

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

Our Future Workforce

Strategic Workforce Plan: 2014/15
2018/19



Smarter Planning - Smarter People - Smarter Aberdeen

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1.0 Executive Summary

This represents the second iteration of Aberdeen City Council's Strategic Workforce Plan. The first plan (2013-2014) introduced eight strategic priorities, which were derived from the common themes which emerged from workforce plans produced by the five services. This year's plan indicates significant progress across the eight priorities and highlights specific workforce planning implications within services.

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 31st 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 2014-2015, 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 2014-2015 to 2018-2019:

- 1. Smarter Integrated Planning** - strengthening and making increasingly explicit the linkage between business, financial and workforce planning.
- 2. Cultural Transformation** - further embedding a culture of high performance across the organisation.
- 3. Improving Employee Engagement** - maximising the effectiveness of our employee engagement strategy – striving for positive industrial and employee relations.

- 4. Smarter Health, Safety and Wellbeing** - further encouraging a proactive health, safety and wellbeing culture.
- 5. Smarter Working and Service Delivery** – changing the way we work to better match the demands of our customers and the expectations of our workforce.
- 6. Employer of Choice** - ensuring 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. Smarter Attendance Management** - ensuring attendance management levels equate to upper quartile performance standards.
- 8. Smarter Recruitment and Skills Development for Managers** - ensuring 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's aspiration to have a 'flexible, skilled and motivated workforce'.

Actions in support of these strategic priorities are underway and an evaluation of success so far is shown at **Appendix A**. The HR&OD service is monitoring and measuring the extent to which we are making progress towards these planned outcomes for the workforce and the organisation.

Workforce planning is by its nature iterative. Therefore, the Workforce Plan will continue to evolve to match the objectives and aspirations of the organisation. This equally applies to each Directorate's workforce plan and each Directorate will put similar arrangements in place for monitoring and measuring the success of their workforce planning process to ensure that it is supporting the execution of their business objectives and is anticipating the impact on their workforce based on the Council's financial forecast.

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 this up 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 attempts 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 2011-2012 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&OD 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.

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 31/10/13), the Council's funded establishment equates to 8,479 headcount, with a full-time equivalent of 6,463.

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:

- 69% of our employees are female and 31% male - this represents a steady state with only minimal fluctuations when compared against data produced previously;
- 94% of employees have a permanent contract which, again, is consistent with previous analysis;
- 70% of employees are full time (equivalent of 1 FTE) with the remaining 30% working part time; this shows a move towards employees with full time contracts;
- the most highly populated non-teaching pay grade is G09 (approximately £18–20,000 per annum) with 16% 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 45.5) which peaks at 50 to 59 years of age. 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.

3.2 How we recruit our workforce

The Scottish local government shared recruitment portal continues to be the primary channel to communicate with job applicants. More commonly referred to as myjobscotland.org.uk, this is where we advertise our vacancies and how applicants apply for our jobs. This can be supplemented by the use of local and national newspapers, and professional media where required, to attract an adequate pool of applicants.

To supplement the more 'traditional' attraction channels we use, we recognise that in order to engage with a wide range of jobseekers, we need to use the types of communication channels that many potential candidates typically use on a day-to-day basis. We will therefore use mobile technology and social media channels as part of our candidate attraction strategy. This involves recruiters utilising social and professional digital platforms to promote vacancies and enhance our recruitment process. It has the potential to significantly increase our reach to potential candidates.

Social media recruitment is an important element of our drive towards improving our status as an **'Employer of Choice'**, one of our eight strategic workforce priorities.

We pride ourselves on the robustness of our recruitment process which is grounded in the following statutory and best practice principles:

- appointing the best person for the job;
- appointing on merit;
- respecting and promoting equality of opportunity; and
- following a fair and equitable process that is free from unlawful discrimination.

We have developed a comprehensive protocol for managers on recruitment and selection and all our managers are required to attend recruitment and selection training to help them make effective selection decisions.

Recognising the critical role recruitment plays in ensuring we have high performing people with the right knowledge, skills attributes and behaviours to enable us to deliver organisational objectives now and in the future, we recently

carried out a comprehensive review of our recruitment process. The aim of the review was to achieve better, faster recruitment which would be achieved through more streamlined, well-organised processes that are timely and efficient. The review was called **Smarter Recruitment** and involved a series of workshops with managers representing a variety of occupational groups.

Many of the expected outcomes have been achieved, most notably a 46% reduction in the average time to fill a job from it going 'live' to the candidate being appointed and a 38% reduction in the average time to fill a job from the candidate submitting their application form to being appointed.

These faster timescales will greatly assist the workforce planning process.

3.3 How we contract our workforce

There are a range of different types of contract used throughout the Council. Around 90% of employees are employed on permanent contracts. Within that group around 30% are employed on a part time basis.

There are a number of jobs where fixed term contracts are used. This type of contract is particularly appropriate where there is a project with an end date or where funding is being provided for a limited period. At the moment around 5% of employees are on fixed term contracts.

In addition to these two main contract types we offer trainee contracts and secondment arrangements which allow for the development of our employees.

Recently there has been public disquiet over the use of zero hour contracts and it is clear that unscrupulous employers can, and do, use these contracts inappropriately. The Council does have a small number of these arrangements in place and there are cases where there is a sound business reason for offering a zero hour contract. Most often that occurs where the work or funding available is highly intermittent. The use of these contracts continues to be monitored to ensure that they will only be used when that is the most appropriate contractual arrangement available.

3.4 How we reward our staff

We have four distinct staff groups, each of which has its own national negotiating arrangement for pay purposes and each of which has specific pay and grading arrangements in place.

For Local Government employees pay is determined through the application of an analytical job evaluation scheme. Using that scheme helps us to reward staff in a way that is both fair and transparent and provides protection against equal pay claims. In order to continue to benefit from that protection we will have to continue to maintain the job evaluation outcomes and carry out regular equal pay audits.

Teachers' pay scales are determined nationally by the Scottish Negotiating Committee for Teachers (SNCT). This sets out the rate of pay for all main grade teachers. Where jobs are defined as 'promoted posts', i.e. Head Teachers, Depute Head Teachers, Faculty Heads and Primary Principal Teachers, a job sizing toolkit has been provided through the SNCT to determine the appropriate rate of pay.

Craft Workers continue to be paid in accordance with a local collective agreement on the rates of pay for the respective trades, semi-skilled and unskilled labourers.

Clearly the ability to recruit the right calibre of staff is heavily influenced by both the rate of pay for the job and by the overall employment package available. 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 exceeds the current 'living wage', we also 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 employee benefits package will be actively promoted over the coming months to maximise the advantages of the schemes for both the employees and the Council.

The Living Wage

The living wage figure is set annually based on statistical calculations carried out by the Centre for Research in Social Policy at Loughborough University. That calculation takes into account a range of factors such as rent and childcare costs. The uprating of the living wage figure each year takes account of rises in living costs and any changes in what people define as a 'minimum'. It also takes some account of what is happening to wages generally to try to prevent a situation where living wage employers are required to give pay rises that are too far out of line with general pay trends.

The national pay award for 2013-2015 incorporates the adoption of the living wage figure as a minimum hourly rate. The Council has chosen to amend its pay and grading structures to reflect that minimum rate rather than paying a supplement to those in the bottom grades.

While the Council has to date supported the application of the living wage, and this has clearly assisted our less well paid, it should be noted that the continual 'bottom loading' of pay awards does create difficulties. The increase in the living wage for 2014-2015 will be 2.68%. In comparison the pay award for other Council employees will be 1%. If that disequilibrium continues in future years the Council will be faced with two options; either to pay all affected employees the same hourly rate irrespective of their job demands or to increase the pay of all employees to reflect the increase in the living wage. Both of these options are likely to have

serious negative implications for either the employees or for the Council.

3.5 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 outcomes and on high performance.

Performance Review and Development (PR&D) underpins this by providing an on-going mechanism for clarifying what is expected of each employee, recognising good performance, dealing with underperformance at an early stage and promoting the behaviours which will drive the Council forward. In addition it sets the foundations for a cohesive performance management framework by linking directly to recruitment, induction, development, managing underperformance and talent management.

The use of the online PR&D reporting tool means we also now have a more effective means of forward planning which, for the first time:

- provides managers with an overall picture of performance across their service – allowing them to more readily identify high performers, employees with potential and areas of under-performance which need to be addressed;
- collates development needs providing a more structured tool for planning to meet service and corporate development needs.

PR&D is now entering its second year. A full review of the scheme was undertaken in June 2013 involving feedback from employees across the organisation. The process has also received a positive report from Price Waterhouse Cooper (PWC) highlighting areas of good, and even excellent, practice. Any minor areas of weakness noted by PWC are being addressed.

Latest developments on YourHR include a tool allowing employees to build a bank of examples and evidence of performance over the PR&D year and a 360 tool for reviewing the performance of managers.

3.6 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 Organisational Development (OD) team, located in HR&OD, 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 (CTB) 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 other teams located within

Social Care and Wellbeing and Bon Accord Care to support CPD for social care staff.

Corporate learning and development priorities are determined and reviewed on an ongoing basis and services are provided with monthly reports of corporate training undertaken by members of their service. The OD team is also responsible for managing the CTB.

Development needs which are service or job specific are funded from service training budgets. The CTB is used to fund development needs which are common across services and which will enable employees to deliver the aims, vision and values of the organisation. Given the importance of an engaged and committed workforce to high performance it is intended to rebrand this to the Corporate Training and Engagement Budget (CTEB) and to work with the People Dimension Group to identify funding to support engagement interventions with the workforce and stakeholders in achieving transformation.

