that those teachers in receipt of lifetime salary conservation (in particular former subject Principal Teachers (PTs)) will leave the profession prior to April 2016. This potential loss of experienced teachers will have to be considered in terms of school staffing and school level succession planning.

The requirement for all staff working in Early Years and Child Care to register with the Scottish Social Services Council (SSSC) will lead to a requirement for some staff to achieve the qualification threshold within 3 years. Out of the 94 childcare staff within the staffing establishment, it is estimated that approximately 80-90% will require up-to-date qualifications.

The CL&D Standards Council has undertaken a consultation around the registration for CL&D staff. As with the SSSC registration, some staff will potentially require to upgrade their qualifications to meet the threshold.

There is a risk in both the Early Years/Child Care teams and the Community Learning and Development teams that some staff will either not succeed in updating their qualifications, or will choose not to do so, resulting in the loss of staff in these areas.

It is also likely that a requirement for ongoing CPD will result in a requirement for a CPD programme similar to that provided for teachers. The Directorate Workforce Development Procedure has been revised to reflect this requirement, and will be taken to ECS Committee for discussion and agreement.

## **Business Plan**

The ACC 5 year Business Plan 2013/2014 – 2017/2018 outlines the Council's vision for Aberdeen to be an ambitious, achieving, smart city.

The plan contains a number of key priorities for the ECS Directorate, including:

- Improving access to and increase participation in arts and culture
- Aspiring to be recognised as a City of Culture
- Promoting and improving opportunities for physical activity and sport
- Providing a high quality education service within our schools and communities which will improve attainment and life chances
- Providing opportunities for lifelong learning
- Creating a city of learning which will empower citizens to achieve their full potential
- Aiming to have a workforce across the city which has the skills and knowledge to sustain, grow and diversify the city
- Designing all new infrastructure (schools) to be energy efficient by maximising the use of low carbon technology and materials.

Over the past 2 years, options taken forward under priority based budgeting have had a major impact on staffing levels within the Directorate, with large reductions in Pupil Support Assistants (reduced by 90.5 full time equivalent), Communities Teams (reduced by 58.19 full time equivalent ) and School Admin Support Staff (reduced by 19.75 full time equivalent).

The PBB proposals for the next 3 years will see fewer reductions in the number of staff employed, but there will be a requirement for a change in ways of working in some areas.

A review of the future delivery of culture and sports services is underway to improve access to and participation in arts, culture and sport for visitors and citizens.

The council is exploring the potential to deliver services in partnership with other organisations, specifically with the University of Aberdeen. This may result in a change in the delivery of Cultural Services, by a Cultural Trust or joint venture taking over the delivery of art gallery, museum, library, arts and cultural services. This could result in staff in these services transferring under TUPE regulations. The number and categories of staff affected will be determined once the scope of the Trust is confirmed. As the development of an arms length Cultural Trust would change the ACC role from being a



provider of services to that of commissioning services from the trust, there would be a requirement for any staff remaining in the employment of the Council to develop skills around partnership working, business partnering and contract management. Similar skills will also be required by staff in the Communities team who are working with, and supporting, the new Management Committees in Community Centres.

The preparation of the bid to become UK City of Culture 2017 will require the cultural services team to respond to the requirements to develop a successful bid and thereafter to build capacity in the cultural sector to develop and deliver the programme if successful. This will require flexibility, with periods of growth and shrinkage and will include employment of staff on short term and on a consultancy basis.

Proposed new ways of working in Library and Information Services, which would include use of new technology, 24/7 on line services, reconfiguring opening hours and reviewing the library estate and staffing structures could result in a reduction of 22 fte in library staffing, (as detailed in PBB option ECS C27) and a requirement for training and development in the use of new technology. Redeployment opportunities will be sought for staff affected. The increased accessibility of the services will assist with the creation of a city of learning and improved opportunities for life long learning.

Within the Schools sector, there are a number of proposals which could impact on the number of teachers employed within the City, however, there is a risk associated with these proposals in that the current position of the Scottish Government is that teacher numbers should be maintained; therefore, unless this policy changes, it will not be possible to realise savings by cutting teacher numbers unless this is in relation to a reduction in school rolls.

The City Campus Senior Phase is a change to the way in which the senior phase of secondary education is delivered, and will play an important role in achieving the priorities for improving attainment and life chances of our children and young people to achieve their full potential, and also in creating a city of learning. This will require school staff to work closely in partnership with other schools, universities, colleges and other education providers.

The Local Development Plan and the City and 'Shire Strategic Development Plan suggest that the existing schools in the city are not in correct locations, as more residents move away from the city centre.

A recent review of the primary estate carried out by the Directorate and reported to Education, Culture and Sport Committee in February 2012, identified that over the next 4 years a total of 20 primaries will go over capacity; at the same time, there are 1,400 surplus primary places forecast for the same period, but these are not in the right place to address the projected demand.

The report also identified that approximately one quarter of current primary buildings do not meet the standards required for modern education.

All of the above suggests the possibility of the development of new schools and/or merging of existing schools.

This would result in a small reduction in staff required, mainly in terms of Senior Management Team, promoted teaching posts and support staff posts (in particular in the admin area). The increase in pupil rolls in other schools resulting from the closures may lead to a small increase in the amount of admin and management time allocated to these schools; however it is unlikely that this will match the admin/management time in the closing schools. The number of teachers required will not change significantly, as teacher numbers are governed by school roll figures and the same number of children will require to be taught, albeit in different schools. The Job Matching in Schools Procedure will be applied to move staff into other schools.

Other proposals for schools would require a change in nationally negotiated terms and conditions of employment and cannot be implemented unless the required changes occur. Again, the existing agreement with the Scottish Government to maintain teacher numbers will impact on these proposals. Increasing class sizes in early years (to 25 in primary 1 and 30/33 in composites and single age classes in p2/3) would result in a reduction of around 14 fte teaching posts (ECS E8d and ECS E8c).

Currently, teachers have a maximum weekly class contact of 22.5 hours, whilst pupils attend for 25 hours per week (primary) or 27.5 hours per week (secondary). In the primary sector in particular, this results in inflation in the teaching staff required (by 10% in primary). The proposal to cover teacher non-contact time with para-professional staff would result in replacing approximately 150 fte teaching staff with para-professional staff. This proposal is linked to one of the recommendations contained within the McCormac Report (external experts in schools), and has been referred to the General Teaching Council of Scotland (GTCS) for consideration. The timescales for a decision are not yet clear and there is no guarantee that the recommendation will be adopted, which would put this proposed saving at risk.

The Authority is currently facing challenges in securing sufficient supply teachers to provide cover in schools, particularly in the primary sector, and discussions are ongoing to identify solutions.

## **Service Plan**

The re-design of the Early Years Service, to ensure more effective delivery within both ACC services and the services offered by our partner providers, is unlikely to reduce the number of posts, although it is likely that the scope and duties of some of the existing posts will change due to the increasing requirement (through Curriculum for Excellence) for partner providers to have access to a qualified teacher. Part of the re-design has, therefore, introduced an Education Support Officer post into the structure. The Service will require support around job design, evaluation of posts and job matching. This process has begun and is on going.

The ongoing implementation of Curriculum for Excellence will lead to changes in working practices within schools and Community Learning & Development (CL&D) staff. Ongoing development will be required for staff, particularly around areas such as assessment, reporting and moderation. This development is already underway and will continue throughout the introduction of the new examinations.

## **Service Development/Redesign**

A recent review of the management structure within Additional Support Needs has led to the establishment of 1 Quality Improvement Officer post, 3 Education Support Officer posts and a Clerical post. This reflects the increase in demands on this part of the Service, particularly in relation to placing requests, tribunals and reducing the number of out of authority placements. The new posts have been advertised.

The Service Manager (Primary & ASN) has recently left the service of the Authority, giving an opportunity for the remit of the Service Manager to be reviewed and revised if it is felt this is appropriate.

A restructure of support staff in schools is under consideration, covering Pupil Support Assistants, Technical staff and possibly also Admin staff. The proposal is to introduce different levels of support, allowing career progression for staff and allowing schools to design the appropriate support package for their circumstances/pupil cohort.

This proposal is unlikely to result in an overall staffing reduction as the amount of work has not changed but the composition of the workforce will change, with existing staff being matched into the new structure. The benefits will be a more flexible staffing model for schools, allowing targeted skilled support where it is most needed. This proposal will be reviewed once the outcome of discussions nationally on the McCormac recommendation around “external experts in schools” is known.

There is a potential for joint working with NHS Grampian, in terms of developing a shared development programme, up to SVQ 2/3, with Aberdeen College and potentially the universities.

## **Other Internal Drivers**

Succession planning will be crucial for the Directorate, as 27 Head Teachers, 19 Depute Head Teachers, 3 out of the 9 Service Managers and 2 of the 4 substantive Quality Improvement Officers will reach their normal retirement age within the next 5 years.

Over the past 24 months, promoted posts within the schools part of the Directorate have been identified as difficult to fill posts (in particular some Head Teacher posts and Quality Improvement Officer posts). Leadership development programmes have been developed within the Directorate, initially targeted at aspiring Head Teachers and Depute Head Teachers. At the start of the programme 12 months ago, only 1 individual identified that s/he would be likely to apply to a promoted post within the next 12 months. Following a year of leadership development, a total of 18 individuals have identified that they now feel confident to apply for promotion within a 12 month period. The programme will now also be rolled out to aspiring Faculty Principal Teachers, and more widely across the Directorate to assist with succession planning.

In addition to the Leadership Development programme, the Service is in discussion with HR around a more pro active approach to applicant search for hard to fill posts, in particular with regard to applicants currently located outwith the local area.

An annual school staffing exercise is undertaken to ensure that schools are appropriately staffed with regard to teaching staff. A Staffing Timetable has been circulated to schools to ensure that Head Teachers are aware of key dates in the process.

Support is required in terms of compulsory transfer of teachers, placing of probationers, placing of temporary to permanent transfers and teacher recruitment.

The modelling undertaken by the Scottish Government suggests that initial teacher education recruitment will increase over the next few years, resulting in more probationers to be placed in vacant posts.

### **Legislation**

There is a raft of new legislation (National Parenting Strategy; Early Years Change Fund; Rights of Children and Young People Bill; Children's Services Bill and Education (ASL)(Scotland) Act 2009) which will impact on the work of the Directorate and require changes to work practices, in particular for school based staff, Communities staff and the Families and Vulnerable Learners Team. Development will be required for all staff to ensure that the requirements of the legislation are met.

### **Demographic Considerations**

The staffing entitlements for schools, for both teaching and support staff, are formulae driven, based largely on the pupil roll. For the period 2012-2016 the number of primary school aged children in the City is predicted to increase, with a small decrease in the number of secondary aged children. This would result in an increase in staffing required in primaries and a small decrease in the secondary sector.