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, 'hot topic' seminars and tailored team events.

Developing skills in-house

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 in-house 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 appointing them to a suitable post at the end of their training programme or creating a pool of trained 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 give apprentices 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 have introduced a range of powerful programmes to develop managers' leadership and strategic skills. Evaluation of these programmes has been good and participants are experiencing a positive change in their job role as a result of attending. The proposal going forward is to add to this provision by developing a more structured programme which introduces core skills at first line

manager/ supervisor level and which builds appropriately on these at middle and senior manager levels.

3.7 How our workforce is performing

Statistics on workforce performance are available through recording PR&D outcomes on YourHR, an online portal developed in-house. However, because of timescales and the unfamiliarity of YourHR in the first round of PR&D, not all records were input using this system. This has resulted in less management information being available to services for forward planning than there could have been.

Despite this the following statistics are available from PSe and YourHR:

	Total PR&D meetings recorded on PSe	Total PR&D records on YourHR	Exceeding by objective and behaviour	Underperforming by objective or behaviour	Being managed under policy
CG	457	478	7	9	8
ECS	563	253	17	5	5
EP&I	824	650	6	8	9
HE	778	535	15	15	34
OCE	9	7	0	0	0
SCWB	635	451	10	12	7
Total	3287	2374	55	49	63

Information as of 27 August

NB – the first column includes outcomes recorded on both YourHR and manually on PSe; however, information regarding exceeding and underperforming is only available for outcomes recorded through YourHR; it should also be noted that these are statistics as they are known and there may well be instances where meetings have taken place but have not been recorded as such.

Detailed reports of outcomes and development needs have been fed back to Services for information and action. A proportion of the CTEB has been set aside to support the development of those in the ‘exceeding’ category and Heads of Service have been advised of the process for accessing money from this pot. At the same time the OD team have been able to use the corporate development needs to help plan their future programmes and to offer places on workshops to those who have identified needs through YourHR.

3.8 How we’re developing a flexible workforce

The Council has promoted flexible working for many years. The benefits of flexible working are numerous including improved productivity, higher staff retention rates, lower accommodation costs and a reduced carbon footprint.

A recent survey of a sample of employees who work flexibly highlighted the value they place on their working arrangements. 67% of those surveyed reported a better work life balance. 66% said their productivity had improved.

As part of that survey respondents were asked if there were any other kinds of flexible working arrangements we should consider introducing. Amongst other things respondents asked for the ability to carry forward more hours at the end of a flexi-period and more flexibility in the application of core hours. A number of the suggestions received have been incorporated into revised guidance which has since been made available to all managers and employees.

A series of conferences highlighting the availability of different flexible working options has been held. At those conferences

some of the ICT tools available to support flexible working, including Your HR, were also demonstrated.

3.9 How we engage with trade 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&OD 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, and will need to be created, to allow all employees to have a say through offering views, ideas and comment on matters which affect them (e.g. Employee Voice). 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.

3.10 How our 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 50 chief officials. The current structure has only five directorates, plus the Office of Chief Executive (OCE) and 24 chief officials.

As a consequence of top-level rationalisation, more operational accountability is now vested in our 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.

Overall, structures are relatively flat with comparatively few organisational tiers. This form of structure allows for a high degree of personal accountability and encourages employee engagement and flexibility.

Clearly it is essential that our structure is conducive to organisational effectiveness and, importantly, to the delivery of high quality services. To achieve this, we are continually adapting in response to legislative requirements or to better meet the needs of the city.

Over recent years certain Council services have been taken over by arms' length organisations such as Bon Accord Care and Sport Aberdeen.

Major organisational priorities such as the Service Improvement Programme have resulted in a fundamental review of the resources required to drive those programmes forward. The continuing need to provide high quality services where funding is under pressure results in a constant search for more efficient organisational arrangements.

It is inevitable that organisational change will continue for the foreseeable future. We must therefore remain open to the changes needed to respond to these pressures and continually improve the services provided.

3.11 How we empower our 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 provide role clarity and clarity of expectations.

Over the last few years we have rolled out an intensive development programme for 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 job profile format, which focuses on overall outcomes rather than detailed tasks, is designed to enable managers to manage their resources to best effect.

3.12 How we've improved employee engagement

Engaged employees understand and share their organisation's goals, are confident in their capabilities, trust their leaders and, in turn, feel trusted by them. The business model that drives higher productivity and enhanced performance through improved employee engagement has been well researched and well documented.

The 2010 Employee Opinion Survey indicated that there was a need for us 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. These 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 earlier in this document;
- the involvement of employees in key initiatives which affect them – a good example being the development of the 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 PR&D;
- the introduction of the STAR Awards to recognise outstanding contribution by employees across the organisation;
- the implementation of 'Heads Up', a campaign which promotes the council's core and management behaviours through engaging events, interviews, back to the floor sessions, online Q&A and lunchtime seminars, each 'headed up' by a member of the extended corporate management team
- continuation 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 service improvements in a way which would not previously have been possible.

The introduction of 360° performance review will provide us with a clearer picture year on year of how effectively our employees feel their managers are engaging with their teams. It is therefore important to ensure our managers understand what engagement is, why it matters and how to engage their staff. This will form a core part of our management development programme while at the same time we are developing a toolkit on trust which managers can use with their own teams.

Beyond management other factors which contribute to engagement include:

- **availability of training, development and career progression** – the ability under PR&D to identify potential and high performance should assist with retention and succession planning. In addition the proposed model for management development should provide clearer opportunities for career progression;
- **appropriate involvement in corporate decisions and activities** – in this respect we will continue to work with the People Dimension Group in supporting the Communications and Engagement Manager to implement the Communication and Engagement Strategy by:
 - o involving employees in the future review of PR&D and in the planning of future development;

- o supporting future Heads Up! Campaigns and ensuring opportunity for wide involvement of all employees in this;
- o assisting with the STAR awards as part of embedding the organisational behaviours;
- o promoting the council as an employer of choice, through a range of means; and
- o providing opportunities for employees to stretch their capabilities through leadership of projects, employee forums, taking on mentoring/ coaching/ champion roles, and, in the longer term, exploring the potential of Sharepoint to identify internal expertise which can be tapped into.

3.13 How we manage attendance

In January 2013 a report to Parliament by the Secretary for State for Work and Pensions entitled “Fitness for Work; the Government response to ‘Health at work - an independent review of sickness absence” stated “...we now know that work can be good for people’s health”. As such the Council strives to promote health and wellbeing in the workplace.

We provide support to managers and employees in keeping fit and healthy through:

- our Employee Assistance Programme which includes 24 hour employee counselling service;
- free employee health checks offered at different sites across the city; and
- providing physiotherapy services where this will speed the return of the employee to work.

Our occupational health provider advises managers on the fitness, or otherwise, of employees as well as providing services to assess the condition of the workforce, including HAVS assessments, night working assessments and auditory tests. It also undertakes preventative measures such as flu and hepatitis inoculations.

A significant amount of health and safety training is made available along with literature on the Council's intranet promoting safe working practices in all work locations and risk assessments on all work activities.

Sickness absence in the Council is closely monitored with employees being required to report sickness usually within an hour of their starting time. For some occupations, such as teachers and carers, reporting is required before normal start times so alternative arrangements can be made.

To assist managers to maximise attendance we have a policy which is supplemented with comprehensive guidance notes. In accordance with HR best practice, this policy requires employees who have been off due to sickness to have a return to work discussion with their supervisor/ manager.

On the issue of short term sickness absences there are 'triggers' for formal management action if an employee has 10 days absence, or over, or is off on more than three occasions within a rolling calendar year.

For long term sickness, defined as over 28 days (four weeks), there is a supportive process which requires managers to keep in contact with the employee and seek occupational health advice with a view to getting the employee back to work at the earliest opportunity.

The Council is supportive of employees who are off work due to sickness. However, it will manage sickness absence and where an employee is unable to fulfil their contractual obligation to work, the Council will take the necessary steps, in accordance with the Maximising Attendance policy, to bring employment to an end either by ill-health retirement, where recommended by our occupational health service, or by reason of capability.

Finally, it is recognised that from time to time an employee's attendance at work may be affected by events outwith their control. For example:

- the weather – we have Bad Weather guidance;
- family bereavement and emergency breakdown in caring responsibilities - we have Special Leave provisions;
- domestic emergencies – we have Employee 'AIDE'.

In these circumstances (and many more planned and unplanned absences) the Council has guidance on how this should be handled and has extensive special leave provisions.

3.14 How we address equality and diversity in the workplace

As a public body, the Council's equality and diversity agenda in relation to employment is primarily focussed on meeting the requirements of the General and Specific Duties under the Equality Act 2010. The public sector equality duty covers the protected characteristics of age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or

belief and sexual orientation. It also covers marriage and civil partnership.

The General Duty is to:

- eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct;
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not;
- foster good relations between people who share a protected characteristic and those who do not.

The purpose of the Specific Duties in Scotland is to help authorities in the performance of the General Equality Duty

The Specific Duties relating to employment are to:

- publish equality outcomes and report on progress;
- gather and use employee information;
- publish gender pay gap information;
- publish statements on equal pay including occupational segregation information;
- report progress on mainstreaming the equality duty.

HR&OD has therefore focussed over the last year on putting in place arrangements to meet these new duties (which replaced the previous statutory duties and the Single Equality Scheme).

With regard to equality outcomes, three employment related outcomes were compiled which are:

- to have a workforce that reflects the community we serve;
- to have an organisational culture that is free from unlawful discrimination; and
- to achieve and maintain pay equality within the workforce.

Equality outcomes are overarching high level aims the organisation has in relation to equality and diversity which require to be specific and measurable. Evidence was used in their compilation as well as involvement of people from relevant groups. Progress towards meeting the equality outcomes will be monitored with relevant measurements put in place.

Action plans have been compiled which are being pursued by six equality groups set up in HR&OD to meet the three outcomes. The groups represent specific equality strands and cover all the protected characteristics. Each group has a leader, with the leaders meeting every six weeks to report on progress in relation to the action plans and to discuss employment related equality issues.

The Council is working towards full compliance with the Specific Duty of gathering information on the composition of employees as well as annual information on recruitment, development and retention of employees with respect to the number and relevant protected characteristics of employees.

The Council was able to produce certain of this information in the Mainstreaming Report submitted in April 2013 and is currently in the process of arranging for the provision of all the required information.

A data validation exercise was carried out in the early part of 2013 which should help to provide fuller and more up-to-date information regarding the composition of the workforce across all the protected characteristics. The information on 'development' and 'retention' will be available from the HR/ Payroll database and the 'recruitment' information will be provided from the data submitted by job applicants through the myjobscotland recruitment portal.

With regard to the other Specific Duties, gender pay gap information, a statement on equal pay and information on occupational segregation were all compiled and included in the Council's Mainstreaming Report submitted in April 2013. The gender pay gap information showed that there was no material difference between men's and women's average hourly pay, excluding overtime.

In relation to the last Specific Duty, and as detailed above, HR&OD contributed relevant employment equality information for the Council's first Mainstreaming report which provided progress to date on mainstreaming the equality duty.

3.15 How we manage Health, Safety and Wellbeing

The organisation has adopted an integrated holistic approach to occupational health, safety and wellbeing. The organisation's proactive health and safety management system is promoted through visible leadership and commitment promoting, setting and enforcing a positive health and safety culture within the organisation. The Council's health and safety management system received national recognition by achieving its ROSPA Gold Medal Award in 2013.

The Health and Safety Policy is designed to contribute to the Council's business performance, demonstrating commitment to continuous improvement. Roles and responsibilities are clearly defined in corporate, service and local arrangements. At organisational level the Corporate Health and Safety Committee provides a necessary overview and co-ordinating role. The Corporate Health and Safety Action plan is promoted through the health and safety committee structure incorporating the policy's principles into a safe working culture through distributed leadership. Councillor Gordon Graham has been appointed as a Health and Safety Champion to act as a scrutineer.

Health and safety is an integral part of service delivery at strategic level through to operational delivery. Assessment of risk ensures that the organisation is 'risk intelligent' and that key occupational health and safety risks related to service delivery and work tasks are identified and eliminated, reduced or controlled. Supportive management systems and practices ensure risks are dealt with sensibly, responsibly and proportionately.

Proactive and reactive workplace monitoring assist in identifying trends, areas of good practice and areas for improvement. This information is used to develop action plans and inform the allocation of sufficient resources to implement the Health and Safety Policy. The promotion of health, safety and wellbeing is a shared employee, trade union and management objective which is discussed in open forums such as the Corporate and Directorate Health and Safety Committees and service team meetings.

A robust recruitment and selection process coupled with a variety of training and development opportunities ensure

competent employees. A suite of corporate health, safety and wellbeing training, based on the needs of the organisation, provides employees with information alongside service specific inductions and briefing sessions.

Proactive health and wellbeing events and opportunities for employees are planned and delivered via the Health, Safety and Wellbeing team in conjunction with the Employee Good Health Group. The organisation achieved its Healthy Working Lives' Bronze Award and Mental Health Commendation Award in 2013.

The introduction of 'fee for intervention' by the HSE continues to give 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.

3.16 Why people leave the organisation

We collect data about the reasons why people leave the organisation using a leavers' questionnaire. The main aim of this is to gain a better understanding of the reasons employees move jobs and to gather their views and insights into workplace issues which are vital to improve service delivery and address critical recruitment and retention issues. Analysis of the data significantly contributes to our systematic and strategic approach to improving employee retention and helps us devise action plans to make any necessary improvements in specific work areas to counter the potentially costly and disruptive effect that high levels of employee turnover can have.

We recognise that an employee's formally stated reason for resigning may not always be accurate or provide a complete

account of why they are leaving. However, many employees are prepared to disclose the underlying reasons for their departure in a leavers' questionnaire because it is confidential and not completed in a face-to-face meeting with their manager. Using the questionnaire can therefore provide more in-depth and honest feedback.

From our analysis of the data between October 2012 and October 2013, 'securing a job elsewhere' was one of the most common reasons for leaving the Council across all Directorates. It is the main reason for leaving Corporate Governance, Enterprise, Planning and Infrastructure and Housing and Environment. Indeed, only a small number of leavers left due to factors external to the Council such as moving from the area, caring responsibilities etc. In general, leavers from Social Care and Wellbeing and Corporate Governance are less likely to leave the Council due to work related issues such as terms and conditions and task based concerns. This indicates that any measures introduced to improve issues, particularly those tailored to meet the concerns raised for each service, will encourage valued employees to remain with the Council.

81.4% of leavers during this period would recommend the Council as an employer while 63.6% would consider returning to work with the organisation in the future. This highlights the importance of maintaining contact with departing employees with a view to improving the quality of the recruitment pool.

The findings also indicate that the local private sector and other local authorities are our main competition for employees. Not surprisingly, the majority of leavers based within Education, Culture and Sport are more likely to secure employment with other local authorities as opposed to the

remaining Directorates where the majority are inclined to move to the private sector. In addition, a significant number of leavers from each service do not leave the Council to secure further employment indicating a potential pool of alumni and mentors.

There is also evidence to suggest that, while the majority of leavers are more than satisfied with the training provided to carry out their work effectively, there seems to be a lack of opportunities to enable these individuals to progress further. This is particularly apparent in Enterprise, Planning and Infrastructure and Housing and Environment. Regardless of this, it appears that the type of position and section the post is located in may also have an impact on the level of opportunities available. For example, despite two thirds of leavers from Education, Culture and Sport disagreeing with the statement 'lack of career progression' all leavers with 'officer' in their job title and the majority of those based in the culture or communities sections believed that career opportunities were not available to them.

The analysis highlights areas of consideration for each Directorate which in turn indicates possibilities and opportunities to target initiatives to retain valued employees. Directorates use this information to devise retention strategies and these are reflected in their service specific workforce plans.

The leavers' questionnaire is currently being revised to further improve the quality of the data collated. This will enable further detail in relation to age of the leaver and his/ her level of responsibility as well as providing additional reasons for leaving. For example, there may have been reasons why leavers found a 'better job elsewhere' but it was not possible

to determine this due to the limitations of the current questionnaire.

With the planned introduction of the revised Managing Leavers Policy and Procedure in early 2014, such data will be reported to Directorates on a regular basis for future considerations from a workforce planning perspective as they monitor and measure the effectiveness of their workforce plan and strategies.

4.0 Forecasting

4.1 Summary of each Directorate's analysis of current and future trends and resourcing/development needs

Integrating workforce supply and demand analysis into the strategic planning cycle ensures that services have the right number of people, with the right skills, in the right place, at the right level and at the right cost. Such strategic workforce planning is crucial given that that direct people costs make up approximately 68% of our organisational costs. This level of forecasting enables Directorates to plan ahead and consider what the future implications might be on their workforce (both in terms of size and type) and for potential reductions in budget based on the Council's financial forecasts.

Recognising that success is derived from having the right workforce in place to deliver their strategy and business objectives, each of the Council's Directorates has analysed and estimated their future workforce needs against their strategic direction and future business needs. A summary for each Directorate is provided below. Our corporate development and learning priorities, derived from this strategic workforce planning process, are included at **Appendix E**.

Where there are implications for the workforce, services will consult the trades unions and the employees affected in accordance with usual consultation requirements.

Education Culture and Sport

Current issues include:

- increase in Nursery entitlement to 600 hours per pupil from August 2014. This will have implications for teaching staff and Nursery Nurses and also for the Early Years team in respect of the support provided to partner providers;
- the Inclusion Review – considering how education is provided across all sectors which will likely impact on mainstream primary, secondary and special schools, ASN and SEBD bases within mainstream schools and will have an impact on the teaching workforce, school support staff (in particular PSAs and Nursery Nurses) and the Educational Psychology service;
- ensuring compliance with the statutory duties set out under the Requirements for Community Learning and Development (Scotland) Regulations 2013.

Estimated impact on future demand for staff:

- decrease in Secondary Teacher posts by 2016, increasing above current level by 2020 (NB based on pupil roll projections);
- increase in Primary Teacher posts by 2016 and again by 2020 (NB based on pupil roll projections);
- increase in Nursery Teacher posts by 2014*;
- increase in Nursery Nurse posts during 2014*.

** NB the level of increase is linked and will offset each other in terms of exact number of posts required.*

Housing and Environment

Current issues include:

- review of delivery of Housing Options and Advice, Homelessness, Housing Support and Community Safety services;
- impact of Welfare Reform on service design and delivery;
- introduction of new Scottish Housing Quality Standards from 2015 which will have significant resourcing and training implications;
- delivering a significant number of new council homes which will have resourcing implications;
- addressing critical recruitment and retention difficulties within Environmental Health/ Trading Standards;
- meeting waste management targets including developing a new site and introduction of further collections which will have resourcing implications; and
- the national review of scientific laboratories.