An increase in the number of elderly people in the City will impact on the Lifelong Learning and Partnership Team, and will potentially lead to a requirement for re-skilling of some staff to ensure that they can meet the needs of an aging population. The nature of this development has not yet been determined, but the needs of the community will be monitored and development programmes organised according to requirements.

### **Partnership Working**

A number of areas are being considered as potentially appropriate for partnership working/shared services.

There is potential for Education Psychology Services and Library Services to be shared with Aberdeenshire Council. This would impact on the number of

management posts required as currently both Authorities have management teams in these Services.

As previously highlighted, partnership working in the area of Initial Teacher Education is being explored with Aberdeen University; there may also be partnership opportunities with the University around the development of Curriculum for Excellence. With discussion ongoing nationally regarding the aspiration that teaching should move towards Masters qualifications, further partnership with both Aberdeen and Robert Gordon's Universities is possible.

Getting It Right for Every Child (GIRFEC) involves staff from the Directorate working closely with other professionals from both within the Council (Social Care and Well Being staff) and outwith the Council (NHS Grampian and Grampian Police).

As the national introduction of the Early Years Collaborative is developed, ECS will need to respond to the integration of services for children and families to better meet the needs of children and families.

The implementation of Curriculum for Excellence (CfE) also demands closer partnership working across different services within the Directorate and with partner providers, as CfE embraces lifelong learning, not solely school provision.

## **Enterprise, Planning and Infrastructure**

### **Internal Drivers:**

#### **Business Plan and Smarter Aberdeen Vision**

EP&I's business plan is one focussed on building the profile of Aberdeen City through the various projects which are ongoing and which feature across its 3 services- Asset Management and Operations (AM&O), Planning and Sustainable Development (P&SD) and Economic and Business Development (E&BD). These services will feed into initiatives such as the City Centre Framework as well as having technical and professional input into the Local Development Plan and the Masterplan for the Harbour area, with cross sector teams to be established to look at this. The directorate delivers a range of services which support the physical character, operation and future of the City. Forward planning and strategic functions cut across all services, with operational functions undertaken by around 80% of the workforce across the whole of the city.

As laid out at the centre of the City Council's Smarter Aberdeen Vision, the concept is 21<sup>st</sup> century sustainable living with a green, carbon neutral city working towards renewable energy with associated projects such as the plan for a fleet of hydrogen buses. The Vision also states a requirement for smarter connections both within Aberdeen and to the world beyond, in terms of taking a European lead in adapting new transport technologies to make this possible. The business plan also ties into the Seven Cities shared vision for Scotland.

A central driver in terms of achieving these projects will be to encourage future economic and business development in the city and to attract and retain funding at a European level e.g. Aberdeen currently has a lead role in the EU/North Sea Commission, tying in with another concept within the Smarter Aberdeen vision in terms of promoting Aberdeen as a great place to live, bring up a family, do business and visit. An example of this requirement from within the Smarter People part of the Vision is EP&I's responsibilities for "creating a city of learning which will empower individuals and contribute towards the social, economic and cultural well-being of communities" as well as "sustaining and diversifying the city/region economy". This will require teams within E&BD in particular to continue to focus on supporting new businesses as well as expansion of business to create new employment; and the associated promotion of the city which will be required in order to achieve this. The Council has a responsibility to initiate transformational projects to assist the economy and these would include those currently underway such as the superfast broadband initiative and the Hydrogen Buses. One of the workforce planning challenges associated with this is that, while some budgets have reduced, the staffing numbers within these teams have remained the same. There is a need therefore for these key employees to have the skill set to seek and facilitate funding agreements and sponsorship elsewhere through a number of strategic partners. The peripheral work around forming these groups and keeping them engaged and involved may prove more labour intensive than being in the position of running and funding these from in-house.

Aspirations to further promote business tourism, attract new events and generate funding may pose pressure points for the Directorate's workforce planning as can be seen below in the options for these areas under priority based budgeting (PBB). These aspirations are echoed within the "Smarter Economy" vision of Smarter Aberdeen in terms of *We will work with partners to promote the city as a place to invest, live, work and export from.*

Specifically for EB&D, the business plan focuses on the elements of International Trade and Development such as trade missions, export surveys and twinning agreements but maintains the emphasis also on the traditional requirements under P&SD such as enhancing the built environment, addressing issues surrounding the transport network and fulfilling our statutory responsibilities in P&SD.

### **PBB Options**

Under priority based budgeting (PBB) for AM&O there is a need for more **mobile/remote working** across all teams and this will be looking particularly at jobs with high mileage. The frameworks for flexible working will be needed, to consider how best this could be achieved e.g. by working fully remotely and using the current trackers on vehicles for Health and Safety reasons. AM&O have also undertaken to look at **shared Facilities Management** functions with public sector partners as a potential for income generation via delivering their services to other public sector bodies e.g. NHS. If this proposal were to proceed fully, there may be the potential for TUPE to apply.

The service has recently undertaken **soft market testing for a range of AM&O services** which enabled them to determine that savings originally calculated for delivery through external partnering arrangements can be delivered through in-house transformation. As recently approved by the PMO Sponsoring Group, the service is now focussing on service efficiencies and possibilities for more commercial activities which can generate additional revenues for the Council. Within this would be the need to consider the implications of a client - contractor arrangement i.e. what the constraints might be in terms of income generation to the Council. Additionally there would need to be a consideration as to whether agency usage would remain in place within this arrangement as a cost effective way of covering peaks and troughs in staffing requirements.

The original AM&O option has now been split into five focus areas for delivery of savings; Asset Management and Property, Fleet, Parking, Roads and Soft FM. Savings in Roads and Soft FM are likely to lead to the reassessment of large numbers of staff roles and responsibilities, and HR will work alongside the service to cover job evaluation implications to this. Fleet have already begun to implement changes (and therefore savings) within their team by changes to shift patterns to provide flexibility within the peaks and troughs of demand.

The PMO Sponsoring Group has also approved an expansion of the scope of E&BD's PBB options for future years. To avoid redundancy risk, savings have been re-focussed towards income generation through corporate sponsorship

and attracting external funding for the Council, and continual review of partnership funding e.g. AECC. This will be challenging for the service to achieve and there is also a need to consider how the workforce may be expanded, or new skills brought into the team, to manage complex contracts that need close attention to mitigate risks and achieve their full potential.

Also, in the current economic climate, few income streams can be considered reliable or stable in the medium to long term. The E&BD service will therefore need to continually review the external environment for new funding sources, and staff will need the flexibility to pursue opportunities as they arise. More staff resources are likely to be required to secure the significant amount of external income needed to offset required E&BD revenue budget savings for 2013/14, and mitigate against the need for staff redundancies. Given the fact that more than 35% of E&BD's budget is already met from external income sources, securing more external income will be a continual challenge for the foreseeable future; if planned budget savings are to be realised.

An additional challenge exists in respect of the Project Director's role within EP7I. The role is focussed on the delivery major economic development projects, and requirement for overall management of E&BD continues alongside this. The Project Director's remit therefore requires review in the context of a continuing need to achieve planned budget savings whilst, at the same time, maintain continued leadership of, and management control over, E&BD.

P&SD has only one "live" PBB savings remaining for 2013/14, though the service's budget has undergone a detailed review during this year's PBB cycle to confirm that staffing resources and income streams are budgeted for accurately. The service's key workforce challenge for 2013/14 will be to sustain income streams in one of the country's best performing economies with the existing staff resources. Partnering arrangements such as with the **Strategic Planning Development Authority** will also be reviewed to ensure continued best value for the Council. There may be TUPE issues if it is determined that any of these arrangements needs to be taken back in-house.

The size and number of the Council's Non-Housing Capital Projects has a significant impact on staffing within the EP&I service. The conclusion of the legal challenge on the AWPR process means the project is moving ahead (see section below). Associated projects such as the 3<sup>rd</sup> Don Crossing also need to be supported. Planned growth in the Roads and Property maintenance budgets may lead to additional staffing requirements to manage or undertake additional work.

All Directorates continue to be charged with delivering increased vacancy factor savings in 2013/14, equivalent to 6.5% of the gross staffing budget. Vacancy management therefore becomes a key issue in delivering the budget as well as the knock-on effect that this will have on recruitment. For EP&I this is equivalent to £1.3 million and based on the final financial position of 2012/13, this appears to be deliverable.



## External Drivers

### Legislation changes

For AM&O there is a skill issue surrounding asbestos management requirements and around Health and Safety generally. This is being addressed via job evaluation and covered by Higher Graded duties in the interim. There are implications within this for the LLP proposal within Housing and Environment as all non-housing asbestos checks would remain within the Council remit. The Council has traditionally been unable to retain an Asbestos Surveyor so the position of asbestos officer has been explored and recruited for successfully from outwith Aberdeen.

There will also be a requirement for the upskilling of staff in response to the required enforcement of the bus lane legislation with cameras being put in place.

Within Building Standards, the role of processing Building Warrants and Completion Certificate applications must be completed by “verifiers”- who, at a minimum, operate as a cost recovery service and traditionally bring important additional income. Verifier status has currently only been awarded (by the Scottish Government) to local authorities and not to the private sector. However, groups such as NHBC continue to apply pressure regarding this as they seek to gain verifier status. In line with gaining the verifier status, a new performance framework has been introduced with special emphasis regarding compliance levels on site. This is resulting in a requirement to run more inspections which, in turn, has implications for the workforce levels. The cost for this increased resource requirement, could potentially be met by fee income or further income from the Scottish Government following consultation. It is difficult to predict the external economic environment that generates the building warrant income and the level of income achievable from external developments. The service is therefore addressing whether this resource will necessarily come from increased number of posts; or, alternatively, at different levels- in terms of Inspectors v Senior Building Standards Officers. There are a number of statutory backstops which the team seek to exceed and which have an impact on resource, e.g. the deadline that Building Standards must make inspection by 15 days of receipt of the completion submission.

A gauge has been attempted by the service in terms of assessing whether the Planning applications level is to reduce in the climate of austerity. Technician posts have therefore been put on-hold in line with the expectation that householder applications *are* to go down; however new requirements for initial checks will actually increase in terms of window applications etc in line with changes to the legislation. The service will therefore be conducting these strategic reviews on an ongoing basis to ensure the stabilisation of the staff resources to deliver. P&SD are also putting themselves forward for customer service excellence award- North Lanarkshire and Angus Councils have achieved this standard-and it is very useful in terms of the verifier status.

Further statutory duties that have been placed on EP&I within the last two years include:

The responsibility for disability blue badge assessments - the funding for this has been moved to Social Care and Wellbeing for an additional Occupational Therapist in their team to cover this requirement.

Flood risk management. Changes to the demands on the service with particular reference to the implementation of the Flood Risk Management Act require specialist technical skills, for example engineering experience in the field of hydrology and flood management. An additional engineer's post was recruited to at the close of 2011 relating to this; however the funding relating to this is coming from the revenue budget and as such will form a pressure going forward.