Estimated impact on future demand for staff:

- decrease in Housing Options/ Homelessness posts by April 2014;
- creation of additional CCTV posts by April 2015 (TUPE transfer from Police Scotland);

- reduction of one City Warden post and one Technician post by April 2018;
- decrease in Architectural /Quantity Surveying posts by April 2016 and a further decrease by April 2020;
- reduction in Environmental Health/Trading Standards posts by April 2017; and
- creation of three year fixed term Strategic Infrastructure Plan (SIP) posts by April 2014.

Enterprise, Planning & Infrastructure

Current issues include:

- the need for ongoing redesign and restructuring of the service to improve service delivery and meet customer demand. More specifically, having the right resources in place to progress high level projects such as Digital and Transport Connectivity, City Centre Regeneration, Smarter City Agenda etc;
- the Roads Service review which is expected to have 'smarter working' and training implications along with the need to create new roles to take forward the commercial side for income generation. Linked with this will be the work associated with taking forward the Aberdeen Western Peripheral Route project and the resources required to support this project.

Estimated impact on future demand for staff:

- increase in Project Manager-Hydrogen posts by April 2016 (externally funded);
- increase in Engineer-Flooding posts by April 2015;

- increase in Technical Officer-Roads posts by April 2017 and a further increase by April 2018 (self-funded through income generation);
- increase in Roadworker posts by April 2016, further increase by April 2017 and again by April 2018 (self-funded through income generation);
- increase in Mechanic posts by April 2015;
- deletion of AWPR Assistant Managing Agent posts by April 2018;
- increase in Building Standards Officer posts by April 2015 (self-funded from fees);
- creation of two year fixed term post of City Development Manager (SIP) during year 2014/15;
- creation of Graduate Officer (Events) post during year 2014-2015;
- increase in posts in the Energy Management Unit by April 2015.

Corporate Governance

Current issues include:

- the impact on procurement services resulting from the various projects being undertaken across Directorates. This is likely to result in restructuring the service with the need for job redesign and development of new skills;
- increased collaboration with partner organisations with the potential to share services in the same way that procurement services are shared with Aberdeenshire Council. An example already identified is the possibility of sharing a joint insurance team with Aberdeenshire Council;

- ensuring that the various support services have the right skills mix and style of delivery to support the needs of the business, as identified through the Corporate Governance Business Plan and Improvement Plan developed in consultation with customers.

Estimated impact on future demand for staff:

- increase in Paralegal posts by April 2015;
- increase in Customer Service Adviser posts by April 2015;
- creation of fixed term Smarter Working Adviser post by April 2014.

NB Given that the new Director of Corporate Governance has only recently commenced duty, a more detailed analysis of future workforce requirements to executive business objectives will be undertaken in consultation with Heads of Service. The outcome of this will be reflected in service specific workforce and business plans and will feature in next year's update to this document.

Social Care & Wellbeing

Current issues include:

- reclaiming Social Work Review in Children's Services. This will result in a significant redesign of the Children's Services structure and jobs within it with considerable training and skills development implications. A 3 year implementation period is expected;

- legislative agenda of Personalisation/ Self Directed Support which gives service users and their families considerably more choice over the type and level of care they require. While at an early stage, there have been increasing numbers of service users in Aberdeen who have chosen alternatives to local authority care options and indications are that this is likely to increase.

Estimated impact on future demand for staff:

Children’s Services – during the next 3 years approximately, moving from a traditional service delivery model of Team Manager and individual Social Workers with individual caseloads to the establishment of social work units each comprising a Consultant Social Worker, Social Worker, Children’s Worker, Clinician and Co-ordinator. This is expected to have the following impact on future demand for staffing.

- deletion of Practice Improvement Officer posts and Team Manager posts to finance new posts of Consultant Social Worker;
- potential small decrease in designated Social Worker posts to fund Consultant posts and Children’s Worker posts;
- Family and Community Support Worker posts likely to be redesigned and some relocated to new units;
- possibly approximately 50% of Family Resource Worker posts relocated to new units;
- Family Aide posts to remain in contact centre with no new posts of this type being created.

The overall expected impact on the staffing budget is that it will need to be increased to accommodate this review. There will be no capacity for staff reduction in this model although opportunities for savings elsewhere to fund this major review will be actively sought.

Office of Chief Executive

The strategic direction of the Office of Chief Executive is not expected to have an impact on the workforce either now or in the foreseeable future.

Section 3.6 explains how we develop our workforce and the generic workforce skills and competencies regarded as priority to meet future business needs. Our plan for addressing any skills gaps has been accounted for in **Appendix E Organisational Development Priorities**. Directorates will continue to address service/ job specific development needs through a variety of learning methods.

4.2 Future workforce supply and demand

The aggregation of service workforce plans gives some indication of the specific resourcing issues for the Council generally. This quantitative analysis requires to be extended and refined still further but complements the more comprehensive qualitative analysis of the Council’s future workforce requirements contained within this 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 at its 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;
- Support Workers within both Children's and Adult Learning Disability Residential services;
- Trading Standards and Environmental Health Officers;
- Mechanical and Technical positions; and
- Electricians.

The reason behind these recruitment difficulties may include skills gaps 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. Each Directorate has recognised this when determining their future workforce requirements to meet future business needs. 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 organisational development priorities for 2014-2015. These are shown at **Appendix E** 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) – particularly when promoting staff - as this will be an essential contributor to organisational success. This applies at the recruitment stage as well as to our existing workforce.

Our 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

We aspire to be an organisation that:

- both values and supports its staff who in turn are clear about what is expected of them and 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 provide 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 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 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&OD 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/ internet when working from home or remotely;

- online meeting facilities enabling remote meetings, allowing staff to share documents remotely and conduct video calls.

7.0 How we will achieve our vision - our strategic workforce priorities

7.1 Our strategic workforce priorities

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 2014-2015 to 2018-2019:

1. **Smarter integrated planning** - strengthening and making increasingly explicit the linkage between business, financial and workforce planning;
2. **Cultural transformation** - further embedding a culture of high performance across the authority;
3. **Improving employee engagement** - maximising the effectiveness of our employee engagement strategy – striving for positive industrial and employee relations;
4. **Smarter health, safety and wellbeing** - further encouraging a proactive health, safety and wellbeing culture;

5. **Smarter working and service delivery** – changing the way we work to better match the demands of our customers and the expectations of our workforce;
6. **Employer of choice** - ensuring 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. **Smarter attendance management** - ensuring attendance management levels equate to upper quartile performance standards;
8. **Smarter recruitment and skills development for managers** - ensuring high level management performance across the Council through robust selection processes and tailored development programmes.

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 Directorate’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.

These priorities will drive our workforce planning by allowing 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.

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’.

Our previous workforce plan set out how we will achieve our vision which in effect is our action plan for delivering and achieving our workforce planning outcomes. These objectives and actions continue to be valid and we have now aligned these to our strategic workforce priorities.

Appendix F provides detail as to how we propose to plan and manage our workforce in relation to our eight strategic workforce priorities.

7.2 How we monitor and measure success

Recognising that successful workforce planning is an active, ongoing and dynamic process, the HR&OD service has put in place internal arrangements for monitoring and measuring the extent to which we have achieved, or are making progress towards, the planned outcomes for the workforce and the organisation. Each priority is referred to as a ‘workforce stream’ to which a ‘stream leader’ has been assigned in order to monitor and evaluate progress and success. This helps us to assess what is working and what is not, make adjustments to plans and strategies and address in a timely way new workforce and organisational issues which might have arisen.

For example, in our previous plan, one of our workforce priorities was to manage required changes to the workforce in a structured, planned and fully consulted basis. However, on reflection, the need to do this underpins all actions affecting our workforce so should not be seen as a separate action,

important as it is. Instead, the need for Smarter Working and Service Delivery merits inclusion in our workforce priorities and our action plan for achieving that objective is included below.

Recognising the importance and value of regularly reviewing our workforce plan, **Appendix A** also includes an evaluation of success to date under each priority. This takes into account the extent to which we have delivered the expected outcomes and how we have achieved or made progress towards the planned outcomes for the workforce and the organisation

To help us monitor and evaluate outcomes over the next year, we will be developing performance measure indicators against each of the eight strategic workforce priorities and will report on progress made after six months of this latest workforce plan being implemented, then again within next year's workforce plan.

How we will achieve our vision – our action plan and evaluation of success so far

STRATEGY	ACTIVITIES
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1. Smarter Integrated Planning

- strengthening and making increasingly explicit the linkage between business, financial and workforce planning.

Evaluation of success:

For the first time last year a Strategic Workforce Plan was produced as part of the Council’s budget setting process. The production of this updated Strategic Workforce Plan demonstrates that workforce planning is now a key component of our integrated planning framework which brings together business, financial and workforce planning.

The link is even stronger now that the Directorate specific workforce plans are derived from the key workforce issues identified in their business plans. Directorates are estimating the impact of business/ changes over the coming years and are matching their workforce requirements against the direction of the organisation. They are anticipating the impact on their workforce based on the Council’s financial forecast.

2. Cultural Transformation

- 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 continuing to identify the characteristics of a high performance culture through workforce engagement and beginning to promote this across the organisation;
- by empowering employees to take direct responsibility for responding to the needs of 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.

Evaluation of success:

- **characteristics of a culture of high performance have been identified through workforce engagement e.g. drop ins, online survey, discussion at workshops etc;**
- **improvements have been made to PR&D following engagement with workforce;**
- **a new programme has been launched to support PR&D, to further embed behaviours and manage outcomes;**
- **Smarter Working is being introduced through which ways of working will become more efficient and outcomes based;**
- **core and management behaviours are being widely promoted through initiatives such as the 'Heads Up' Campaign;**
- **new learning/ refreshers of key tools and techniques are being provided to improve individual performance; and**
- **benchmarking is being used to assess and evaluate performance (adapting practices in high performing organisations to meet the needs of our organisation).**

Future actions over the next 12 months include:

- **expand existing toolkit for managers and provide useful tools to measure the extent to which behaviours have been embedded and what high performance looks like, so that any 'gaps' can be identified and closed;**
- **further enhance people's understanding of and improve their motivation at work through autonomy, mastery and purpose; and**
- **introduce performance measures to measure progress and success.**

3. Improving Employee Engagement

- 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 implementing 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;
- by embedding 'engagement' as part of the culture and of daily management practice.

Evaluation of success:

The 2012 Employee Opinion Survey gave a baseline for measuring the effectiveness of employee engagement. The next such survey in 2014 will give a concrete measurement of improvements. In the interim, more immediate results should be seen by considering the rate of attrition, absence rates, productivity and efficiency and numbers of applications for posts.

Based on the outcomes of the employee survey, much work has been carried out over the last 12 months to improve employee engagement including:

- **recognising achievement through the STAR awards;**
- **inviting employee opinions and feedback through developing Employee Voice;**
- **introducing 'Back to the Floor' days to increase managers' visibility;**
- **promoting our organisational behaviours through lunch time talks, campaigns and toolkits for teams;**
- **a variety of social and fundraising events;**

- promoting flexible working through our Smarter Working Framework - this includes engaging people in changes to their work styles and work practices;
- developing career progression schemes and training and supported career development for employees (including ICT training for non-PC literate employees);
- holding a successful Equalities Open Day;
- introducing 'engagement' as a key management behaviour and therefore a key measure of a manager's performance;
- involving employees, through both a leadership and management development survey, in identifying what traits they want see in their managers and their development needs; and
- continued engagement with NE public sector partners in joint development initiatives such as mentoring.

Future actions over the next 12 months include:

- more 'Back to the Floor' days for senior management;
- recognising achievement ceremonies within service;
- Chief Executive surgeries;
- rolling 18 month plan for 'Heads Up' campaign to promote our behaviours;
- design of manager training on trust and engagement;
- creation of a plan for rolling out 'Engaging Job Design' skills;
- continual revision of Employee Benefits programme;
- potential changes to the rewards for 'exceeding' category in PR&D;
- drop-in sessions for the eight strategic workforce priorities to gather employee ideas and feedback; and
- development of 360 PR&D for managers allowing employees to feedback on their manager's performance.

4. Smarter Health, Safety and Wellbeing

- by ensuring that visible leadership and commitment promotes, sets and enforces a positive health and safety culture within the organisation;
- by maintaining and continually improving the organisation's proactive health and safety management system;
- by refreshing and implementing the health, safety and wellbeing strategy and corporate health and safety action plan;
- by adopting an integrated holistic approach to occupational health, safety and wellbeing;
- by further developing programmes of fire risk assessments, audits and workplace inspections to identify areas of good practice and areas for improvement;
- by co-ordinating HSE intervention and providing professional support to services with specific focus on management of contractors, asbestos and legionella;
- by 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 maximising attendance will be expanded in partnership working with occupational health and employee assistance providers;
- by more employee engagement and effectively tailoring health, safety and wellbeing training programmes to the needs of the organisation. Focus on behavioural safety to assist in reducing unsafe behaviours in the workplace;
- by continuing to deliver proactive health and wellbeing related events and opportunities for employees via the Health, Safety and Wellbeing team in conjunction with the Employee Good Health group;
- 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.

Evaluation of success:

- **use of benchmarking to identify approaches and practices to further improve the organisation's health, safety and wellbeing performance; observing and exchanging information to determine differences and value in adapting to meet the needs of the organisation;**
- **enhanced existing suite of wellbeing training (Personal Wellbeing, Managers Managing Stress, Mental Health Awareness) to include Personal Resilience and Resilience for Managers receiving positive feedback;**
- **awarded RoSPA Mental Health Commendation Award to recognise employees' commitment to developing, establishing and maintaining a mentally healthy workplace;**
- **awarded ROSPA Gold Medal (five consecutive years) to recognise the organisation's commitment, maintenance and continuous improvement of our proactive health and safety management system;**
- **employee engagement in health and wellbeing initiatives such as stair climbing campaign, free Techno Gym access, Ping Pong pilot, alternative therapy free taster sessions and free employee health checks across 10 locations within the organisation;**
- **improved management reporting and investigation through the introduction of a streamlined Electronic Reporting System for Incident/ Near Miss and Accident/ Injury;**

Future actions over the next 12 months include:

- **reviewing PR&D core behaviours against the HSE Management Standards management behaviours to prevent and reduce stress in the workplace;**
- **development of qualitative health and safety awards;**
- **further enhance the health, safety and wellbeing management system via ongoing review of policy and procedures in line with legislation;**
- **reviewing of Workplace Inspections in conjunction with the Health, Safety and Wellbeing team's audit question sets to reflect the needs of the organisation;**
- **introduction of new health, safety and wellbeing face to face and online modules to cover such areas as Behavioural Safety, Management of Contractors and expansion of awareness/ toolbox talks;**
- **planning, delivering and collation of evidence to achieve the Healthy Working Lives' (HWL) Silver Award;**
- **ensuring a holistic approach to the health, safety and wellbeing request to Directorates to link their Health and Safety Action plan to their Budget and Workforce plans;**
- **focus on employee accountability for their health and safety responsibilities. Implementation of suitable consequences to be placed on all Council employees for non health and safety compliance.**

5. Smarter Working and Service Delivery

- by ensuring that comprehensive HR guidance on the Smarter Working options is available to all our employees;
- by promoting the benefits of Smarter Working across the Council;
- by researching Smarter Working options and updating HR guidance to include innovative ideas;
- by assisting managers to introduce Smarter Working in their service area;
- by working together with colleagues from other services to develop Smarter Working so that the full benefits to both the organisation and to employees can be realised;
- by fully implementing the provisions of 'YourHR'.

Evaluation of success:

- **new HR guidance has been developed and made available to managers and employees in a clear and user friendly format;**
- **Smarter Working Conferences have been held to introduce managers to different aspects of Smarter Working, including the HR implications and opportunities.**

Future actions over the next 12 months include:

- **additional conference opportunities for managers to learn more about Smarter Working;**
- **continued development of training for managers on the practical skills needed to operate in a Smarter Working environment;**
- **individual meetings with managers to promote the benefits of Smarter Working and help them with the practical implications of introducing more flexible working patterns and systems;**
- **continued development of HR guidance to reflect new developments in Smarter Working;**
- **appointment of a fixed term 'Smarter Working' post within HR&OD.**

6. Employer of Choice

- by improving our understanding of our 'employer of choice approach';
- 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 investing in our image as an employer of choice by strengthening the organisation's brand and reputation through conveying and promoting our values and achievements via a range of media sources;
- by continuing to explore the creative development of career pathways, including apprenticeships 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 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
- 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 the Council is promoted to a diverse range of individuals and by being proactive in increasing employability and equality of opportunity;
 - 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 continuing to auto-enrol new employees who are eligible for membership of the local government superannuation scheme and ensuring we meet our future responsibilities regarding re-enrolment, thereby 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 ensure 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.

Evaluation of success:

- **social media channels are being used to advertise Council vacancies and engage with job applicants;**
- **a Talent Resourcing Framework has been agreed at CMT to look at developing graduate recruitment, internships and modern apprenticeships within the Council in order to attract fresh talent into the organisation;**

- **Smarter Working Frameworks have been introduced to enable a variety of forms of flexible working arrangements within the Council;**
- **we are continuing to meet our General Equality Duty and specific outcomes through the work of equalities groups within HR&OD; in particular, an equalities fair was held within the Council to promote equality and diversity within the organisation;**
- **we have established and maintained close relationships with schools, universities and Jobcentre Plus in order to address employability through partnership working and to promote the Council at careers days and recruitment fairs as an employer of choice;**
- **auto-enrolment was successfully implemented for all eligible employees at the Council's 'staging date' of 1 April 2013 thereby assisting and supporting the workforce to make sufficient pension provision for when they retire.**

Future actions over the next 12 months include:

- **further developing the Talent Resourcing Framework;**
- **continuing to promote the organisation through careers events and recruitment fairs;**
- **improving the quality of job/ career related pages on the Council's website and national recruitment portal to ensure they reflect our organisational vision and values;**
- **developing improved opportunities for work and student placement;**
- **improving our employee benefits.**

7. Smarter Attendance Management

- by providing managers with robust absence management tools in order to report and track absences more efficiently;
- by providing managers with more discretion about how they manage absences in their team;
- by providing additional, early support to employees thereby enabling an earlier intervention to support their rehabilitation and return to work;
- by exploring alternative, creative solutions to encourage and promote higher levels of attendance;
- by improving absence management information and data analysis to identify trends which can be addressed;
- by benchmarking our absence rates and costs against other Scottish Councils;

- by improving our existing provision of occupational health services;
- by offering health promotion and advice to encourage employees to look after their physical and psychological wellbeing;
- by improving measures to rehabilitate employees on long term absence.