### **Demographic Considerations and Recruitment**

EP&I's overall workforce is as follows:

- Predominantly Part Time Staff – 59% - indicating a high degree of flexibility
- Mostly permanent contracts – 98%
- 62% Female 38% Male – reflective of ACC's overall demographic
- 53% over 50 – indicating that succession planning may become an issue in next few years
- 75% have more than 5 years experience with the council.
- 49% have over 10 years experience with the council
- 14% have less than 3 years experience with the council – indicative of low churn.
- 35% have more than 11 years in the same appointment.
- G4 and G6 are the most common grades and take up 50%

For Economic and Business Development, wider demographic considerations are particularly important as the City looks to the new technologies to replace oil and gas. It is important to address - *what are the new industries and what do we need for them?* The service highlight the need to make sure that the plan for growth is in place before residents drift away from the city in the anticipated 10-15 years that it will take for investment in oil and gas to start to subside. In addressing these needs, the Council is looking to retain the key element of the economic development function and the expertise within it.

The Aberdeen Western Peripheral Route was given the go-ahead by the Supreme Court in October 2012 and the service have moved quickly on Transport Scotland's indication regarding the team size required for the project, in terms of both recruiting to technical posts previously on hold and also the establishment of new posts such as Managing Agents for Procurement and Governance. The existing workforce can be flexible and mobile in this regard so that employees from other parts of EP&I can become involved as the project develops. In particular, the trainee posts in the Directorate are hoped to be incremental in this, as well as a streamlined recruitment process, on a fixed-

term basis for additional resource to the current seconded posts which could be made permanent. This project ties in effectively with the “Smarter Mobility” in the Smarter Vision, specifically: *We will develop, maintain and promote road, rail, ferry and air links from the city to the UK and the rest of the world.*

Recruitment has traditionally been a challenge area for P&SD and as such they have to established trainee roles for planning, technical officers and building standards. This continues to be a successful and appropriate approach for them as recruitment undertaken within the last year showed the difficulty with recruiting at Officer level; for the post of Building Standards Officer there were 7 applications made versus Building Standards Trainee which received 117 applications, despite the salary level for Officer being highly competitive in terms of the qualifications sought.

Within AM&O there continues to be scarcity when recruiting for mechanics and electricians, largely due to competition from the energy sector in Aberdeen. Going forward, HR will work with the service to look at more creative advertising and ways in which candidates may be attracted to relocate from the central belt. These posts will also be required in order to support the commitments made under income generation.

### **Partnership Proposals/Arrangements**

Partnerships are key to much of the work ongoing within E&BD and the projects, partnership and funding team handle arrangements for example with Aberdeen Renewable Energy Group (AREG), AECC, ACSEF, and the Hydrogen Buses Project to create an environment for businesses to flourish. New markets are developed within the trade and development team which requires a core staff focussed on projects and business growth going forward. This team works with contacts in various countries, such as Brazil, USA, Norway and Iran, to win export contracts and attract companies to Aberdeen.

(ENET - Enterprise North East Trust) is also a key Economic and Business Development partner, as it delivers the Business Gateway service which is jointly funded by ACC and Aberdeenshire Council. This type of contract/partnership arrangement could be extended in the future to encompass a possible TUPE arrangement for some elements that ACC currently deliver. Similarly, there may be the potential for Enterprise and Skills services to be provided by either extending the ENET contract or an additional contract with another suitable external contract - possibly a third sector company. This could equally be the case for the City Promotions team, where they may be encouraged to work more closely with Visit Aberdeen, whilst business growth would be retained to encourage market diversity through exporting, attract investment to the city, alongside partners such as ACSEF, Oil & Gas UK etc, and continue to maximise investment in the North Sea, maintaining Aberdeen’s stance as an International Energy Hub. New governance proposals for the Common Good fund to be approved at Council in February may provide access to new funding streams in support of new partnering arrangements. Managing these types of complex relationships, however, requires employees to possess well developed skills associated with project management, procurement,

contract management and managing external partnerships. This would therefore create a skills development issue that would need to be addressed.

Finally, it should be noted that E&BD currently has staff on long term secondment to ACSEF, BID and AREG which require review in budgets going forward.

As above, the soft market testing process within AM&O has been completed, with services remaining inhouse. The service is furthermore looking at ways in which they can work alongside the Environment Service's Streetscene team more efficiently in similar ways to those used by Authorities such as Flintshire in North Wales e.g. through multiskilling within specific teams, having "super-depots" and branding the service, e.g. with a staff uniform, logo etc that is easily recognisable by the public. The effect of a super-depot would be to potentially remove 1 of the management roles. Improved asset utilisation and a more efficient workforce avoids the need to seek staff reductions and overall works towards one of the high level priorities in Smarter Aberdeen ; *"We will provide a clean, safe and attractive streetscape and promote bio-diversity and nature conservation. We will encourage wider access to green space in our streets, parks and countryside"*.

### **Christie Commission**

EP&I is very focussed towards increased working with Partner authorities and there is the expectation that the Council generally will be increasingly working towards that goal going forward. Services within the Directorate are striving to meet the needs of communities at the same time as increasing their focus on long term strategic planning such as PBB in terms of managing the workforce implications. This also links to the Christie Key Objective to improve performance and reduce cost. AM&O have applied this particularly in terms of their soft market testing exercise and in their creative approach towards efficiencies between their own teams and the Environment Team. Workshops within their service have highlighted the need to optimising staff skills by empowering them to make decisions at a lower level. This is with a particular emphasis on increased responsibility in budgets and resourcing as well as a review of bureaucracy generally.

### **Service Development/ Redesign**

Teams in AM&O under particular focus are those of Soft Facilities management and Roads, both of whom have a project board dedicated to their transformation, required to have a plan to achieve the savings set out via PBB by March 2013. The delivery will therefore follow in financial year 2013/2014. These project boards are designed to be a platform to allow change to be developed from both staff and managers. As such, there is an email address specifically designated to this and a staff newsletter to update stakeholders. For Soft FM, the direction for change looks to be very much led by the option appraisal process which has been undertaken with staff, trade unions and key stakeholders. This will include consolidation amongst some of the roles e.g. to look for more generic supervision as well as greater use of IT across the board.

Within Roads, the project team are reviewing the majority of roles as well as existing processes to address structural issues and reporting lines.

Development is identified across the services as an ongoing need. The model of a career development scheme which rises in grade from entry level to fully trained, according to pre-agreed outcomes (achievements, experience, competence), looks to be one that would work well to fulfil these needs. This would also enable the Service to budget for a role at the top grade but recruit across the grades and potentially make a saving in the meantime if appointing at the lower level.

Against the context of the Council's strategic direction, there has also been identified at service level the need to develop managers in project management skills, brokering and negotiating with contractors as well as the need for skills related to conducting option appraisals.

### **Business as Usual Delivery Responsibilities**

All statutory roles within P&SD will come under the BAU category and Architectural, Property and Estates Services within the directorate look set to remain as is; with Investment Estate to stay in-house. However, even within the architectural team there will be structural amendments to recruit more at technician level as a "spend to deliver" from the capital programme. The slightly lower level post Senior Architectural Technicians have the skill level to take forward the capital programme, and will be appointed on a fixed term basis. These posts would need to potentially be permanent if there was a confirmed longer term view of capital investment priorities – i.e. beyond 3 years. The Council has been asked for its long term capital investment priorities by Audit Scotland and COSLA's strategic infrastructure group and work is ongoing by the Corporate Asset Group to identify these.

## Corporate Governance

### Context

This workforce plan recognises that Aberdeen City Council is a major employer in the city and that Aberdeen is highly placed in Europe for quality of living and continued economic success.

The downturn in the national UK economy since 2008, had a limited impact on the Aberdeen economy with the energy sector continuing to flourish.

Looking forward, the economic outlook for the UK remains difficult whilst locally the economic outlook is positive.

The council's five- year business plan vision is for "Aberdeen to be an ambitious, achieving, smart city". One of the eight smarter priorities is 'Smarter People' and this means we will employ and develop our staff with the aim of having a workforce across the city which has the skills and knowledge to sustain, grow and diversity the city/region economy.

### Corporate Governance Business and Improvement Plans

As set out in the Corporate Governance Directorate Business Plan 2013/14 – 2017/18, the directorate employs over 600 staff working across the city delivering services across five key services. It has an annual net budget of more than £28M which represents 6.7% of the council's total expenditure. The services delivered by the directorate are:

- **Legal and Democratic Services**
- **Human Resources and Organisational Development**
- **Procurement** (shared with Aberdeenshire)
- **Finance**
- **Customer Services and Performance**

The directorate contributes to the council's vision of being "...an ambitious, achieving, smart city" as set out in the council's five-year business plan 2013/14 – 2017/18. In addition, the Corporate Governance Improvement Discussion Paper which was the subject of extensive engagement with staff, services, trade unions, elected members and other stakeholders has contributed to the future shape of the directorate. The outcome of this extensive and comprehensive engagement exercise will form the basis of a business case, that will identify the future direction for the service and it is anticipated being reported to council in spring 2013.

Moreover, it is worth noting the progress to date which has focussed on improving the services delivered by the directorate and has involved significant levels of engagement of staff in the design of solutions. These include:

- introduction of Business Partners in Finance and HR
- integration of the Registrar's Service into Democratic Services
- introduction of the Programme Management Office
- bringing together of all staffing functions into the HR Service Centre
- centralisation of all financial processing operations.

Not only have these, and many other changes resulted in improvements in the services delivered to customers, they have also resulted in significant financial savings.

### **Vision for Corporate Governance**

The vision statement for the directorate as set out in the Corporate Governance five-year business plan 2013/14 – 2017/18 is to provide high quality, cost effective services which put the customer at the centre.