Evaluation of success:

- **absence reporting improved through the introduction of a new online absence reporting tool in YourHR; this is currently being rolled out across all Directorates;**
- **proposed improvements to Maximising Attendance Policy (at consultation stage – new policy expected early 2014);**
- **improved trend analysis to help managers manage absence more effectively;**
- **triage reporting pilot developed for the first day of absence; target areas with higher absence have been identified and the pilot will be established once the YourHR maximising attendance module has been implemented within those areas;**
- **temporary redeployment policy for employees who are currently unfit to undertake the duties of their role is in the process of being developed.**

8. Smarter Recruitment and Skills Development for Managers

- 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 ensuring we promote the right people – those who demonstrate and model the right behaviours (effective at engaging and empowering staff) , rather than just being technically competent;
- by developing smarter recruitment and retention strategies to address current and future hotspots;
- 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;
- by reflecting 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 inhouse 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.

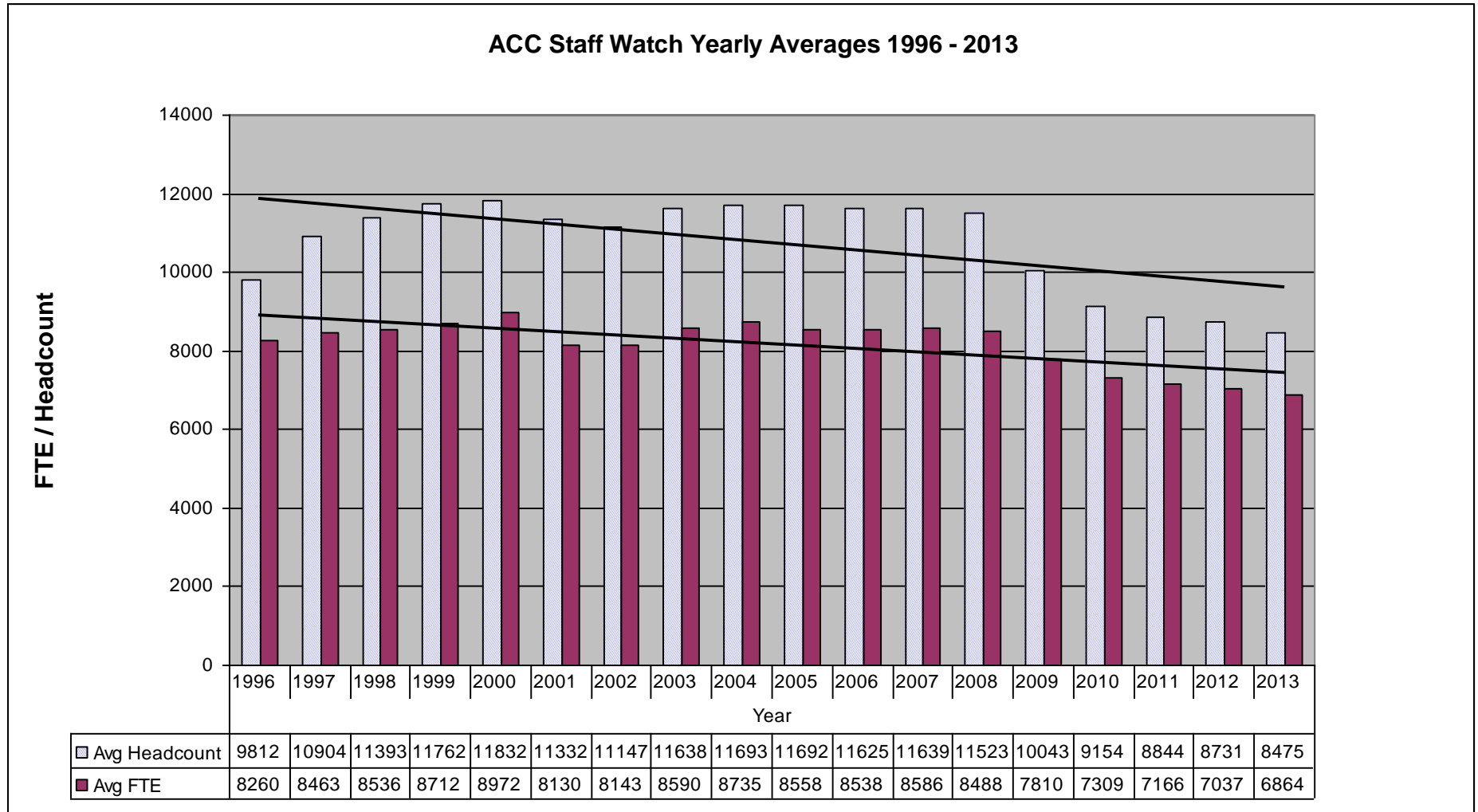
Evaluation of success:

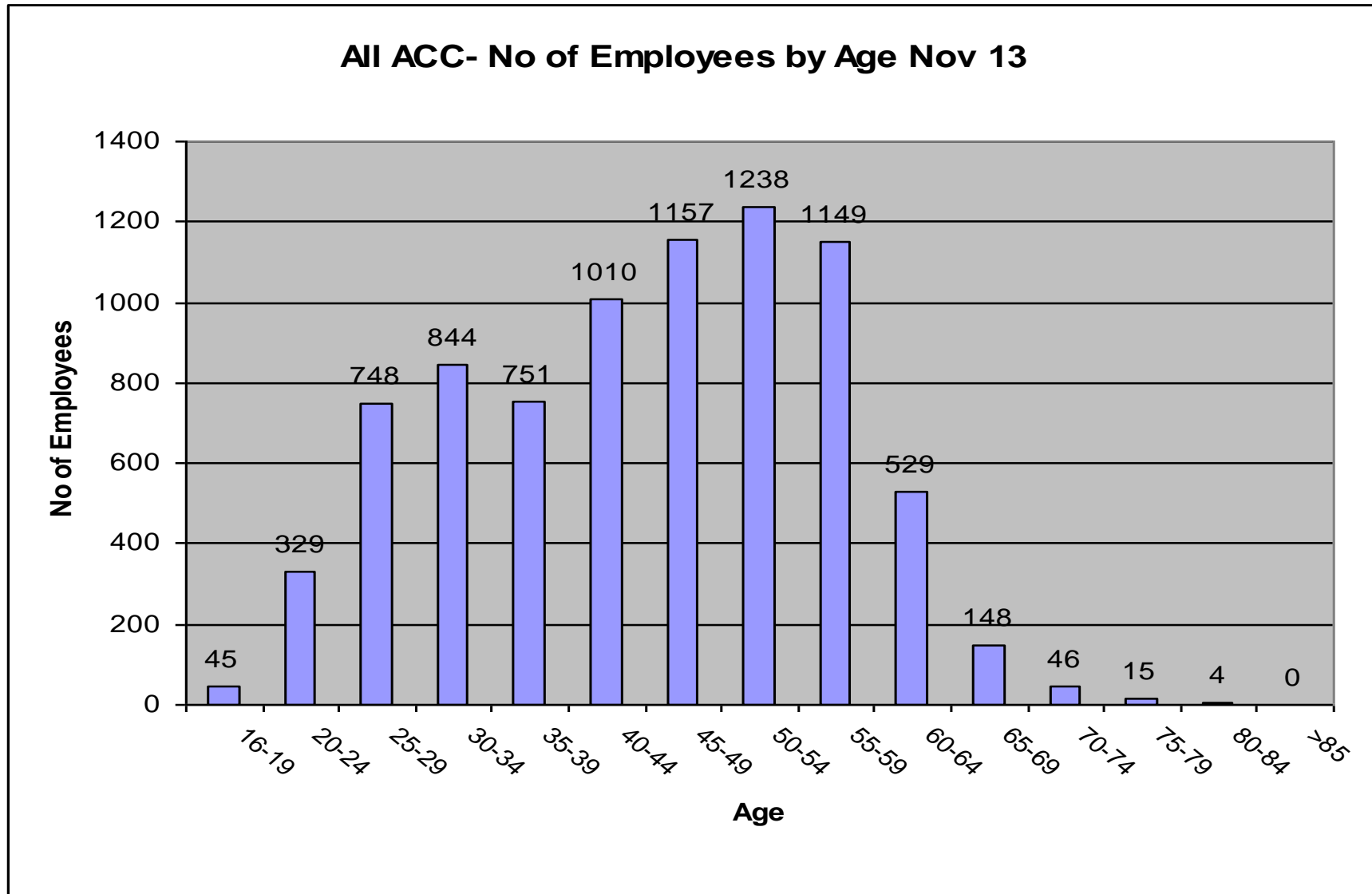
- **new managers' induction programme designed to ensure that new (and recently promoted managers) are clear about their responsibilities in setting the culture that is required to take the organisation forward;**
- **enabling improved talent management and succession planning through workshops designed to develop the next generation of senior leaders (e.g. Aspiring to be a Corporate Director/ Head of Service) and mentoring programmes in collaboration with partner organisations;**
- **new workshops designed to improve how we communicate and engage with our colleagues and customers; harness our creative thinking; make smarter recruitment selection decisions (based on 'cultural fit'); and achieving the right balance between task and people focus;**
- **18 month programme developed in consultation with managers that meets the future needs of the organisation; this is aimed at all levels of employee and focuses on behavioural as well as technical skills;**
- **improved supervisory skills training;**
- **organisational behaviours modelled and promoted by senior management (through our 'Heads Up! Campaign');**
- **additional assessment tools, such as psychometric testing and group exercises, used to appoint first and second tier senior managers.**