In order to achieve this, a highly skilled and motivated workforce will be required, committed to a clear set of values:-

- Excellence
- Customer focused
- Teamwork
- Respecting others
- Openness and honesty
- Upholding the reputation of Aberdeen City Council

In aligning the workforce plan to the five-year business plan the directorate has identified six principles for service delivery:

- **Customer services management** - Consistent, high quality customer experience whether it is our internal customers or citizens, using a range of different ways to communicate that are tailored to the needs of different customer groups in order to embrace a council-wide customer service culture.
- **Intelligence-led organisation** - Efficient and consistent gathering and sharing of knowledge and information across the organisation to inform strategic decision making.
- **Partnership working** - Working with our partners to deliver a range of corporate and transactional services.
- **Workforce planning and development** - Developing high performing employees through a joint commitment to development between employees and employer.
- **Financial management** - Challenge our ways of working to ensure we deliver value for money by exploring ways in which new methods of working and organisational arrangements will further improve services and reduce costs.
- **Business processes** - Streamline and standardise high volume processes in order to fully integrate back-office functions and to increase efficiency and effectiveness in the way the council

The CG Improvement Discussion Paper outlined a number of cross-cutting themes and options which will form the basis for the directorate's improvement in service delivery in the year ahead. These are:

Improvement Theme	Key Outcome
<p><b>Vision, values and staff development</b></p> <p>Enhance the clarity and importance of vision and values to the directorate. Review and develop the operating model for Corporate Governance further developing roles such as business partners and account managers to provide an enhanced service to customers.</p> <p>Development of staff capability and skills plays a crucial role in ensuring that the council can run effectively.</p>	<p>A highly skilled, knowledgeable and motivated workforce which takes responsibility. Provision of high quality services to customers using, appropriately skilled, well trained, competent staff to deliver a consistent service.</p>
<p><b>Improving management capability</b></p> <p>Managers are critical to all aspects of council service delivery. It is important that they are competent, capable and confident in delivering their management responsibilities.</p>	<p>Capable managers able to deliver management responsibilities.</p>
<p><b>Business intelligence</b></p> <p>In general terms, the council would benefit from improved management information on all aspects of Corporate Governance. This enhanced customer intelligence would support effective decision making across the council. Having accurate, reliable and easy-to access management information available in real time is critical for effective and efficient decision making. In a complex environment, streamlined business intelligence tools are needed to enhance and automate reporting and forecasting activity through the development of a manager's portal that will enhance their ability to manage their services successfully by access to better information.</p> <p>Interoperability of all systems and adoption and adherence to standards are key to the success of better clean data management. Ensure an approach and</p>	<p>The right decisions can be made backed by good quality and timely data so that management information drives improvement across the council. Enable the organisation to maximise return on investment in systems by exploiting data about our customers, service users, employees and business functions to fuel business intelligence and drive service improvements.</p>



<p>plan to adopt a common set of data and system interoperability standards for the organisation, linked to the Enterprise Architecture framework.</p>	
<p><b>Flexibility and changing needs</b></p> <p>The shape and structure of the council is set to change, potentially leading to the creation of different service entities. This is likely to offer opportunities and challenges for Corporate Governance to operate differently and be more receptive to the changing needs of the organisation.</p> <p>Better understanding of our customers needs, using this insight to change the way existing services are delivered opens up opportunities for delivery of other services.</p>	<p>Customers (both internal and external) receive services tailored to their needs based on the appropriately skilled staff, technology and workflow. Enhanced position to support changing customer requirements such as those required by arm's-length arrangements and welfare reform.</p>
<p><b>Process re-engineering</b></p> <p>Processes and workflows need to be consistently reviewed and refined to ensure they are fit for purpose and are efficient and effective and standardised as far as possible.</p>	<p>Automated and standard processes reducing dependence on manual intervention. Process should be compliant with the appropriate regulations and clearly understood by all users.</p>
<p><b>Benchmarking and good practice</b></p> <p>Harness and extend good practice and innovation to raise good standards of customer service as a core organisational behaviour and expectation.</p>	<p>Greater consistency and level of service delivery.</p>

In addition, the CG Improvement Discussion Paper outlined the key areas for individual service improvement, all of which have been subject to engagement.

This position represents the future direction over the next five years and the workforce plan needs to assess how the workforce will need to change to achieve the key outcomes. Outlined below are some of the key drivers both internal (which we can influence and affect) and external (which we probably cannot influence or affect) which the council needs to be aware of in making the necessary changes to the workforce.

## **Drivers for the Workforce Plan**

This section of the workforce plan details the drivers for change to achieve the outcomes set out in the CG Improvement Discussion Paper. The paper also identified options for improvement which will require a holistic approach to the **people** we employ, the **processes** we develop and apply and the **technology** we use.

### **Internal Drivers**

#### **People (Current Position)**

The outcome of the Performance, Review and Development (PR&D) Scheme currently being rolled out across the directorate (and council) will identify individual training needs to equip them with the skills and behaviours to do their job. The PR&D Scheme specifies behaviours against which those with management responsibility will also be assessed. The behaviours set out in PR&D are:

- Communication
- Customer focus
- Professionalism
- Respect

It is an option to supplement this by undertaking a skills audit of the directorate.

A focus on behaviours and skills will be backed up by a needs-led approach to personal development. The behaviours also underpin a set of values which are clearly outlined in the CG Improvement Discussion Paper.

#### **Technology**

Investment in technology and understanding how technology can be used as an enabler for a more efficient and a high performing organisation is vital to move the directorate and organisation forward. It may be necessary to replace existing systems as a means to support the step-change to customer focussed services delivered through direct access (self-service) where possible. The new technology must also integrate with existing legacy systems and by doing so will provide the required business intelligence through robust and up-to-date management information.

This investment in technology and move to direct service will require technology to be developed and maintained. Hence the technical support capacity for these arrangements will need to be enhanced. In addition an appreciation of emerging technologies, e.g. Cloud, should be swiftly evaluated and applied where it realises customer service benefit.

## **Processes**

Currently the council offers a number of flexible working opportunities for people which are provided for in terms and conditions of service. The Equal Pay and Modernisation employment contract allows for flexible working opportunities and frameworks have been developed for these to be applied. Across the directorate there are many arrangements where staff work flexibly with many staff enjoying the benefits of flexitime, compressed working arrangements, part-time working, term-time working, career breaks, granting of unpaid leave to name just a few.

The New Ways of Working programme is looking to support more home, remote or satellite working arrangements and this will require a review of existing processes.

The council has a number of approaches to customer service e.g. customer contact centre and customer service centre. Behind the customer service centre there are specialised services to deal with specific queries e.g. Social Work Duty Team, Revenues and Benefits, Homelessness, Environmental Health, Trading Standards etc. This provides an opportunity to review processes, end-to-end, across a range of services, ensuring that this is linked to any work on technology and people.

The council is also exploring options to set up a variety of arms-length arrangements to undertake work currently done by the council. One proposal is the establishment of the local authority trading company, which has been agreed in principle by the council. In the short term, whilst these organisations are in their infancy and finding their commercial feet, the current service provision arrangements will continue and will be managed through an SLA. However, it is envisaged that such organisations will quickly need to determine their own strategic approach to these functions. Therefore, whilst still continuing to use council services, their plans may develop to either move away from the council by buying such services elsewhere from the market or negotiating with the council to continue to provide services.

## **External Drivers**

The directorate must also be aware of the state of the local and national labour market for key occupations within areas of Corporate Governance. When the national and local economy was booming there were posts for which it was difficult to recruit and compete in the market. However, the downturn in the national UK economy since 2008 has meant that previously difficult-to-fill occupations e.g. solicitors, have eased. Looking forward, the directorate is projecting a stable workforce and in general the ability to recruit is favourable. It is recognised that there will be specialised, particularly professionally qualified posts where there is a need to compete in the market. This presents the directorate with options which include a “growing our own” initiative through offering traineeships, internships and succession planning. Human Resources and more recently Finance have supported trainees

through professional qualifications. This approach needs to be rolled out further and areas where this could be successful scoped.

There is also the potential that the council could potentially lose business critical people. In some cases staff could choose to go elsewhere for higher salaries irrespective of the work being done to promote the council as an employer of choice and a great place to work. Therefore, the council needs to keep its pay and grading structure positioned correctly supplemented by an excellent reward package.

The directorate keeps an external perspective by establishing and building networks with other companies where there are opportunities to look to second people to/from these companies and give employees and the private sector a wider perspective on how things are or could be done.

One key initiative that will directly affect the Revenues and Benefits section as well as other services across the council is that of welfare reform. The changes to the benefits system, the first of which are planned to take place in April 2013 (but may be pushed back by Government) will involve the council losing responsibility for administering housing benefit, which will move to the Department of Work and Pensions (DWP), who will be responsible for administering the new Universal Credit. However, it would appear work will be coming the other way from the DWP for the council to administer emergency crisis loans.

The welfare reform agenda will have significant implications for the council across a number of services (Social Work, Homelessness and Customer Services). Corporate Governance will need to support this through understanding what impact this will have on frontline customer delivery and support operations will be required. The retraining / upskilling of staff to support customers who will no doubt struggle with the changes to their benefits.

### **Partnership Working**

There is a strong emphasis on building public sector capacity through partnership working which could potentially permeate all services. This is being seen by the prominence given to community planning. Indeed, in forward planning for partnership working both Corporate Governance and the wider council could seek to position itself by developing skills required for managing joint/partnership working and/or organisational integration. Alternatively it may identify areas of activity where it is strong and ensure the business case for retaining such services are irrefutable in the face of potential competition from other partners with similar areas of work. It also may consider competing with other partners to deliver services outside of the council.

## **Next steps skills audit and training needs analysis**

The PR&D Scheme will determine future development requirements. The change already seen in the recruitment process to ensure people with the right behaviours is a good start to move to a better experience for our customers. This needs to be aligned with training programmes that are designed appropriately. There should also be joint arrangements with other directorates to ensure the skills of the people across the council are flexible.

To ensure there is a suitable skill-mix across the directorate the structure will recognise roles for professional, para-professional, technical and support roles where the people occupying these posts will be highly trained and appropriately qualified. We should not and cannot rely on the future supply of professional and or highly specialised people from the market. In order to mitigate the loss of key staff we need better succession planning, ensuring appropriate knowledge transfer. Furthermore, we should be looking to “grow our own” professional staff through the offering of traineeships, internships, modern apprenticeships with a view to supporting new entrants to public service identify a career path and support them. It is recognised many may leave for the private sector as we are unable to compete on salary but as long as the council gets “pay-back” for its investment in training and support, those who remain will make the schemes worthwhile.

In recognising the direction of travel for the directorate there may be a requirement for staff to adopt a more commercial edge and develop new skills and behaviours, This means looking at opportunities for identifying and maximising streams of income. This is also recognised by the opportunity for providing services to the emerging arms-length companies being set up by the council. It is envisaged that different types of skills will need to be developed such as brokering, commercial negotiation, facilitation and commercial awareness.

The move of the council to more arms-length arrangements will require the directorate to develop new skills and behaviours in dealing with such commercial arrangements. It is envisaged a different types of skills will need to be developed such as brokering, commercial negotiation, facilitation and commercial awareness.

It is envisaged that over the next few years that programme management to co-ordinate the many projects that will be required to deliver the business plan. As a result there is a need to identify staff with latent project management skills and develop these.

## **Social Care and Wellbeing**

The Social Care and Wellbeing service delivers social work and social care services across the areas of children's services, adult's services and older people and rehabilitation.

Currently, the Social Care and Wellbeing Service has a total staffing establishment of 1401 fte or 1632 in headcount terms (December 2012) with 91 vacant posts (December 2012).