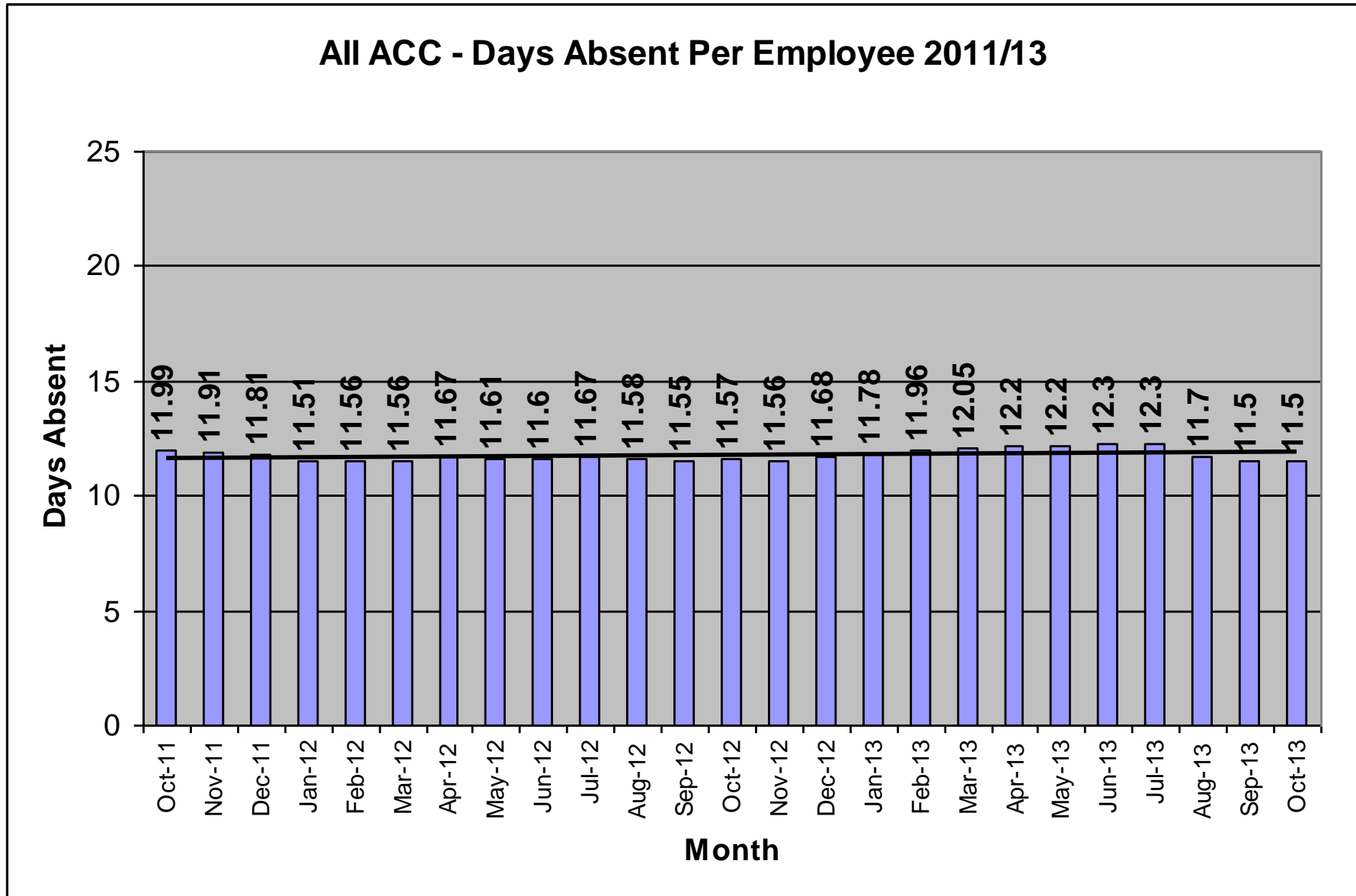
Future actions over the next 12 months include:

- **new middle managers' programme developed to assist with succession planning and talent management;**
 - **a range of development options offered to suit different learning styles and preferences;**
 - **bespoke team sessions developed to support team and business improvements;**
 - **performance measures being introduced to measure progress and success (e.g. using PR&D outcomes, results of 360 feedback, Employee Opinion Survey, Directorate business plans being successfully delivered).**
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Staffing Numbers – Trend Analysis (1996–2013)







Organisational Development Priorities

1 Background

As the Council enters the 4th year of its 5 year Business Plan, our priority will continue to be to support the delivery of this plan. Overall the proposed development priorities for 2014-2015 remain consistent with those identified in 2013-2014, albeit certain aspects have evolved in line with current council direction and context. Key elements of this context which will inform future priorities include:

- the current period of financial stability which allows opportunity to plan ahead to mitigate the impact of the significant financial challenges anticipated in 2-3 years' time;
- the recently approved Strategic Infrastructure Plan with its ambitious vision for Aberdeen and its focus on outcomes for the city as a whole;
- the integration agenda for health and social care which will require greater collaboration and partnership working;
- the continuing emphasis on making best use of technology in order to support the Smarter Aberdeen agenda and the increasing automation of administrative and management functions;
- the further embedding of PR&D and its positioning at the heart of how we manage people and performance;
- the need to be seen as an employer of choice within the context of an ageing workforce and a competitive local labour market; and
- the introduction of Smarter Working with its implications for changing work styles and work practices.

These are big ticket issues which will require:

- transformational change in the way we deliver our services;
- increased innovation and managed risk;
- a greater focus on forward planning and managing by outcomes; and
- an engaged, committed and high performing workforce.

2 Approach

With this in mind development going forward will focus on the following strategic workforce priorities:

- further embedding a high performance culture across the organisation;
- ensuring high level management performance across the Council through robust selection processes and tailored development programmes; and

- maximising employee engagement.

What follows is not intended to be an exhaustive list of all development provided but rather an outline of where the key emphasis in each of the above areas will be over the coming period. In addition to the priorities identified we will continue to address development needs arising from service workforce plans and individual PR&D outcomes.

The proposed development priorities are based on:

- the council's current context as outlined above;
- the outcomes of the recent visioning exercise by Extended CMT;
- service feedback gathered through HR Business Partners;
- consultation with senior managers on their own development needs; and
- consultation with managers/ employees on the qualities required in leaders and the perceived development needs for middle and first line managers.

Feedback from all these sources emphasises the need to provide development which is time and cost effective and which takes account of different learning styles. The focus will therefore be on ensuring a variety of approaches are offered ranging from workshops, bite size sessions, hot topics and master classes to project work, coaching, mentoring, job shadowing, action learning sets and collaborative development with both the public and private sector. While we will continue to commission external providers where appropriate, where possible we will seek to make use of internal expertise, including at ECMT level, in order to share expertise and return the investment made in their own development.

3 Further embedding a high performance culture across the organisation

3.1 Performance Review and Development (PR&D)

In order to achieve our organisational goals we need a focus on outcomes and on performance. PR&D underpins this by providing an ongoing mechanism for clarifying what is expected of each employee, recognising good performance, dealing with underperformance at an early stage and promoting the behaviours which will drive the Council forward. In addition it sets the foundations for a cohesive performance management framework by linking directly to recruitment, induction, development, managing underperformance and talent management.

The use of the online PR&D reporting tool means we also now have a more effective means of forward planning which, for the first time:

- provides managers with an overall picture of performance across their service – allowing them to more readily identify high performers, employees with potential and areas of under-performance which need to be addressed;

- collates development needs providing a more structured tool for planning to meet service and corporate development needs.

PR&D is now entering its second year. A full review of the scheme was undertaken in June 2013 involving feedback from employees across the organisation. The process has also received a positive report from Price Waterhouse Cooper (PWC) highlighting areas of good, and even excellent, practice. Any minor areas of weakness noted by PWC are being addressed.

The main recommendation arising from the PR&D review was that no major changes should be made to the process at this stage but that the coming period should be used to ensure everyone fully understands and is comfortable with the process and the technology.

Development priorities within this area will therefore include:

- **process training** - we will continue to support managers in the use of the PR&D process and YourHR – including support for 360 (once available);
- **skills training** – two new workshops have been developed to support PR&D, **Performance Matters** looks specifically at managing and motivating good performance, empowerment and outcomes focus; **Smarter Conversations** covers the more general skills of ongoing effective communication – both of these will continue to be offered throughout the year.

Latest developments on YourHR include a tool allowing employees to build a bank of examples and evidence of performance over the PR&D year and a 360 tool for reviewing the performance of managers which will be available from January 2014.