Since the adoption of Priority Based Budgeting in all Services was approved by Council in February 2010, options for Social Care and Wellbeing have reduced the base budget for 2013/14 by £7.6M. Additional savings are also due for 2014/15 (£2.2M) and 2015/16 (£2.1M).

### **Workforce Planning Data Analysis**

#### **Number of employees by gender:**

87% of SC&W employees are female which is not unexpected as the care sector tends to be female dominated. In itself this poses no significant issues other than ensuring that equality is maintained and that proportionate numbers of women feature in the more senior positions in the directorate. If we examine posts in the directorate at grade G16 and above we see that 76% of these posts are filled by women and 24% by men. Thus, although showing a difference in distribution of about 10%, the gender split is replicated at the senior level in the directorate.

The real value of this indicator is its use as a cross reference with other indicators as described below. However, this indicator may suggest that working with universities and colleges to encourage more men into the profession could be worthwhile considering, particularly as, historically, there have been difficulties in recruitment to social care and social work vacancies.

#### **Number of employees by FTE:**

The number of full time vs. part time staff is quite a close statistic with 55% of staff working full time and 45% working part time. The numbers of part time workers might have been expected to be higher given the gender split of the directorate but this perhaps reflects the impact of the age profile which is described elsewhere.

This indicator can be important from a workforce planning perspective as it provides a framework of deployment for resources. Clearly when working with large numbers of part time staff it is crucial to ensure that their deployment is carefully structured and understood so as to ensure service delivery is maintained at appropriate levels at all times. It can also make it more difficult to make staff based savings as more staff numbers have to be taken into account to achieve an FTE saving.

### **Number of employees by contract type:**

The Social Care & Wellbeing service is staffed predominantly by permanent staff (97%) with only a small percentage of temporary (fixed term). This provides a degree of stability in the workforce although it is necessary to also include an analysis of the use of agency workers within the service to cover vacancies and sickness absence, as agency usage is costly and unsettling from a planning and risk point of view. This exercise will be undertaken and outcomes reported separately. The service would also need to consider that with such a large percentage of permanent staff the options to reduce costs through the ceasing of fixed term arrangements are limited.

### **Number of employees by grade:**

The grade distribution across the directorate shows three distinct spikes:

G9 – 33% of total staff

G11 – 18% of total staff

G13 – 22% of total staff

There are concentrations of staff both below G9 down to G4 as well as above G13 to 16. The distribution of staff across the 3 main spikes appears to demonstrate a service where the focus is on the delivery of a service with qualified professional staff with the 3 spikes indicating progression from para-professional through newly qualified to experienced professional which is not unexpected. The data shows that it would be possible to reduce service costs by altering the balance of para- professional and professional staff, but this must be counterbalanced by the requirements of service delivery that are required. This indicator would be best utilised in future planning when set against the forecasts for service demand and the mechanism for delivering on that service demand.

### **Number of employees by age:**

The data shows that the Social Care & Wellbeing directorate is an ageing one with a significant population of staff over 40 years of age. However, the spread of data across the age ranges demonstrates only a moderate ageing trend. There are significant distributions of staff in the lower age ranges to counterbalance those at the higher ranges. The overall distribution therefore is actually relatively flat.

The data itself shows two concentrations of staff. The first peaks at the age of 31 with 41 staff. This is the highest point in a range that runs approximately from the ages of 24 to 35 and incorporates 24% of the directorate. The second concentration of staff peaks at the age of 52 which has 60 members of staff at that age. This is the highest point in a range that runs approximately from the ages of 39 to 58 and incorporates 58% of the directorate.

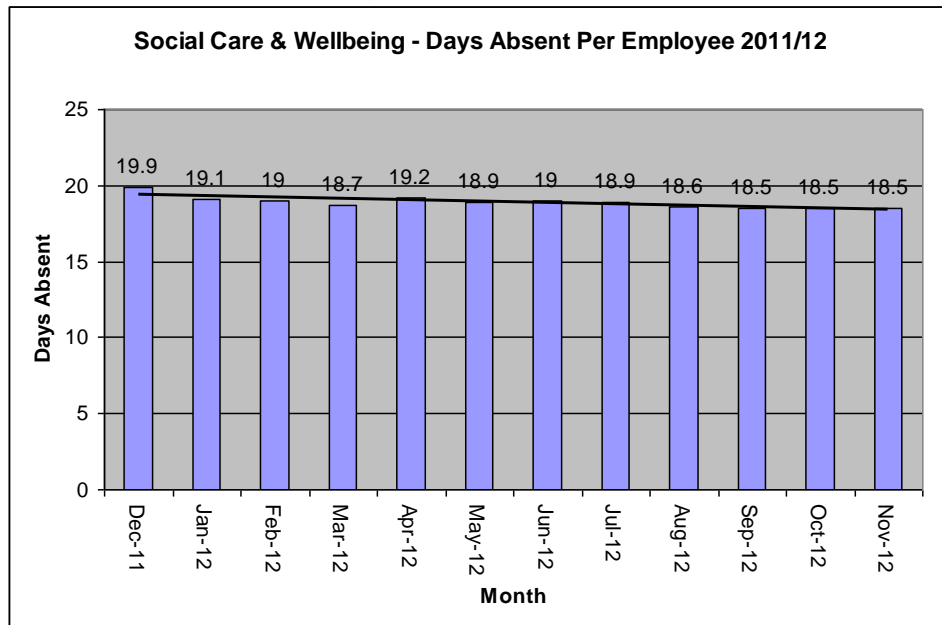
Clearly with a range of almost 20 years covering the second concentration compared to the 11 years covering the first this re-enforces both the notion of an ageing workforce but also demonstrates the concentration of younger staff

which provides opportunities in terms of succession planning routes for them into posts currently occupied by older and experienced members of staff. Such a process combined with active knowledge management is vital for service continuity. It will also be important to continue to ensure that there remains this group of younger staff in the organisation bringing new ideas, energy and skills into the directorate and so this needs to be one focus of the directorate's recruitment strategy, possibly requiring continued engagement with schools, colleges and universities to ensure that young people still continue to enter the profession.

This type of process means the service can negate the large number of experienced staff that are within ten to fifteen years of retirement (assuming approximate age 65).

**Absence:**

The graph below shows the number of days absent per employee for the Social Care and Wellbeing service from Dec 2011 to Nov 2012:



The graph demonstrates an overall decreasing trend although in keeping with the overall ACC figures there is a more recent increase seen in April 2012 and the trend has stagnated into a no change state from September 2012 onwards. Regardless of an overall decreasing trend which represents progress, the actual number of days absent remains high and represents significant cost as there will be a requirement to cover some of this absence with relief or agency workers, thus the cost of the absence is not just calculated in lost productivity. Reducing absence should be a key workforce planning objective for the service. Further information on this would be required to understand the split between short vs. long term sickness and to highlight further trends in sickness, reasons for sickness or locations where sickness absence remains an issue thus allowing the service to target proactive management in key areas to reduce the rate again.



The table below shows the numbers of leavers for SC&W for the year April 2011 to April 2012 and includes both voluntary and involuntary leavers:

<b>Reason</b>	<b>Number of Leavers</b>
Death	4
Did Not Start	1
Dismissal	20
End of Temporary Contract	93
Ill Health Retiral	9
Leaving the Area	10
Maternity Non Return	6
Max Attendance - Capability	4
New Job Outwith ACC	25
None/Resigned	66
Redundancy	1
Retiral	17
Severance	20
Termination of Contract	15
<b>Grand Total</b>	<b>291</b>

The number of voluntary leavers is: 107 (6.74% turnover)

The number of compulsory leavers is: 184 (11.59% turnover)

The fact that the greatest number of leavers comes into the 'end of temporary contract' category could be of concern. This demonstrates a significant transient element to the workforce, largely made up of fixed term workers. This has potential implications on service quality, risk assurance and costs as well as impacting on team morale and cohesiveness. It has been recognised by Social Care and Wellbeing SMT that in recent years, the underlying reason for larger numbers of fixed term / relief workers has been budget driven. Recruitment has been restricted to fixed term rather than permanent contracts and it is not expected to be an ongoing issue due to transformational change in the service.

A relatively high percentage (7%) of leavers were by reason of dismissal which may reflect a positive move towards a performance culture where poor performers and conduct issues are managed effectively. Further analysis of these dismissals would be required to identify patterns or trends that can be acted on. More details would also be required to better understand the reasons for the 66 people that left in the 'none/resigned' category as there may be useful workforce intelligence in that group.

### **The Social Care & Wellbeing Agenda**

The 5 Year Business Plan and the Priority Based Budgeting (PBB) approach coupled with a vast and complex national strategic agenda has resulted in

proposals for huge transformational change in the way the Social Care and Wellbeing delivers its services and will deliver its services in the future. As a result there are very significant demands on the current and future workforce. To be in a position to deliver these agendas both now and in the future, it is essential to consider the workforce implications associated with these proposed changes.

### **Internal Drivers: Business Plan**

The ACC 5 year Business Plan 2013/14 - 2017/18 outlines the Council's vision for Aberdeen to be an ambitious, achieving, smart city. The plan contains a number of key priorities for the SCWB directorate including:

Smarter Living – this is a commitment to enhance the physical and emotional wellbeing of all our citizens by offering support and activities which promote independence, resilience, confidence and self-esteem.

### **PBB Options**

#### **Review workforce skills mix to consider the number of professional staff and replace with para-professional staff. (SCW6)**

This option comes from the Changing Lives: 21<sup>st</sup> Century Social Work review. There are a number of considerations:

- determination / clarification on the term para- professional.
- the criteria for allocation of work responsibilities needs to be determined;
- the qualification level needs to be determined. e.g. will a para-professional require SVQ Level 3 or Level 3 and HNC;
- need to consider job profiles for professional roles and determine what duties / support could be undertaken by para-professionals;
- Potential opportunity to rationalise job titles, job profiles, qualification levels and grades.

In the Older People & Rehabilitation section, para-professionals already exist and the model works well. For example, Care Managers undertake the full professional role, assessing and developing care packages. Care Co-ordinators are the para-professionals and undertake the maintenance of care packages and carry out reviews.

In Children's Services there are para-professionals in the form of Family Support Workers and Family Aides. This may well be an increasing area of the workforce – using para-professionals and other support staff to carry out support and practical tasks ensure that social workers are used to carry out the core function of their regulated post. The use of para-professional staff needs to be overseen closely to ensure that when work or a task meets a certain threshold that a social worker is allocated, for example, assessment and statutory work. It should be noted that para-professionals are not a substitute for social workers.

For other parts of the service, there is an option to consider the use of para-professionals as Social Work Assistants to undertake non-statutory social work or other duties. It is not clear at this stage what the workforce implications of this option are. Further work will need to be undertaken to determine the business case.

#### **Reduce the number of specialist care placements for children and young people by redesign and small addition to existing local services (SCW14)**

The build of the new children's unit at Marchburn Road is part of this option. This means additional capacity and an increase in the residential staffing establishment. The recruitment of residential childcare staff is difficult both in terms of the quantity and quality of applications. There is also a link to the review and redesign of the residential service within children's services, which will consider staffing models and possible changes to existing terms and conditions, all of which will have workforce planning implications.

#### **Redesign of family and community support services (SCW15)**

The service has been developing a range of community based services including redesigning the family and community support service to ensure a proactive, flexible approach. This is part of the strategy to build capacity in the city as alternatives to residential or secure accommodation. One of the major challenges in workforce planning terms is that this change to service delivery requires a much more flexible workforce providing a service 7 days per week outwith normal core hours.

#### **Investment in local fostering and adoption capacity (SCW16)**

This is likely to be an increasing area of service with the development of a SVQ Level 4 or 'professional' scheme. There will be increased training, development and qualification requirements.

#### **Jointly commission service with other organisations (SCW13)**

There are potential efficiencies and economies of scale to be made from this approach. Examples could be having a single prison social work service which covers all three of the Grampian area local authorities and hosted by one employer, which reduces duplication of services. There may be other social work services which can potentially work on a similar model. There may be implications for reduced workforce in these areas but these will not become clear until the business case is drawn up and costed.

#### **Establish a LA trading company to provided direct social care services for older people (SCW21)**

The business case to create and establish a local authority trading company has been approved and the implementation stage commenced. The

implementation plan involves creating an organisational structure for the company, developing the governance arrangements for operation of the company and developing the TUPE arrangements for all relevant staff. The target 'go live' date for the LATC is April 2013.

In workforce planning terms, the move of all older people's services, occupational therapy and rehabilitation services and learning and development to Bon Accord Care Limited will result in a significant reduction in the Social Care and Wellbeing workforce. Approximately 600fte employees are in scope to transfer to the LATC under the TUPE regulations.

Ongoing workforce implications of the LATC workforce will need to be determined in conjunction with the Board of the LATC. In addition, there are implications for the employees and services not transferring to the trading company which need to be considered.

### **Redesign of learning disability services (SCW1)**

This redesign, now completed, represents significant change and has rationalised the management structure across the four residential learning disability units and one day care unit within the Council.

In terms of workforce implications, it is likely that the personalisation agenda is likely to result in a radically different workforce to that which is currently in place.

With service users being able to choose the type and level of care they require, establishment day care is likely to reduce. It may be that what is required is a pool of employees which service users can tap into on a spot purchase basis.

Another option might be that rather than being employees of the Council that our existing employees become 'employed' by the individual service user on a personal support assistant basis and this clearly has significant workforce implications which have yet to be determined.

### **External Drivers: Legislative Changes**

The major piece of legislation on the radar with huge implications for the Social Care and Wellbeing Service over the next few years is the *Self Directed Support (Scotland) Bill* – which if approved will become the Self Directed Support Act later this year. This legislation empowers people to direct their care - to have informed choice and control about how their support is provided. There are several options to enable service users to take more control.

One way is taking a direct payment. This is where a local authority makes a payment direct to the citizen in place of services that otherwise would have been arranged by the authority. As an alternative, people can direct the

available resources. They can take and manage a direct payment as part of this but they do not have to - an individual budget or individual service fund.

If this legislation is approved it will require the Council to provide the various options available to citizens - making it clear that it is the citizen's choice as to how much choice and control *they* want to have. As a result, it will have a fundamental effect on how local authority social work services are delivered, predominantly in adult services, but will have an effect across the board. It will completely shift the relationship between service users and funding bodies.

Workforce implications are significant in that currently the Council provides a range of day and residential care services which are establishment based and a range of staff are employed to operate these facilities. If service users choose to purchase alternative care services or from other providers, there may be issues in terms of workforce requirements.

### **External Drivers: Demographic Considerations**

The population in the 65+ age group is predicted to rise in Scotland by 10.5% in the period from 2012 to 2017. In Aberdeen, the increase is projected to be slightly lower at 10%. This has a significant impact on the Council's future planning for care of the elderly, which is a major driver of demand for social care and wellbeing services. The increase in the 65+ age group will also have an impact on housing, which whilst not a general fund service, will be key in supporting the balance of care agenda.

Although a national issue, the ageing population in the Aberdeen area and an ageing workforce within Social Care and Wellbeing is a considerable challenge in workforce planning terms.

Existing care staff are predominantly female and within an older age group and it is an ongoing concern about how to recruit and retain new talent when the current workforce retires or exits the organisation.

At present it is not possible to recruit sufficient direct care staff to fill jobs on the Social Care and Wellbeing establishment. The core staffing is supplemented by relief staff or in the majority of cases by external agency workers, for which the organisation is paying higher rates than the established pay rate for the job. There are implications in terms of the (sometimes poor) level of training of agency workers, the impact there is for service users in terms of continuity of care and the loyalty and commitment they have to the organisation.

The 'Aberdeen' factor - the low unemployment rates coupled with the cost of living in Aberdeen has meant that it is increasingly difficult to recruit social work and social care staff from outwith the Aberdeen area. There is anecdotal evidence that providers are unable to source staff within the locality to fulfil some social care contracts, and are sourcing staff from the central belt (and paying for the associated costs).

Workforce planning issues for consideration:

- Potentially redesigning roles to make them more attractive and jobs more fulfilling;
- Providing career paths – ‘care’ as a career choice - providing career progression from unqualified carer to qualified carers and / or management.
- ‘Growing our own’ scheme – both for Social Workers and for Carers. There are cost implications of seconding staff to BA courses across the service – but this could be a ‘spend to save’ initiative. Also there is a need to consider alternatives to the academic qualification route, such as vocational training. Trainee Carers could be offered development opportunities / further responsibility and could be rotated around different parts of service in order to gain further experience?
- Market the ‘Carer’ role to different segments of the recruitment market such as school leavers / female returners / men. Such initiatives focus on selling the positives of the roles; a rewarding job, flexible hours, good benefits package and career path.
- Consideration will need to be given to modern apprenticeships / apprenticeships and developing improved links between schools and colleges to market the job / career options. These are issues currently being considered within the HR Service.

### **External Drivers: National Policy / Strategic Initiatives**

#### **Changing Lives: 21<sup>st</sup> Century Social Work Review**

This strategic initiative has a number of recommendations relevant to workforce planning which need to be considered:

- to enable and support social workers to practice accountably and exercise their professional autonomy;
- to develop a learning culture that commits all individuals and organisations to lifelong learning and development;
- to deliver services by effective teams designed to include the appropriate mix of skills and expertise and operating with delegated authority and responsibilities;
- to develop enabling leadership and effective management at all levels and across the system.

#### **The Personalisation agenda**

This links to the Self Directed Support (Scotland) Bill (see above). The definition of personalisation is to ‘enable the individual alone, or in groups, to find the right solutions for them and to participate in the delivery of a service. From being a recipient of services, citizens can become actively involved in selecting and shaping the services they receive’. (Scottish Government website)

Personalisation will have implications for the roles, tasks, skills and development of the workforce overall. There is a need to look at the current and future requirements of those working in the areas covered by the personalisation agenda and to establish whether there are any skills gaps or training and development requirements to equip people for a changing environment and requirements.

### **Shifting the balance of care (SBC)**

This is a nationally led agenda that requires a partnership approach between the NHS, Local Authorities and the voluntary and independent sectors. By Shifting the Balance of Care (SBC) the aim is to improve the health and wellbeing of people by increasing the emphasis on health improvement and anticipatory care, providing more continuous care and more support closer to home. In essence it's about moving resources from 'institutional' hospital or residential care to enabling people to be cared for at home.

In workforce planning terms this agenda requires professionals and staff to develop their skills, expertise and roles. It requires real partnership working between staff in the NHS, and Local Authorities, and agreement on outcomes and care pathways delivered by community based multi agency teams. It means shifting our view of individuals as passive recipients of care towards full partners in improving their health and managing their conditions.

All of these strategic agendas have huge workforce implications as it may result in a reduced need for staff within 'institutional' care such as residential establishments, but a much higher need for staff working in service users' own homes or in other service provision. This may require changes in skillsets, working hours, how employees are contracted and terms and conditions.

The social care and wellbeing workforce has already begun to reflect these changes through utilising the Scottish Government Change Fund (funds set aside for initiatives for reshaping care for older people to enable people to live at home and avoid admission to hospital).

As part of the preventative agenda, much progress has already been made. A re-ablement team has been created which sees a team of Occupational Therapists and Carers working together with service users to enable them to remain in their homes and to live as independently as possible. The aim is to use intensive occupational therapy to enable service users to re-learn skills that may have been lost, to gain confidence and independence and to learn to live and adapt to changes in their disability or illness, thereby reducing care input.

Workforce implications associated with these changes are as follows:

- Skillsets may be different, additional staff may be required but with revised job profiles;
- Training implications across the service;

- A review of employee terms and conditions may need to be considered in that this agenda requires a seven day service, but what is required is flexibility without the cost of current shift enhancements etc.

### **Integrated Children's Services Agenda: Getting it Right for Every Child (GIRFEC)**

The service is working to embed the principles of Getting it Right for Every Child (GIRFEC). This will support GIRFEC's key principles of keeping children and young people within their own families and communities, supported wherever possible, by universal rather than specialist services. This is in line with the Single Outcome Agreement objective that we have improved the life chances of Children and Young People and families at risk and the local objectives that children and young people live within a supportive family setting with additional assistance, if required, or where this is not possible, within another care setting ensuring positive and rewarding childhood experiences and that children and young people are protected from abuse, neglect and harm by others (and self) at home, at school or in the community.

The Children's Social Work Service has continued to build on the positive improvements to outcomes. We have developed a number of new services and interventions to better support children and young people in Aberdeen.

The Service priorities are;

- To retain children at home with their families when that is safe and appropriate
- To provide quality care locally to children who require to be accommodated either in foster or residential care
- To retain children and young people in the Children's Hearing system
- To support children and young people while minimising their involvement in statutory systems
- To listen to children and families and involve them fully at every stage of our involvement
- To contribute to positive outcomes for children
- To work closely with a partners in the Third Sector.

There is a new multi agency Child Protection Improvement Plan following the 2011 Child Protection Inspection which is managed through the auspices of the City Child protection Sub Committee.

Since April 2011, there is an Intensive Support and Monitoring Service in the City available to the Children's Hearing as an alternative to secure Care. Partners in Youth Justice Services are working closely together to ensure successful implementation.

The city has received a three year allocation of funds from the Early Years Change Fund. The focus of the change fund in the city will be the promotion and support of positive, secure attachment for children. This recognises the importance of attachment in the long term development of children.



New operational procedures for Getting It Right for Every Child have recently been launched and a programme of multi agency training is underway. There is now a city wide format for the Child's Assessment and Plan which will be used by all working in Children's Services.