3.2 Embedding the organisational behaviours

The organisational behaviours have now been in place for over a year. However, there is still a need to further embed these, to provide development to support them and to ensure our managers are creating an environment which encourages and promotes them. Actions in this respect have been taken in the following areas:

- **visible reminders** of the behaviours, such as lanyards and posters in establishments and meeting rooms, are in place;
- **addressing gaps** - a number of development activities have been – or are in the process of being - designed to support the organisational behaviours where gaps in provision had been identified; these include:
 - o **workshops** - e.g. excellence in customer service (**customer focus**); financial management, stakeholder mapping, commercial awareness (**future focus**); harnessing creativity (**creative thinking**); effective business writing (**communication**); engaging teams (**engagement**);
 - o **pitstops** - we are also introducing a series of bite size sessions to refresh staff on techniques such as the McCarthy Model of communication, task oriented thinking, working with change, effective feedback, setting well-formed outcomes etc;

- **supporting innovation** – the level of transformation required to continue to deliver high quality services in the face of diminishing finances will require increased innovation and creativity at all levels in the organisation; through PR&D managers are tasked with creating a climate where ideas are welcomed and evaluated; this will be measurable through 360; at the same time we will ensure a range of interventions are available to develop skills in this area including workshops, toolkits and hot topics; while at the same time ensuring there are additional means for employees to contribute suggestions through, for example, Employee Voice;
- **supporting other work streams** – we will also provide support as necessary to priority work being undertaken by other services in areas such as customer service standards (**customer focus**), procurement competence and practice, risk management and collaborative working (**future focus**);
- **a toolkit** is now available for managers to use to discuss the behaviours with their teams and agree what these mean within their own work context;
- **'Heads Up!' campaign** will run over the next 18-24 months; this involves Heads of Service taking turns to promote the behaviours through a range of activities including interviews, debates with employees, back to the floor days, hot topic seminars etc.

The introduction of 360° feedback will allow us to measure how well our managers are meeting the behaviours and, therefore, where the focus for future development should be. As part of the 2014 review of PR&D we can then explore the option of developing a set of strategic indicators for senior managers to distinguish between responsibilities at different levels and to assist with succession planning.

3.3 Improving technical skills

Achieving the efficiencies required to make future savings is dependent to a large extent on initiatives such as:

- **Smarter Working** – rationalising office space and introducing new work styles and work practices;
- **YourHR** – and the increasing automation of admin and management functions;
- **self-service** – the increased use of self service for both customers and employees.

These all involve greater use of technology which, in turn, depends on employees being confident and competent in this area. Actions in this respect include:

- **Getting Started** – this modular programme for beginners to ICT was introduced in 2013 and has proven very popular with employees - at its most basic it provides the skills to access their online payslips, more generally it assists them to be more pc literate in both their work and home lives;
- **Microsoft Office 10 programme** – byte size sessions are available to upskill people on more efficient use of Word, Excel, Powerpoint, Project and Outlook;
- **Lync, Sharepoint and mobile device training** – will be developed and made available in line with the Smarter Working roll out.

3.4 Supporting Smarter Working

In addition to the technical skills required to support Smarter Working, the increased variety of work patterns and work styles which it brings requires a major culture shift for many employees and managers. In this respect we will be rolling out a series of focused workshops to support teams within the scope of the project. At the same time we will be offering eLearning and face to face workshops to raise awareness of Smarter Working more generally and to assist managers to develop the skills to manage by outputs and to manage remotely.

3.5 Ensuring high level management performance - through robust selection processes and tailored development programmes

The quality of our leadership and management is key to creating and maintaining a high performance culture and the correlation between this and employee engagement has been well documented.

While Momentum training, which promotes a task-oriented yet people focused approach, will continue to be the main plank of our management development we are now entering the final year of this contract and it seems timely to review how we develop our managers.

In order to encourage a fair and consistent approach to how people are managed across the council PR&D introduced standard behaviours for managers. Taking this a step further a number of consultation exercises have recently been carried out with both managers and employees on the qualities they see as important in our managers and what they see as the main development required at senior, middle and first line manager levels.

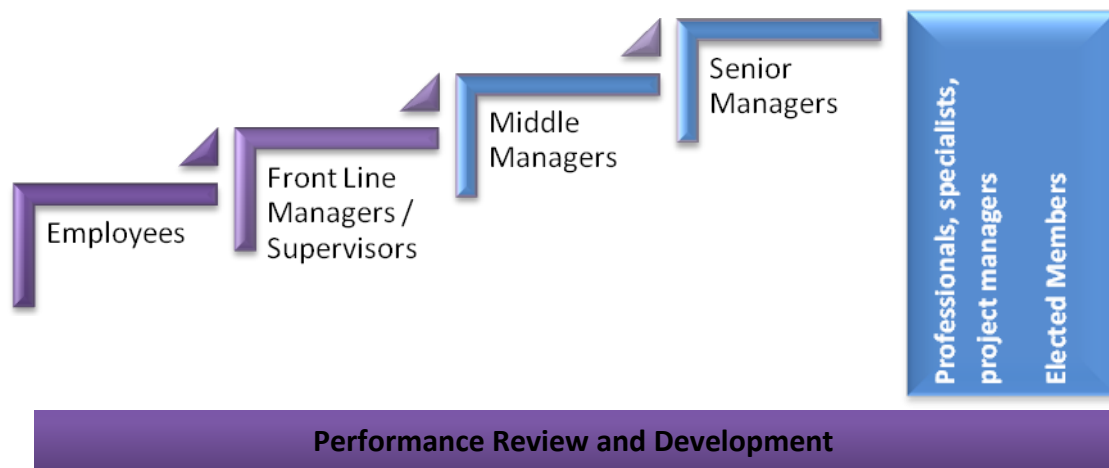
The outcomes of this focused less on traditional management skills – such as financial planning and project management - and overwhelmingly on behavioural aspects. Specifically highlighted were the need for authentic and inspiring leadership, trust, increased self-awareness, engagement, empowerment and the responsibility of managers to support and motivate others and to develop potential and future leaders.

Encouragingly this is entirely consistent with current management research and so would indicate that, in terms of the direction we are proposing for future development, we are ‘pushing at an open door’. It is also in keeping with the direction the organisation is moving to in terms of:

- Smarter Working with the need to manage differently to incorporate an increasing variety of work patterns;
- PR&D with its focus on outputs and higher performance; and
- the transformation of service delivery with the need to encourage creativity and managed risk at all levels in the organisation.

We are therefore proposing to design a structured approach to developing our managers (see diagram) which introduces these core skills at first line manager/ supervisor level, builds on these at middle manager level and further builds at senior manager level. Additional elements, such as

strategy, commercial awareness and workforce planning, would be built in at the appropriate level, based on the development priorities already identified by ECMT. At the same time the programme would include 'stepping stones' for those identified through ongoing PR&D as having the potential and desire to develop further. This is likely to involve elements such as 360, psychometrics and development centres to assist with this development and to aid succession planning and improve retention.



At the same time practical management skills, such as financial planning and project management, clearly remain important and development in these areas will continue to be provided.

The proposed programme should help identify and develop those with the potential to be leaders of the future, at the same time we will continue to support the rigorous recruitment of managers for cultural fit as well as technical skills through assessment centres and other robust processes.

Another important element of our leadership is, of course, our Elected Members and a full development programme for Members for the period 2014-2015 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.

5 Maximising Employee Engagement

Engaged employees understand and share their organisation's goals, are confident in their capabilities, trust their leaders and, in turn, feel trusted by them. The importance of engagement to the council has been recognised by the fact that it is one of our core behaviours for managers. The introduction of 360 will provide us with a clearer picture year on year of how effectively our employees feel their managers are demonstrating this. A major element of our manager training must therefore lie in ensuring managers understand what engagement is, why it matters and how to engage their staff. This will form a core part of our management development programme while at the same time we are developing a toolkit on trust which managers can use with their own teams.

Beyond management other factors which contribute to engagement include:

- availability of training, development and career progression – the ability under PR&D to identify potential and high performance should assist with retention and succession planning. In addition the proposed model for management development should provide clearer opportunities for career progression;
- ensuring employees are appropriately informed, consulted, given relevant opportunities to participate both as employees and as service users, have opportunities to celebrate successes and learn lessons from both positive and negative experiences and have their health and wellbeing taken into account by their employer – in this respect we will continue to work with the People Dimension Group in supporting the Communication and Engagement Strategy through a range of activities including:
 - o involving employees in the future review of PR&D and in the planning of future development;
 - o supporting future Heads Up! Campaigns and ensuring opportunity for wide involvement of all employees in this;
 - o assisting with the STAR awards as part of embedding the organisational behaviours;
 - o promoting health and wellbeing through the Employee Good Health Group and workshops such as 'Personal Wellbeing' and 'Personal Resilience';
 - o developing skills and tools to support cross-service, and potentially mult-agency, action learning sets in order to promote collaboration and break down silos;
 - o promoting the Council as an employer of choice, through a range of means; and
 - o providing opportunities for employees to stretch their capabilities through leadership of projects, employee forums, taking on mentoring/coaching/ champion roles and, in the longer term, exploring the potential of Sharepoint to identify internal expertise which can be tapped into.

At the same time there is a need to measure the impact of these and other initiatives on levels of engagement. While the formal method for this is likely to remain the biennial Employee Opinion Survey this simply provides a snapshot at that moment in time and does not take account of the

impact on engagement of actions taken by the council on an ongoing basis. We will therefore seek to develop tools by which more frequent temperature checks can be taken allowing appropriate intervention to be undertaken on a timely basis where any issues are identified.

6 Funding the Development Priorities

The Corporate Training Budget (CTB) provides the funding to develop employees in line with organisational needs. As such it is important that we take a strategic approach to managing this budget. This will allow us to maximise its provision as we upskill our workforce to prepare for future savings then reduce it in a managed way in line with the savings required.

Given the importance of an engaged and committed workforce to high performance it is intended to rebrand the CTB to the Corporate Training and Engagement Budget. We will work with the People Dimension Group to identify funding, where appropriate, to support engagement interventions with the workforce and stakeholders in achieving transformation.

In making more effective use of resources we will:

- continue, where relevant, to move training provision from face to face to eLearning;
- offer time efficient development such as pit stops, webinars and hot topics which add value but have less impact on operational time;
- 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 middle management programme; and
- achieve administrative savings through the use of e-forms.