### **Core Competencies for all Children's Services Workers**

The goal is to have interchangeable skills across social care, education and health. The Scottish Government paper which sets out the common core competencies and skills for children's services was published in August 2012. This supports the GIRFEC approach and national introduction of named person and lead professional. It sets out a baseline of expectations for staff working with children.

### **External Drivers: National Qualification and Registration Requirements**

The Scottish Government introduced required registration for key groups of social service workers to ensure that workers are competent and confident to undertake the important and complex work required of them and that they are suitable and remain suitable to work with children and adults who are vulnerable. Registration sets qualification requirements and standards of conduct for workers.

The Scottish Social Services Council (SSSC) opened their register in 2003 and operates a rolling programme of registration dates for the various categories of social service workers. The qualification requirements affect the whole social care and wellbeing workforce.

There have been huge implications to get the various categories of social work and social care staff qualified in line with the programme and this is ongoing through to 2020.

There have been and will continue to be implications for some employees who have been employed with ACC for many years and work well as practical carers, but as they are required to register and the qualification requirements are set, are unable to pass the qualification or perhaps to take on the responsibility for managing staff . There are potential capability / redeployment implications to be considered.

### **Partnership Proposals / Arrangements**

#### **Integration of Adult Health and Social Care – Scottish Government Proposals**

There is a recognition that separate, and sometimes, disjointed systems of health and social care can no longer adequately meet the needs and expectations of increasing numbers of people who are living into older age, often with multiple, complex, long-term conditions, and who need joined up, integrated services.

There are already examples of joint working and joint teams between Health and Social Care in Aberdeen and there are a number of jointly funded posts. An example is the recent integration of the Council's out of hours care at home service and the community nursing out of hours service, with a joint coordinator post to maximise the benefits of integrated working.

The Scottish Government consulted on proposals for the integration of Adult Health and Social Care and are currently considering the analysis of the consultation exercise. It is anticipated that a report will be issued in early 2013. It is proposed that new legislation will be required to implement the necessary changes resulting from the recommendations.

As the consultation is at an early stage, the workforce implications cannot yet to be determined.

## **Housing and Environment**

### **Business Plan**

A redesign of structures and roles has been undertaken in most areas to meet the requirements of the business plan. These included amalgamating teams and establishing new posts which incorporate new ways of working. There has been a reduction in a Service Manager's post. The needs of the business will be kept under review.

There is the potential for an apprenticeship scheme to be introduced for the housing management area.

### **Other Internal Drivers**

The creation of a Housing Options and Advice centre is a creative and innovative concept which may involve bringing together various teams including Welfare Rights, Housing Selections, Allocations, Debt Advice, Homelessness and others to meet the needs of the citizens of Aberdeen. The development of this has already commenced although actual implications on the workforce are not yet known.

A review of parking in the City is ongoing and being led by EP&I and there are unlikely to be implications on the workforce in the short term although discussions around capital assets, such as car parks and the need for investment may, in due course, have implications.

### **External Drivers**

#### Legislative

From the 31<sup>st</sup> December 2012, with the removal of priority needs status, the obligations on the Council in delivering its Homeless Service will increase. The Council has placed considerable emphasis on early intervention and prevention activities and this is already paying dividends. The full implications of the 2012 targets are not yet known and, as this is predominantly a reactive service, our resource implications will be kept constantly under review.

The impact of the welfare benefit reform cannot be overstated and will impact substantially on the economy of the City, its environs and the way in which we will require to respond in firstly preventing additional homelessness, income collection, demands for support and advice, and how we develop a future anti poverty strategy. The exact implications are unclear at this time but are unlikely to be considerable and will impact on every Service within the Council. A multi-directorate and agency programme is currently underway including developing proposals to respond to the changes. One area of change could provide for the co-location of Council and other agencies staff.

Staff resources for benefits, budgeting advice and housing support will require to be kept under continual review as the impact of the changes on the Council and its residents becomes clear.

## **Partnership Working**

Discussions have been ongoing regarding a joint project with the Police regarding Community Safety and CCTV – the Community Safety Hub, which will include a number of teams. The HUB is due for implementation in January 2013 but CCTV discussions are ongoing. The workforce implications of this are unknown at this time. The evolving Scottish Governments regeneration strategy will require a considerable degree of increasing involvement by local communities in decision making that effects their housing estates. Responsibility within H&E will be taken up by the expanded generic role for Senior Housing Assistants and Housing Assistants in the area offices.

## **Regeneration and Housing Investment**

### **PBB Options**

One proposal which is still being considered is to establish an arms length Local Authority Trading Company which will result in 'in-scope' staff being transferred into the new vehicle under TUPE regulations. This accounts for approximately 483 fte. There will be a requirement for any staff, who currently support the Service and who will remain in the employment of the Council, to develop skills around partnership working, business partnering and contract management, and may include a potential small increase in the retained staffing element. Discussions are ongoing regarding this to ensure a clear understanding of roles and responsibilities.

The business model needs to change to meet the increased demands of this area of work and/or manage the decline of work and alternative proposals are being considered. The workforce implications for this are unknown at this time.

The Service is also currently re-invigorating the Council's Regeneration programme although no clear indication of specific staffing implications is known at this time. This process will be developed at a corporate level with other Services of the Council and other agencies through Community Planning Aberdeen.

### **Business Plan**

This is predicated on ensuring the Service responds to the property maintenance and development needs of the Council's estate. The current workforce is employed to meet current demands, and the business planning reflects that the core business of repairs and maintenance will continue to be delivered by either the Service or its Arms Length Company into the long term future.

The plan however, also indicates a shift in responsibility for delivering capital works, with much of this now being delivered by the Service 'in house' instead of being contracted out. In addition, a major element of the current

programme of capital works finishes in 2015. As a result, the Service has developed its staff and uses an increased number of agency staff to deliver the capital programme. Planning into the future, the Service will need to be equally flexible with its staffing needs to meet changing capital development programmes from the Council, or in the Commercial Market as an Arms Length Company. It is also committed to establishing fixed term contracts proposals with staff who may currently be employed through an agency.

Finally, integral to the business planning of the Service is the continuation of a well established apprenticeship scheme which provides social and economic benefit to the Council.

### **Other Internal Drivers**

There are a number of planned contracts currently in place which have the potential to come in-house resulting in a potential increase required in Craft worker positions.

The responsibilities of our Corporate Parenting policy are currently incorporated into apprenticeships being available. This is within the craft workers area and will continue to be developed. It is anticipated that this will continue with the establishment of the Arms Length Trading Company.

### **External Drivers**

#### Economic

There is little sign of an increase in the performance of the economy throughout the UK and although to date Aberdeen has been resilient to the effects of the downturn economy, this may still impact on House Builders in particular. The implications are that, for the next 5 years, the position will remain largely unchanged and there is likely to be an increasing demand for Council services such as welfare rights support, Council and affordable housing, and support to maintain tenancies.

#### Regulatory

From 2015 new Scottish Housing Quality Standards (SHQS) requirements will dictate the capital investment and the work programmes that will be required through until 2025. This will most probably result in upskilling or training programmes for staff or a reduction in the requirement for certain posts if the standards are amended.

### **Environment**

#### **PBB Options**

The external delivery or attaining equivalent efficiency savings as part of PBB on grounds maintenance and street cleaning services has been achieved. The service will continue to look at methods of work and working patterns and if better, more efficient ways of working are identified the service will, where applicable, follow consultation and negotiation using agreed procedures, prior to implementation. In addition, there may be the requirement to offer staff

training so that they can perform effectively in delivering the work in a different way.

Attaining equivalent efficiency savings on the fleet aspect of street cleaning, grounds maintenance and waste, although being led by EP&I will have an impact on H&E particularly if part of the fleet maintenance is procured externally. The result could give an increase in productivity due to a reduction in vehicle down time. The implications upon staff are unknown at this time.

There have historically been reductions in the service to selected parks and gardens. The service has been and is currently exploring alternative funding arrangements to add additional value in the parks and gardens through various schemes. These initiatives have been and will continue to be considered and introduced. To date there is little indication of a negative impact of these initiatives on the workforce. Certainly the development of friends groups and becoming more customer focused to attract investment will mean changes in the way that staff have worked, and may require a review of skills and competencies.

The implementation of mobile working for field staff in Environmental Health and Trading Standards has commenced and will result in a reduction of four posts over the next three years. The team are aware of this proposed change in the structure, which is to be achieved by not recruiting to vacant posts (both current and those which will become vacant through retirement). Alongside mobile working, the ways in which staff worked have been reviewed and the service continues to move away from specialist teams to generic teams which will result in staff multi-skilling and achieving a more flexible service. A career progression scheme will be introduced to ensure that we are growing our own which should assist with retention.

In terms of implementing the waste strategy there will be changes in the number and types of domestic waste collections and commercial waste collections, including changes to the charges mechanism and the implications of this could be numerous. Schedules for collection could change, either resulting in more staff or less staff being required and volume/weight of materials collected may increase following promotion and awareness raising with the citizens. A revision of working practices is underway to accommodate the changes to ensure delivery of an efficient service.

The Scientific lab is looking to increase its commercial work which could result in an increase in staff. However there is currently a review of the Public Analyst and Scientific Laboratories across Scotland with a view to developing a unified Scottish service jointly with SEPA. This is at an early stage at the moment but the proposed timetable should the review develop is to create the new service within the 2013 /14 financial year. There would be an impact upon the staff in this service but to what extent is unknown. There will be a requirement to commence discussions with staff early in 2013 regarding progress and, when relevant, the impact of this review.

## **Business Plan**

New ways of working are being explored to ensure that the service delivery gives both value for money and is competitive. This could involve new working patterns, new structures and posts.

## **Other Internal Drivers**

A career progression scheme for Environment services will be developed to ensure that we are growing our own and retaining competent staff where training has been invested.

Within waste services a new routing system is being developed which will require training for individuals. Once the technology is established, this will feed into the work methods being developed to ensure that productivity levels are increased.

Vehicle/fleet maintenance compliance/health and safety is an ongoing driver and continued training of the workforce in these areas is required.

## **External Drivers**

### Regulatory

There are national reviews currently being carried out on Trading Standards and Food Safety (Environmental Health) services. It is not yet known what the outcomes of these reviews will be or if they will have an impact upon the service. Some of the reviews could run into 2014.

### Demographic

The development plans for Aberdeen indicate a growing population over the coming years. This could result in increased materials to be collected as waste, recycling and compost. Current trends show that the total tonnage of "waste" generated is decreasing; which could be due to various reasons such as the downturn in the economy or reductions in packaging. There are also legislative drivers to reduce the amount of waste land-filled and to increase the amounts of waste recycled and composted. These drivers require the service to review the methods used to collect the waste and recycle/compostable materials. These drivers will also influence the levels of staff resources required to deliver the service.

## **Partnership Working**

Within Environmental Health there is a potential joint venture in the areas of private water, animal feed etc. This could be on a mutual basis in that work which is within the Shire is undertaken by the City and work which is within the City is undertaken by the Shire.

The Heritage Lottery Fund is currently involved in the Duthie Park restoration and it is anticipated that further funding could be sourced for new initiatives in the future for other parks and gardens.

Work has been ongoing with the Foyer in relation to Environment and it is anticipated that this will continue. The benefits of this are that it allows an opportunity for disadvantaged young people to develop skills to enable them to enter the work place. An additional advantage is that it reduces the services need for agency. The service has employed several individuals from the Foyer following them working through this system. Although the process seems successful we may still need to place a tender for these works in the future.

### **Support Function**

#### **PBB Option**

A saving has been identified to be made from the support function and it is anticipated that this will be made from current vacancies.

#### **Other Internal Drivers**

It is crucial that the support function is able to adapt to the needs of the Service at all times and an ongoing assessment of requirements is being undertaken to ensure that the function is meeting the needs of the Service.

#### **Other Considerations**

If there are apprenticeship schemes which have financial incentives these will be looked into and a mentoring scheme could be created. It would be beneficial to establish a mentor post for the craft areas which could incorporate this element.

The introduction of new electronic management systems throughout the Council will have an impact on the way many individuals carry out certain aspects of their roles and may impact on required levels. The exact impact of this is unknown at this time.

#### **Other Partnership Working**

The Christie Commission will impact on all areas of work and will require a significant effort for local involvement and non-silo working. Discussions are beginning with community planning partners and the review of the single outcome agreement may have an impact on how we work.

There is the potential for joint venture/partnership arrangements within the public sector to be sought for the procurement of North and North East based contracts, which will be pursued.

#### **There are 6 key themes emerging from the workforce plan so far:**

Empowerment – many of the working practices moving forward are aimed at empowering individuals to take more responsibility whether this be on an



individual or team basis. Devolved responsibility will be a major step forward and will ensure that individuals are committed to the organisation.

Performance – with the introduction of the new performance review and development (PR&D) scheme, this will link in very well with the empowerment element and will focus individuals on their own performance as well as that of their teams.

Commercial thinking – it is increasingly important that staff become commercially aware as this will be a major focus for the direction of travel of all the Services in the Directorate. Historically, the Council did not always present itself as commercially focused and this now needs to be a critical area of development.

Supporting change – with all the major change which has been ongoing and with the introduction of an Arms Length Trading Company, it is imperative that individuals are supported and communicated with through the continued changes.

Development – linking with supporting change, as roles change, the need for development increases and it will be crucial that training plans are in place for individuals and teams in order for them to reach their potential and deliver the outcomes which are required.

New ways of working – there will be an increasing requirement for remote working to support efficiencies in delivering services and also to improve the quality of services to citizens throughout the City. This has implications for technology, hot desking, office space etc.

### How we will achieve the vision

#### 1. How we will develop the skills and capacity of our workforce

- By continuing to invest in the development of people to enhance their skills, and performance and help them meet the changing organisational requirements;
- By further embedding the new manager/ employee behaviours in the organisation through our PR&D scheme;
- By ensuring that personal development plans resulting from the annual performance review meeting reflect organisational needs as well as individual needs. In a time of constant change, our workforce needs to feel that their skills and opportunities are growing and be clear about how they can develop their careers in the organisation;
- By continuing to offer a powerful leadership development programme for managers;
- By actively planning for succession, by using the PR&D scheme to identify our managers and leaders of the future and ensure that they are ready and capable for the change in demands of higher level posts when they become available;
- By designing and delivering Modern Apprenticeships;
- By providing support for employees in planning and managing their careers. This is an important feature of the PR&D scheme;
- By continuing to work jointly with partners through strategic partnerships, thereby enabling us to share information and expertise and to plan jointly;
- By offering staff a range of in-house programmes and learning opportunities based on the learning and development priorities identified by directorates. This includes an increasing range of e-learning materials;
- By developing our “Growing our Own” initiatives as a means of addressing recruitment and retention problems;
- By creating better business support services so that employees know who to go to for help. For example, by developing Sharepoint which enables employees to list their areas of skills, knowledge and expertise on our intranet to allow for informal mentoring, coaching and sharing of good practice.

## 2. How we will develop the organisation

- By promoting a culture and leadership style that reflects organisational values. The behaviours set out in the PR&D scheme set the culture of the organisation;
- By ensuring that a high performance culture is embedded within the organisation and that it delivers ongoing improvements in quality and efficiency;
- By empowering employees to take direct responsibility for responding to the needs of our customers quickly and effectively without unnecessary bureaucracy getting in the way;
- By ensuring that the culture changes required for increased use of new technology (e.g. e-forms, YourHR) are embedded in the organisation;
- By ensuring that the organisation's structures are designed to cope with the changes needed;
- By introducing new systems and technology to enable transformation and smarter performance;
- By providing managers with workforce planning tools that support them more practically in their workforce planning which in turn will allow for iteratively more sophisticated conclusions and subsequent action planning.

## 3. How we will resource and attract 'top' talent to the organisation

- By developing smarter recruitment and retention strategies to address current and future hotspots;
- By increasing use of digital recruitment strategies to build a relationship with potential staff and convey the benefits of working for the organisation. This includes using bespoke social media campaigns and creative messaging to promote the organisation in both general and specific roles;
- By strengthening the organisation's reputation through conveying and promoting our values and achievements via a range of media sources. This will help retain our position as an **'employer of choice'**;
- By ensuring we employ people who are able to display the right behaviours, with the right motivational and cultural fit, as well as having the right 'technical' skills;
- By continuing to explore the creative use of graduate, apprenticeship and other trainee schemes;

- By introducing a new recruitment framework, referred to as Talent Resourcing, which is designed to attract new talent into the organisation, particularly at a graduate and school leaver level. This includes the following elements:
  - **Adopt an Intern (graduate internship)** – a graduate level paid internship giving graduates the opportunity to gain work experience in their relevant field of interest;
  - **Corporate Parenting Internships** – typically an entry level paid internship for those who have been looked after children (i.e. children in the care of Aberdeen City Council);
  - **Modern apprenticeships** – aimed at school leavers and providing paid work experience and development, often in business areas such as ICT and finance;
  - **Graduate recruitment scheme** – a structured scheme to develop university graduates with potential into future managers and leaders of the organisation.
- By focussing on non-financial benefits when looking to attract staff, particularly where it has proved difficult to market certain jobs. This involves stressing our values and building recruitment strategies around the intrinsic rewards of public service (e.g. promoting flexible working);
- By re-evaluating the skill set needed when replacing staff who leave, thereby ensuring that we secure the skills we need.

#### 4. How we will pay and reward our workforce

In seeking to realise our aspiration to maintain our reputation as a good employer and an employer of choice:

- By continuing to ensure our pay and reward systems are equal pay compliant by undertaking and reporting an annual equal pay audit, which will identify any areas for concern and action planning solutions;
- By ensuring our system of pay reflects and supports the shift towards a performance culture. This includes pay increments being made when individual performance has been satisfactory and being withheld where individual performance is unsatisfactory. In addition developing measures to recognise exceptional performance identified through the PR&D scheme;
- By implementing auto-enrolment for all eligible employees at the Council's staging date of 1 April 2013, assisting and supporting the workforce to make sufficient pension provision for when they retire;

- By developing and giving access to annual total reward pay statements for all employees in accordance with our migration to technology based systems to process pay and benefits. This will report the total value of an employee's employment package and highlight the value of the many non-salary based benefits (e.g. employer pension contributions, value of holidays etc);
- By further developing our Employee Benefits Scheme. This currently comprises seven salary sacrifice schemes (Childcare Vouchers, Green Car Leasing, Annual Leave Purchase, Cycle to Work, Professional Fees, Workplace Training and Carbon Offsetting) in addition to a huge array of other offers and discounts. As well as being an employee engagement, attraction and retention tool, the salary sacrifice schemes generate financial savings for the Council and ensures that the benefits are delivered on a 'cost neutral' basis. We will continue to extend this package and market the provision extensively to promote take-up.

## **5. How we will engage with the workforce**

- By responding to the outcomes of the 2012 Employee Opinion Survey, developing and implementing action plans which ensure we continually improve our outcomes in future surveys;
- By involving employees as far as is possible in decisions which affect them, following the pattern adopted when developing the PR&D scheme;
- By using the PR&D scheme, among other tools, to recognise and reward high performance and to share good practice;
- By providing a comprehensive development programme which encourages employees to develop their potential;
- By recruiting and developing managers who match our core and management behaviours, particularly in the areas of 'communication' and 'engagement';
- By continuing to support the Communication and Engagement Manager in implement the Communication and Engagement Strategy – including the further development of Employee Voice and the introduction of the Council's STAR Awards recognising the outstanding contribution of employees.

## **6. How we will further consolidate a pro-active Health, Safety and Wellbeing Culture**

- By ensuring that visible leadership and commitment promotes, sets and enforces a positive health and safety culture within the organisation. Further enhancement will be achieved via PR&D, through acceptance of roles and responsibilities and setting of targets and objectives. A focus on behavioural safety will assist in reducing unsafe behaviours in the workplace while improving

employee engagement and visible leadership and commitment by management. To further embed a positive health and safety culture particular attention will be given to:

- Methods of control within the organisation – control of service delivery;
  - Means of securing co-operation between individuals, safety reps and groups;
  - Methods of communication throughout the organisation;
  - Competence of individuals.
- By promoting a continued combined proactive and reactive approach to ensure maximum impact in supporting and further enhancing health and safety performance and resource benefits. The promotion and achievement of safe and healthy conditions will be assisted through the improved engagement of employees, trade unions and Elected Members. Health, safety and wellbeing impact will also be strengthened through:
    - Refreshment and implementation of the Health, Safety and Wellbeing Strategy and Corporate Health and Safety action plan;
    - Integrated holistic approach to occupational health, safety and wellbeing;
    - Programmes of Fire Risk Assessments and Audits will be further developed to continue in the identification of good practice and areas of improvement. This will enable the appropriate assistance and support to be provided to Services and remedial actions implemented;
    - Supporting services in consistent service delivery in conjunction with fulfilling the needs of the services. In addition to HSE intervention specific focus will be given to the management of contractors, asbestos and legionella throughout the organisation;
    - Continued focus on maximising attendance and employee wellbeing with interventions on both short and long term absence while retaining and maintaining employees at work. Linkages to absence management will be expanded between occupational health and employee assistance providers;
    - Review of corporate health, safety and wellbeing training programme tailored to services and the organisation. Expansion of blended on-line and face to face approach delivered internally via the health and safety team and by external providers;
    - Continuing proactive health and wellbeing related events and opportunities for employees and maintenance of the Employee Good Health Group.